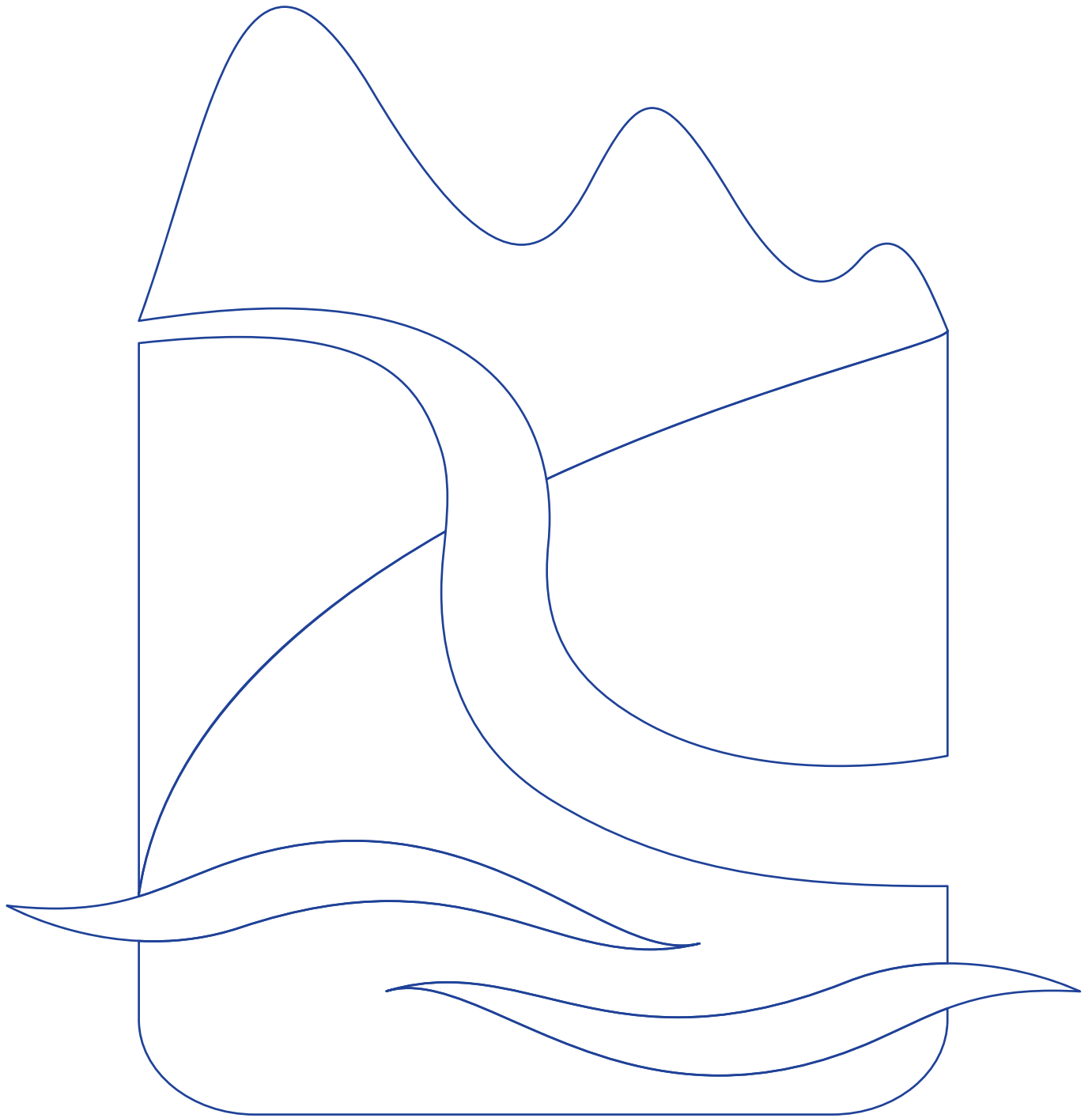




2013
Annual Report



City of Campbell River

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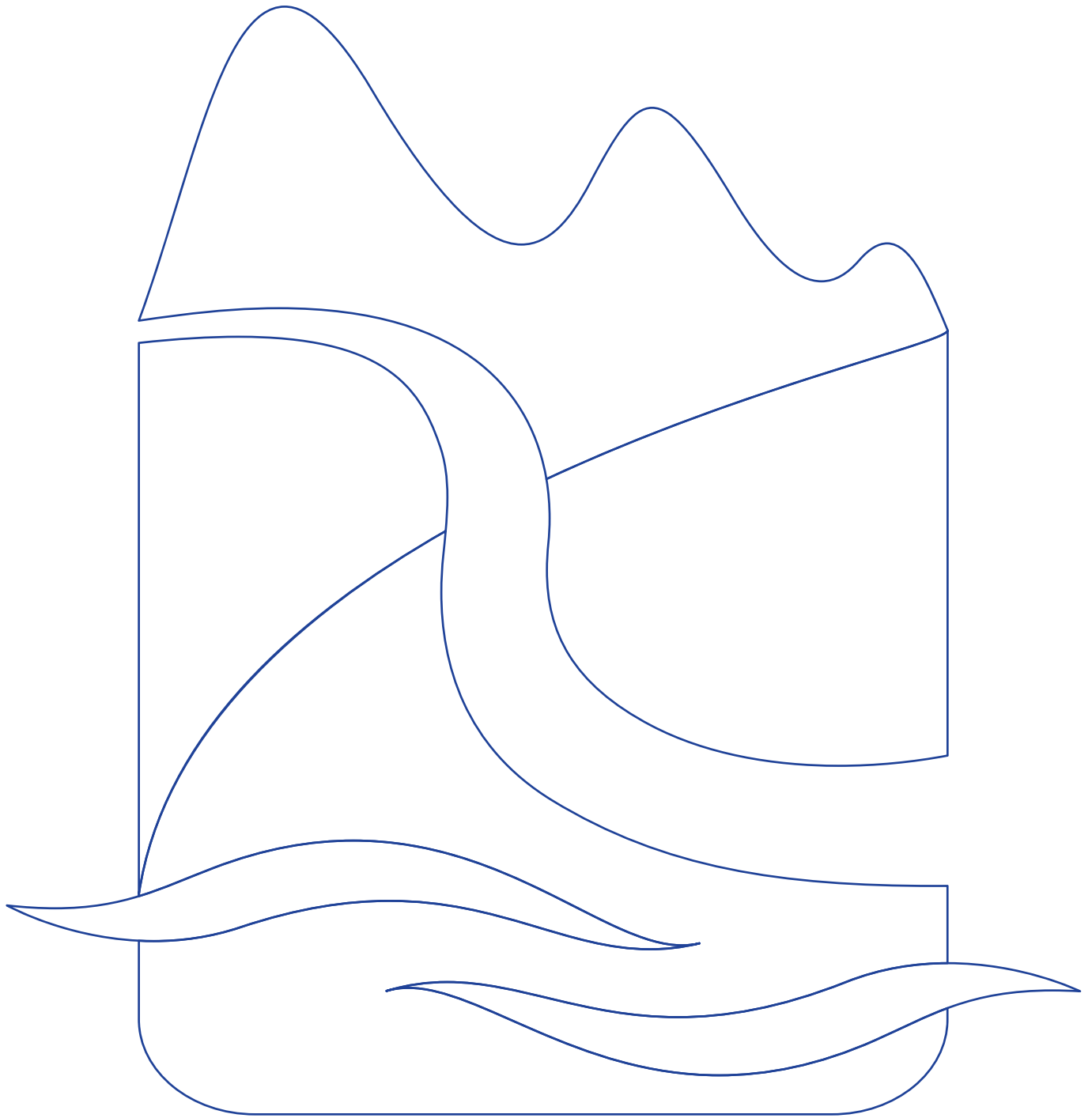
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Many thanks to Richard Buchan, Toni Falk and Tanya Wood for scenic photo contributions.





INTRODUCTION

City of Campbell River

MESSAGE FROM THE CITY

With a wave of development sweeping through our community in 2013, Campbell River is on an eagerly-anticipated upswing following the closure of the Elk Falls mill.

This year's building boom brought notable changes downtown, including:

- A new four-storey, 27-unit affordable, supportive housing development for women and children at 1116 Dogwood, built through a partnership between the City and the Province
- The St. Ann's block upgrade, which replaced aging underground water, sewer and storm drain infrastructure and installed landscaping and street amenities to enhance public space
- New corporate office headquarters for Seymour Pacific and Broadstreet Developments that revitalizes the formerly vacant St. Ann's block
- A new multi-storey Berwick by the Sea seniors residence
- A new hotel along the waterfront

With tax exemptions on offer to encourage additional improvements in the downtown core and the community charrette that focused a vision for vacant waterfront lands, plans are in place to build an even more vibrant and people-friendly Campbell River.

New growth is taking root all over the city. The value of residential and commercial construction in Campbell River topped \$101 million in 2013 – nearly double 2012 values, and the highest since 2006, when values reached \$115 million.

The construction of the new hospital, and the BC Hydro's major project to replace the John Hart Generating Station are expected to continue to boost local investment and development interest.



City of Campbell River

MESSAGE FROM THE CITY (CONTINUED)

The City of Campbell River has completed the transition from being overly-reliant on tax revenue from major industry and continues its fiscally responsible approach to spending. In 2013, Council adopted a budget with a 3.91 per cent property tax increase – down 9.69 per cent over 2012.

Highlights of the \$76 million budget:

- Funded by property and parcel taxes (53%), user fees and other charges (34%), plus senior government grants and other sources of revenues (reserves, third party funding) (13%)
- 0% business tax increase (maintained since 2011)
- Less than 1% of the City's property tax revenue from major industry.
- Parks Parcel tax remained unchanged at \$25.
- Debt principal and interest payments were \$1.6 million (down from \$2.1 million in 2012), with new debt valued at \$600,000.
- Reserves continue to be depleted for capital infrastructure upgrades; total reserve use in 2013 was \$8.4 million for operating and capital purposes.
- The City continues to review operations for efficiencies and cost savings, and overall operations expenses were \$38.8 million for 2013 as compared to \$40.3 million in 2012.
- Enhanced services in 2013 included: downtown design charrette, improved horticulture services, seasonal lighting at Spirit Square, increased signage and Airport business opportunities, website re-design and a statistically-valid community survey.

Results of the citizen satisfaction survey conducted in 2013 indicate people are more satisfied with City services than they were when the last survey was conducted in 2006, and satisfaction with customer service was similar to the results from other municipalities surveyed.

Overall, 93% of people surveyed rated quality of life in Campbell River in 2013 as good or very good. (In 2006, 88.1% of respondents said they were satisfied with Campbell River as a place to live.) In 2013, 85% said they were satisfied with the level and quality of City services. (In 2006: 64.1% were satisfied.)

The survey also indicated that people in Campbell River also have a keen interest in economic stability. Campbell River residents are more cautious about taxation and spending than people in other Canadian communities that participated in this survey – a reflection of our ongoing transition to a new economic reality.

The City of Campbell River's 2013 Annual Report provides a comprehensive summary of City operations as well as a community overview that includes demographic statistics and community history. Read on for a review of City services, activities, awards, financial statements and taxation – and check out the 2013 milestones.

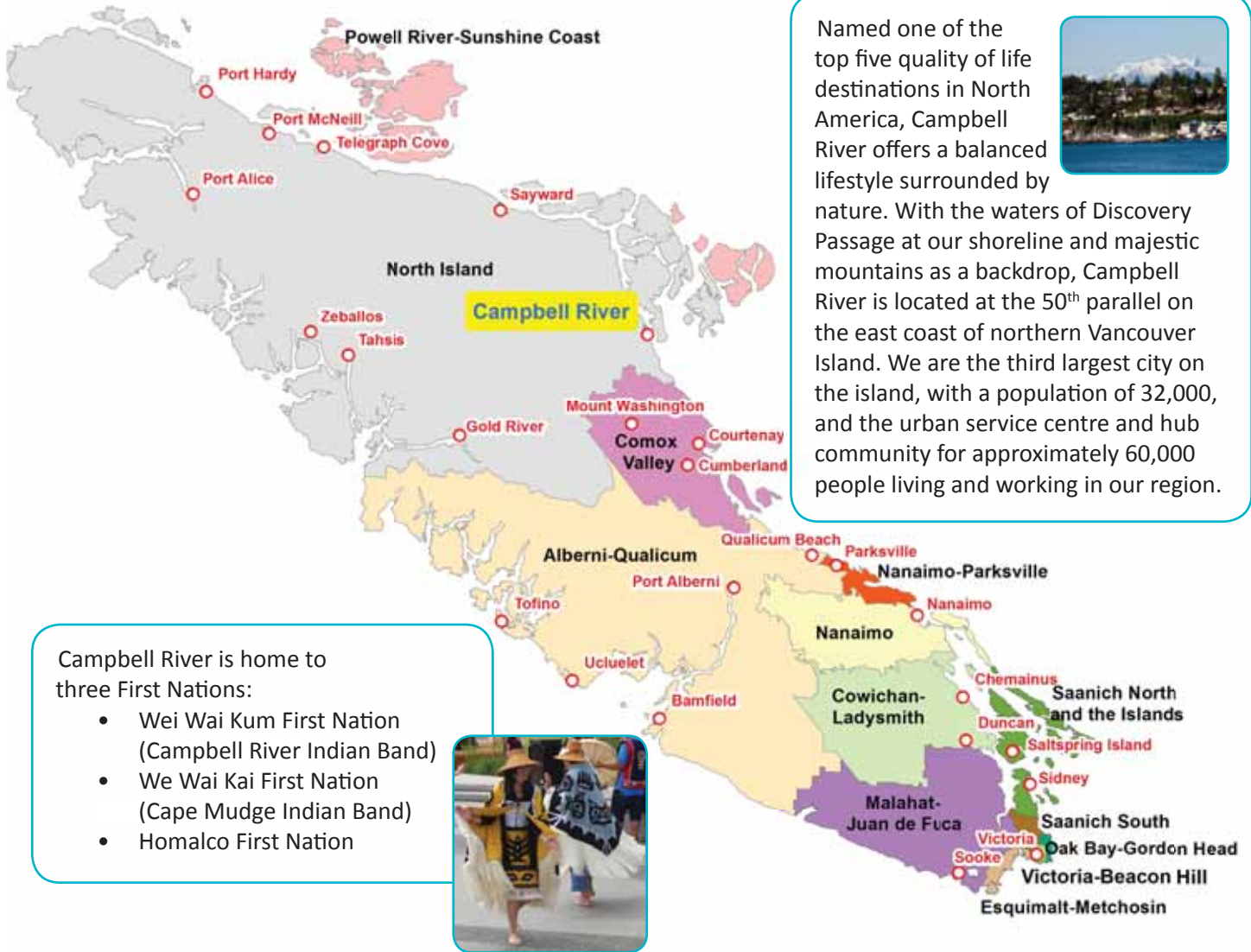
We welcome your feedback on the annual report. Please contact us via email at info@campbellriver.ca or write to: City of Campbell River, 301 St. Ann's Road Campbell River, BC V9W 4C7

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



City of Campbell River

HISTORICAL HIGHLIGHTS



Named one of the top five quality of life destinations in North America, Campbell River offers a balanced lifestyle surrounded by nature. 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 man-made explosion.

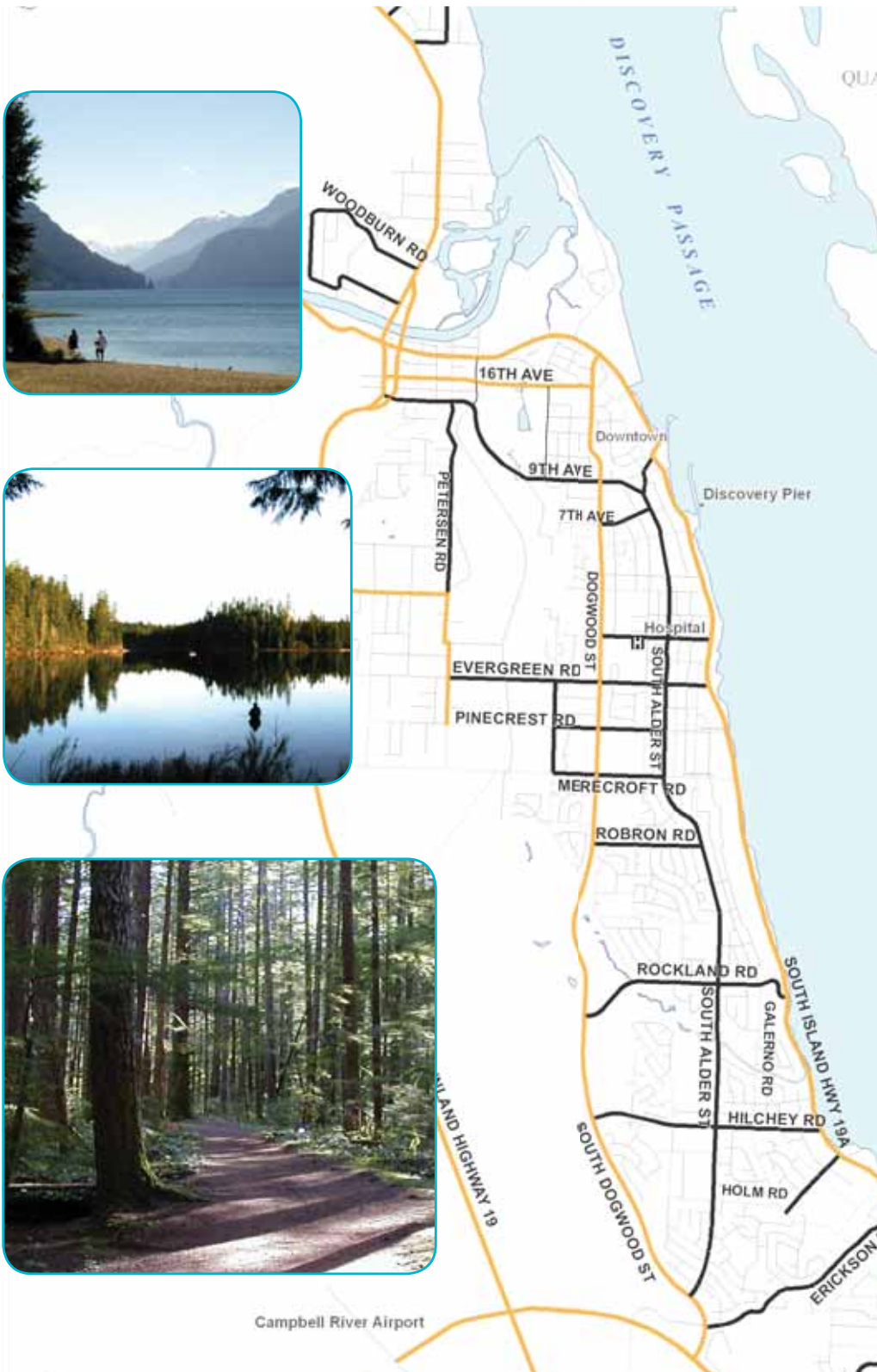
These and other interesting historical facts are showcased on more than 20 information panels found around the Museum and in the downtown area of the city.



Photograph by R.E. Olsen

City of Campbell River

HISTORICAL HIGHLIGHTS (CONTINUED)



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 great 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.

Please contact Rivercorp, the City's economic development corporation, for more information about business opportunities in our community.

See www.rivercorp.ca for more reasons to bring your family and business to Campbell River and enjoy what we have to share.



City of Campbell River

DEMOGRAPHICS

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
Dwellings	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://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5924034&Data=Count&SearchText=CAMPBELL%20RIVER&SearchType=Begins&SearchPR=01&A1=All&B1=All&Custom=&TABID=>>



CORPORATE VISION, VALUES, MISSION, ELECTED OFFICIALS & STRATEGIC PRIORITIES

City of Campbell River

VISION 2025

Economic Prosperity

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

Natural Environment

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

Recreation

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

Inclusivity and Diversity

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

Culture and Heritage

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

Health and Safety

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



Excellence in Local Government

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

Dynamic Families

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

This is what we strive to achieve as we move towards 2025.

City of Campbell River

CORPORATE MISSION, VISION & VALUES

Mission

The City of Campbell River Mayor and Council developed a corporate mission, vision and values in 2009.

The City of Campbell River mission statement describes the fundamental purpose of the organization.

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.

Vision

The City of Campbell River's corporate vision statement describes what the organization intends to become and achieve in the future.

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

Values

Values are beliefs that are shared by the members of the organization and reflect the City of Campbell River's organizational culture.

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.

City of Campbell River

2013 ELECTED OFFICIALS



MAYOR	WALTER JAKEWAY
COUNCILLOR	LARRY SAMSON
COUNCILLOR	CLAIRE MOGLOVE
COUNCILLOR	RYAN MENNIE
COUNCILLOR	ANDREW ADAMS
COUNCILLOR	MARY STORRY
COUNCILLOR	RON KERR

City of Campbell River

COUNCIL APPOINTMENTS

Council Standing Committees

Committee of the Whole (a.k.a. Strategic Committee)

All members of Council

Council Select Committees

Parcel Tax Roll Review Panel
Governance Review Select Committee

Councillors Adams, Storry & Mennie
Mayor Jakeway, Councillors Moglove & Samson

External Boards, Commissions & Committees:

Strathcona Regional District Board (to Dec 31-2013) Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Strathcona Regional District Board Alternates (to Dec 31-2013) Councillors Mennie & Adams
Comox-Strathcona Regional Hospital District Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Comox-Strathcona Regional Solid Waste District Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Strathcona Gardens Commission Councillors Adams, Samson & Kerr
Vancouver Island Regional Library Board Councillor Kerr
School Board/City Joint Liaison Committee Mayor Jakeway, Councillors Mennie & Storry

City Commissions & Corporations:

Campbell River Economic Development Corporation: Rivercorp (non-voting) Councillors Mennie & Moglove
Advisory Planning & Environment Commission Councillors Adams, Mennie & Moglove
Community Services, Recreation & Culture Commission Councillors Kerr, Samson & Storry

Internal Committees and Task Forces (non-voting liaison appointments):

Community Partnership Committee Councillor Samson & Storry

External Organizations (non-voting liaison appointments):

BC Hydro Liaison Committee Mayor Jakeway & Councillor Adams
Campbell River Creative Industries Council Councillor Adams
Campbell River Twinning Society Councillor Adams
Campbellton Business Organization Councillor Kerr
Campbell River & District Chamber of Commerce Mayor Jakeway
Campbell River & District Museum Archives Society's Board of Trustees Councillor Kerr
Community Homelessness Coalition Mayor Jakeway
Heart of the City Business Improvement Organization Councillor Moglove
Pier Street Business Organization Councillor Adams
Success by 6 Community Council of Partners Councillor Mennie
Willow Point Business Improvement Organization Councillor Samson
Mid Island Forest Lands Advisory Group (MIFLAG) Councillor Kerr

Councillors' Portfolios:

Finance Councillor Adams
Culture & Heritage; First Nations; Tourism Councillor Kerr
Public Safety; School Board/City Liaison: Youth Councillor Mennie
Economic Development Councillor Moglove
Community Planning; Recreation/Parks; Environment Councillor Samson
Public Works & Transportation; Seniors Councillor Storry

- ➔ Identify options, alternatives and policies to expand the assessment tax base
- ➔ Identify incentives for growth and sustainability
- ➔ Review boundary restructure options
- ➔ Plan for continued downtown revitalization
- ➔ Plan for replacement of aging infrastructure
- ➔ Improve and develop parks and trails and assess recreational amenity requirements
- ➔ Review Council policies and procedures
- ➔ Develop a staff recruitment, retention and succession planning strategy

The next step in turning ideas into action is for City staff to develop "*plans outlining the how and the when for these initiatives. This will be the main focus of our work until December 2014.*"

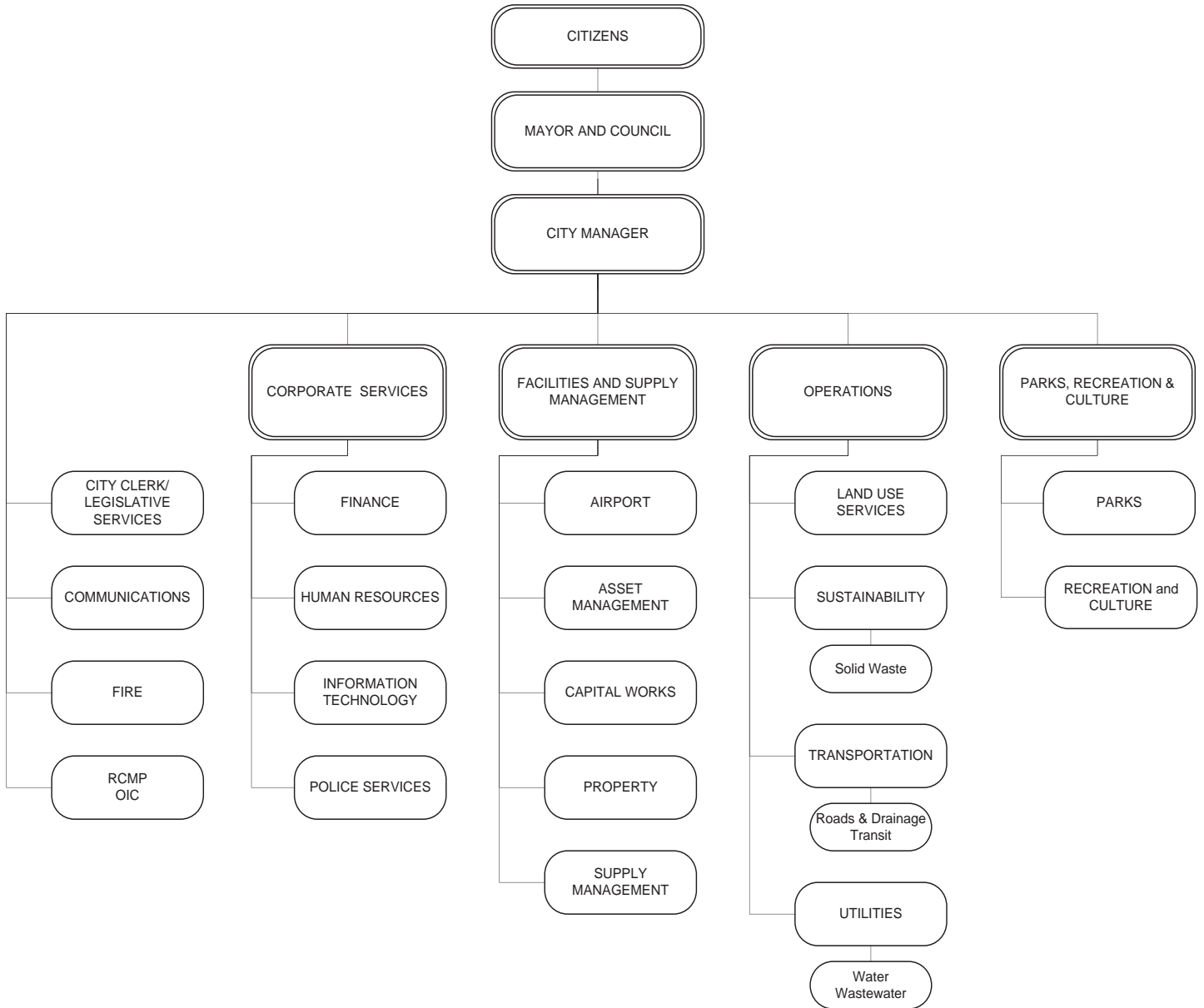
- Walter Jakeway, Mayor



DEPARTMENTAL REVIEWS

City of Campbell River

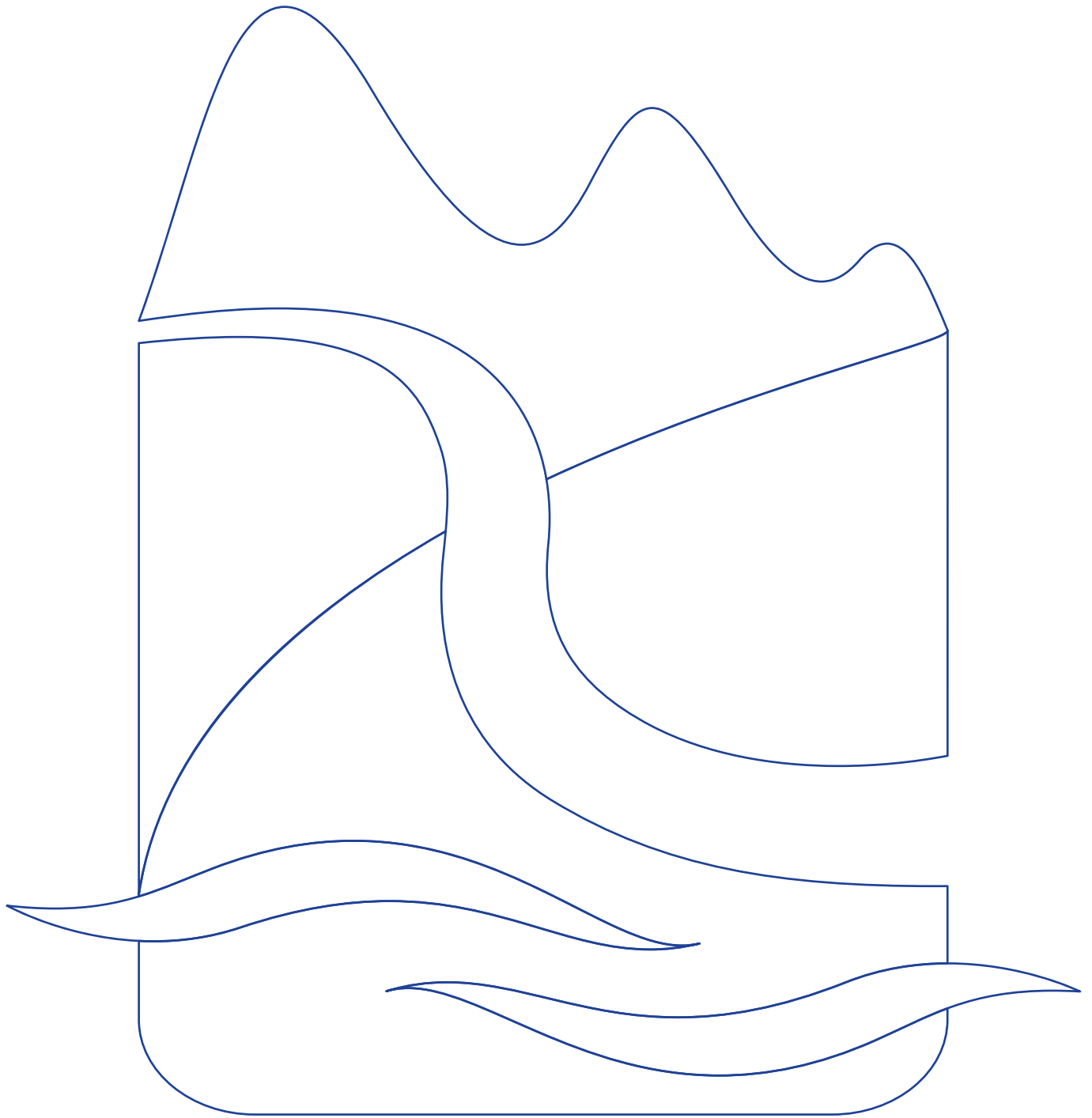
ORGANIZATION CHART



City of Campbell River

DEPARTMENT HEADS

City Manager (Chief Administrative Officer).....	Andy Laidlaw
Deputy City Manager and General Manager, Operations.....	Ron Neufeld
General Manager, Corporate Services.....	Vacant
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.....	Lyle Gelinas
RCMP Municipal Manager.....	Carrie Jacobs
Airport Manager.....	Tyler Masee
Capital Works Manager.....	Jason Hartley
Finance Manager.....	Myriah Foort
Information Technology Manager.....	Warren Kaly
Land Use Manager.....	Ross Blackwell
Property Manager.....	Elle Brovold
Sustainability Manager.....	Amber Zirnhelt
Transportation Manager.....	Drew Hadfield
Utilities Manager.....	Jennifer Peters





City Manager

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

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER

City Clerk, 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 animal control.

Legislative Services

City Hall reception and switchboard

Preparation, maintenance and execution of official City records:

- Agendas
- Minutes
- Bylaws
- Contracts
- Policies and procedures
- Corporate records management and access to information
- Commission/committee staff support

Bylaw Enforcement/Animal Control

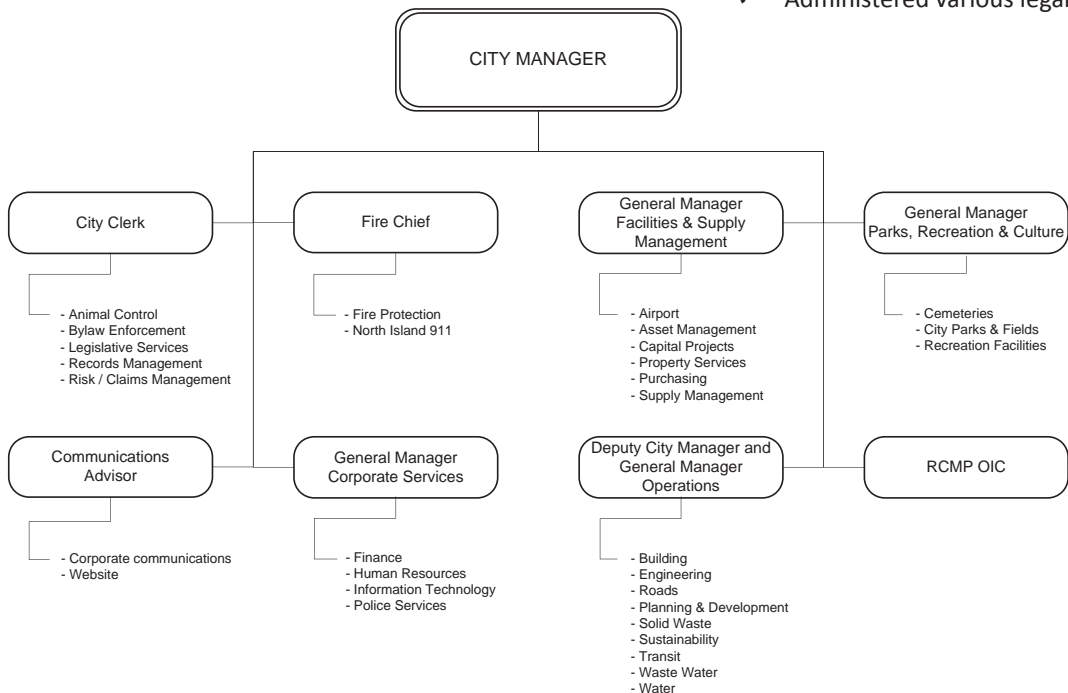
- Respond to complaints
- Enforcement
- Remedial Action
- Parking
- Animal Control
- Pound Services

Risk Claims Management

- Risk management advice to all City departments
- Claims management

2013 Highlights

- ✓ Annual Local Government Awareness Week
- ✓ Coordinated annual Volunteer Appreciation reception
- ✓ Established the City’s two new commissions
- ✓ Provided legislative and administrative services to the City’s commissions and committees
- ✓ Established animal control and pound services agreement with Coastal Animal Control Services Ltd.
- ✓ Established animal control services for the Campbell River Indian Band
- ✓ Updated the Animal Control and False Alarm Bylaws
- ✓ Quarterly liability claim reporting to City Council
- ✓ Renewed the City’s property equipment breakdown and fidelity insurance coverage
- ✓ Assisted various departments with the preparation of bylaws and legal agreements
- ✓ Administered various legal claim files



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER (CONTINUED)

2014-2015 Objectives

- ❖ 2014 General Election
- ❖ Evaluation and recommendations for the City's corporate records management system
- ❖ Update the Regional District contract for Animal Control in Area D
- ❖ Hire contractor to administer parking violation notices within the downtown core
- ❖ Ongoing preparation of new policies and agreements as identified
- ❖ Ongoing revision/improvements to regulatory bylaws

Communications Department

This department is responsible for corporate communications initiatives, including news releases and citizen surveys, and ensuring that information is distributed to employees and community members 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 that helps us improve City services.

2013 Highlights

- ✓ Participated in Ipsos Reid national household survey to confirm citizen satisfaction with services and preferred communications methods, frequency and topics
- ✓ Developed template for e-newsletter
- ✓ Drafted crisis communications plan
- ✓ Drafted social media policy
- ✓ Launched new website
- ✓ Produced online promotional videos

2014-2015 Objectives

- ❖ Develop and regularly update information materials for proposed boundary extension, including news releases, newsletters and web page
- ❖ Crisis Communications team training, including emergency notification templates on website
- ❖ Launch community polling on new website
- ❖ Launch online promotional videos

Communications results from 2013 citizen satisfaction survey

Top information citizens want from City

- Parks/recreation/arts/culture
- Community updates/what's new
- Community planning/land use/new developments
- Public/Council meetings

Preferred methods for City to communicate information to citizens

- Newspaper: 45%
- Mail: 11%
- Email: 8%
- Internet (unspecified): 8%
- City website: 6%
- Newsletter/pamphlet/brochure: 5%
- Social media: 4%
- TV: 3%
- Radio: 3%
- Open houses: 2%

Satisfaction with specific aspects of contact experience

- Staff's courteousness: 88%
- Ease of reaching staff: 83%
- Staff's helpfulness: 80%
- Speed and timeliness of service: 79%
- Staff's knowledge: 74%
- Staff's ability to resolve issue: 65%

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER (CONTINUED)

Fire Department

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 the Storey Creek area of the Strathcona Regional District. Service delivery is supported through a well-established safety and training program.

Services provided:

- Fire suppression; vehicle extrication; hazardous material mitigation; environmental protection; confined space, technical rope and trench rescues; 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

2013 Highlights

- ✓ All auxiliary firefighters certified to NFPA 1001 Level 1 Standard before the end of their second year in the department. On target to have all auxiliary firefighters certified to NFPA 1001 level 2 before completion of their third year of service.
- ✓ Completed all statutory fire inspections for 2013
- ✓ Continuing to promote fire safety public education

2014-2015 Objectives

- ❖ Train and certify staff to NFPA Aerial Operations Standard.
- ❖ Negotiate and sign mutual aid agreement with all Strathcona Regional District Fire Departments.
- ❖ Train and certify fire dispatchers to NFPA Standard for Professional Qualifications for Public Safety Telecommunicators.
- ❖ Secure contract and monitor construction of 100-ft aerial apparatus.
- ❖ Create Fire Service Plan to guide future of fire department.



Corporate Services

Led by the General Manager, the Corporate Services division consists of the following departments:

- Finance
- Human Resources
- Information Technology
- Police Services

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES

Finance Department

The Finance Services Department delivers services to other City divisions and departments. The core services provided by the Finance Department are:

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

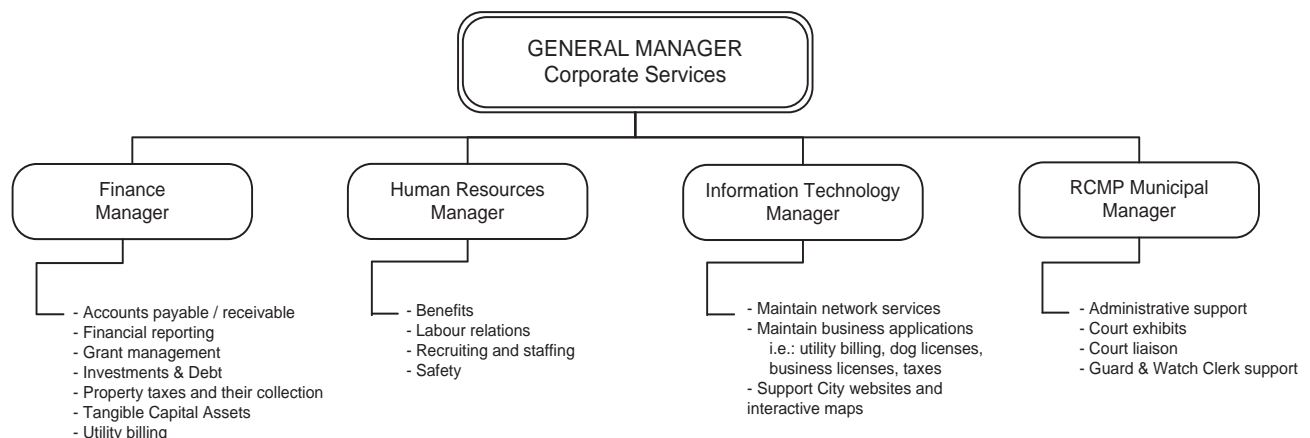
2013 Highlights

- ✓ Streamlined budget process resulting in less time for management to complete departmental budgets
- ✓ Completed base operating budget by December 2013 and capital and service level change requests in January 2014 for the 2014 fiscal year allowing management to move forward on work plans early in the year
- ✓ Started grant management process for all departments streamlining reporting and consistency of reporting
- ✓ Continued improvement on the general ledger structure to streamline invoice coding and financial reporting

- ✓ Ongoing review of policies and procedures to strengthen controls, efficiencies and financial reporting, including implementing standard monthly cutoff and clarifying controls on purchasing
- ✓ Regular financial reporting to management and council during 2013
- ✓ Met the Ministry deadlines for financial reporting
- ✓ Implemented the use of a collection agent and managing accounts receivable to ensure outstanding amounts owed are collected in a timely manner

2014-2015 Objectives

- ❖ Implementation of pre-authorized withdrawal system for property tax payments
- ❖ Analysis of reserve levels and contributions required to manage long-term capital plan
- ❖ Manage cash flows and debt levels with significant capital projects including, water supply system
- ❖ Review the payment of accounts payable through an electronic funds transfer system



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES (CONTINUED)

Human Resources

The Human Resources Department is responsible for providing a variety of services, including:

- Managing the ongoing employment relationship with employees
- Staffing and recruitment to meet current and anticipated workforce needs
- Ensuring competitive alignment and internal equity of benefits and compensation
- Dealing with the unions in a fair and consistent manner
- Facilitation of training and development opportunities
- Ensuring compliance with occupational health and safety regulations

2013 Highlights

- ✓ The HR team assisted with workforce planning; results include filling vacancies with 26 movements internally and the recruitment of 24 new permanent staff.
- ✓ Exempt employee salary survey completed
- ✓ Successful negotiation of IAFF collective agreement
- ✓ External review of Human Resources systems, processes, procedures and policies using the principles of continuous quality improvement and excellent client service
- ✓ Performed a pre-audit of the City's Health and Safety Program, which created a framework for program improvement
- ✓ Completion of RFP process for acquisition of new Human Resources Information System

2014-2015 Objectives

- ❖ Collaborate actively with business partners to optimize organizational structure and performance
- ❖ Successfully negotiate renewal of CUPE collective agreement
- ❖ Implementation of new Human Resources Information System (HRIS)
- ❖ Develop corporate and department plans to address issues identified in the HR department review
- ❖ Continue to enhance workplace health & safety program, utilizing Certification of Recognition (COR) framework and implementation of audit recommendations

Information Technology

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

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

2013 Highlights

- ✓ Implemented new City of Campbell River website
- ✓ Completed Microsoft Licensing contract (Enterprise Agreement – 3 year term)
- ✓ Implemented rollback of HST to PST on all payment systems, E Commerce, and Vadim application
- ✓ Completed RFP and implementation of new Human Resources Information System
- ✓ Entered into an agreement with SHAW for delivery of GO WIFI in key locations throughout city
- ✓ Completed negotiations and council assessment of new telecommunications tower at Willow Point Park
- ✓ Established GIS policies on information delivery and input requirements
- ✓ Implemented new web map
- ✓ Implemented 3D GIS software

2014-2015 Objectives

- ❖ Replace telephone systems at City Hall, CRCC, Fire hall 1 and Enterprise Centre
- ❖ Cartegraph, Vadim and Tempest application data integration and collaboration
- ❖ Complete airport broadband fibre installation
- ❖ Complete agreement for access to City infrastructure for TELUS Mini-Cell rollout
- ❖ Complete report on energy cost reduction contributed by virtualization strategy
- ❖ Upgrade Tempest property management application for preauthorized withdrawals (PAWS)
- ❖ Provide technical support and infrastructure during 2014 Municipal Election

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES (CONTINUED)

- ❖ Upgrade Tempest property management system with new Business Licensing module
- ❖ Upgrade Vadim financial system with Explorer and Open modules
- ❖ Correct existing GIS parcel data
- ❖ Complete integration of Cartegraph into fleet and fuel management
- ❖ Complete documentation of Standard Operating Procedures for all GIS Functions
- ❖ Integrate Building Permit Database with GIS and make available on the web
- ❖ Implement 3D GIS software
- ❖ Implement citizen engagement mobile application
- ❖ Implement new GIS licensing strategy allowing more staff to access GIS tools
- ❖ Acquire 10 – 12 km² LiDAR data enhancing GIS base data
- ❖ Re-design GIS data storage structure to allow for easier, quicker access
- ❖ Establish Data Sharing Policy

2013 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

2014-2015 Objectives

- ❖ Implement Live Scan criminal fingerprint system.
- ❖ Select new Officer in Charge for Campbell River detachment.
- ❖ Continue Crime Reduction Strategies and crime analysis forecasting to proactively reduce calls for service.
- ❖ Civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity.
- ❖ Increase public education of policing and protective services.

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)



Facilities and 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 capital projects.
- Property Services manages real estate transactions and civic properties.
- Supply Management manages all major purchasing and contracting competitions for City goods and services.

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT

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 and airside lands
- Field checks

Airport Buildings

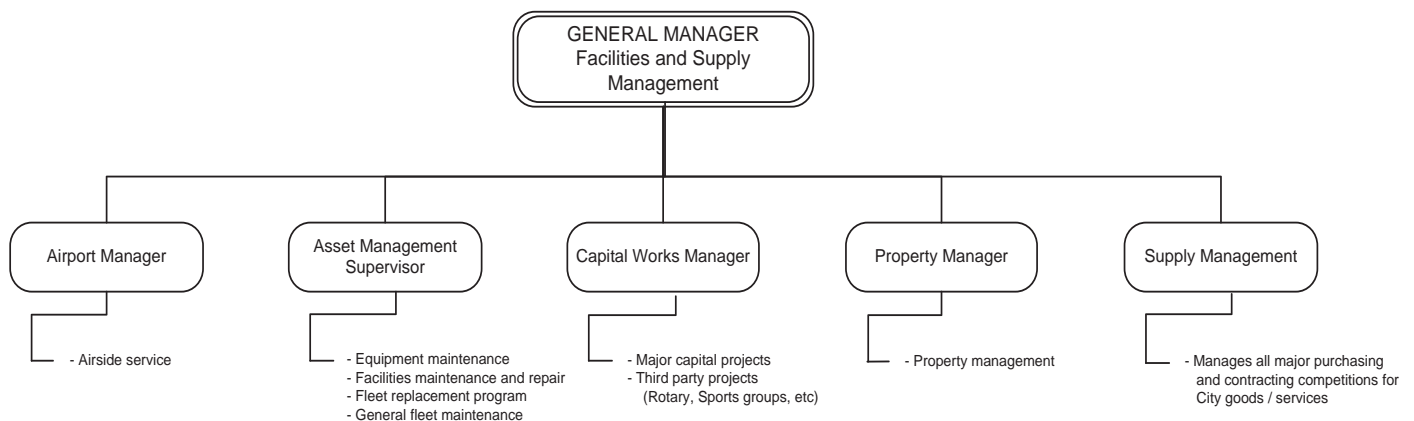
- Terminal building
- Airport administration and maintenance shops

2013 Highlights

- ✓ Reviewed opportunities for expanded passenger services
- ✓ Promoted leasable land at the airport
- ✓ Secured ACAP funding for low visibility lighting upgrades
- ✓ Developed plan for upgraded airport fuel systems
- ✓ Reported to Council on the continuation or modification of the authority, its structure and/or operation
- ✓ Received approval from Transport Canada for the Airport Safety Management System manual.

2014-2015 Objectives

- ❖ Complete new low visibility lighting system for aircraft
- ❖ Promote expanded passenger service
- ❖ Review opportunity for increased charter flights
- ❖ Continue to actively market the YBL advantage
- ❖ Prepare Request for Proposal for aviation fuel facility
- ❖ Prepare Master Plan



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

Asset Management Department

The Asset Management 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 Stores inventory and central 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 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.

The City's Stores operation stocks approximately 1600 SKUs (stock keeping units) at an approximate value of \$250,000, providing goods, materials and services to many City departments.

2013 Highlights

- ✓ Introduced the first electric vehicle into the City's fleet.
- ✓ Worked with the Sustainability and Roads Departments to install electric vehicle charging stations at three City facilities.

2014-2015 Objectives

- ❖ Continue to advance the centralization of fleet maintenance activities across the City.
- ❖ Undertake a number of significant capital projects including life-extending repairs to the Centennial Pool, the addition of a digital video surveillance system to the Police & Public Safety Building, Haig-Brown parking lot and Tidemark Theatre and Museum improvements
- ❖ Implement a GPS tracking system for the general fleet providing improved response times, fleet management and staff safety.
- ❖ Facilitate relocation of Volunteer Centre to Enterprise Centre as well as space planning within City Hall.

Capital Works Department

The Capital Works Department focuses on the consistent delivery of all of the City's major capital projects approved for construction.

Services provided by the department align with the phases of major project delivery, evolving from a support role in the early phases of the project life cycle to the lead role when the project goes from design into tender and contracting, and back to a support role in 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.

Department tasks can generally be described as:

- Long-range strategic planning: identifying project priorities and aligning with overall delivery schedule in coordinated effort with departmental project sponsors
- Design development: increasingly the department is being relied upon to manage the design development process ensuring objectives are achieved while maximizing constructability and best practices.
- Development of project completion plans: used to determine the best approach for delivering major projects. 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 and reporting is maintained through the construction phase,

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

which typically accounts for 70-80% of a project's total cost.

- Contract administration: securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts. For smaller projects (<1M), the contract administrator function has now been delivered entirely with in-house resources.
- Site inspection: continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner and to provide contact and information to affected area residents and partners
- Communications: development and implementation of project communications plans ensuring all affected stakeholders are provided with timely and accurate information on project impacts and progress
- Progress reporting: accurate and timely reporting to all stakeholders within and outside the organization
- Project close-out: requires final acceptance and assurance that objectives have been achieved and all necessary reporting and grant claims have been submitted
- Maintenance period: once a project is complete and in service, the department manages the maintenance period requirements and supports the project sponsor.

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

2013 Highlights

- ✓ Downtown Revitalization project – complete construction
 - Design completed with public/stakeholder inputs
 - General Contractor sourced and secured
 - Construction completed on time and on budget
 - Communications/outreach conducted throughout project
 - Significant transformation to downtown achieved

- ✓ NWECC upgrade: Phase 1 – secondary clarifier and pumping station – commence construction
 - Design Phase 1 completed
 - General Contractor sourced and secured
 - Construction completed on time and on budget
 - Plant capacity increased to meet current and future flows
- ✓ Watermain renewal Dalton Road – complete construction
 - General Contractor sourced and selected
 - Construction completed on time and on budget
 - Watermain integrity improved
- ✓ Hwy 19A Pinecrest to Merecroft watermain replacement – complete construction
 - General Contractor sourced and selected for design-build
 - Design completed for flow deficiencies
 - Construction completed on time and on budget
 - Water system flow rate deficiencies addressed
- ✓ Airport reduced visibility lighting – complete construction
 - Continued development of detailed design
 - Continued review with Transport Canada
 - Construction start adjusted to 2014 to align with favourable weather
- ✓ Centennial Park – support design and complete construction
 - Design completed
 - General Contractor sourced and secured
 - Construction completed on time and on budget
 - Natural play space created
- ✓ Sodium Hypochlorite Generation – complete design, build construction
 - Project Plan adjusted to coincide with City Water System project
 - Consulting resources secured
 - Design commenced
- ✓ Campbell River water system: Phase 1 complete design
 - Ongoing negotiations with BC Hydro on funding agreement
 - Consultant team sourced and secured
 - Design advanced thru 50%
- ✓ NWECC upgrade: Phase 2 – design development support
 - Phase 2 works under review
- ✓ Big Rock boat ramp – pending funding
 - Design review support
 - Project delayed pending funding
- ✓ Continued support during maintenance period for in-service projects

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES— FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

2014-2015 Objectives

- ❖ NWECC upgrade: Phase 2 – commence construction
- ❖ Airport Reduced Visibility Lighting
 - complete construction
- ❖ Campbell River Water Supply Phase 1
 - complete construction
- ❖ Campbell River Water Supply Phase 2
 - complete design/approvals
- ❖ Water Facility Renewal Project (Sodium Hypo)
 - complete design/commence construction
- ❖ Eardley Watermain Renewal – complete construction
- ❖ Dogwood 4th – 7th Watermain Renewal
 - complete design and construction

Property Services Department

This department strives to create and maintain sustainable land based resources, both land inventory and land reserve funds. This is done by strategically acquiring and disposing of land in a way that ensures 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.

2013 Highlights

- ✓ Identified and marketed surplus properties
- ✓ Negotiated land access agreements to facilitate the capital project for City water treatment center
- ✓ Updated catalogue of City property inventory
- ✓ Completed recruitment process for Property Manager

2014-2015 Objectives

- ❖ Complete land acquisitions in support of capital projects and key waterfront sites
- ❖ Continue to identify and market surplus City properties
- ❖ Update and catalogue complete City property inventory
- ❖ Create digital catalogue of City property for website
- ❖ Improve records management systems for department
- ❖ Improve on processes and procedures for land transactions to maximize efficiencies
- ❖ Complete long term Tyee Spit Lease Strategy
- ❖ Coordinate with the Land Use department on completing an Airport Lease Guideline
- ❖ Complete waterfront acquisition strategy

Supply Management Department

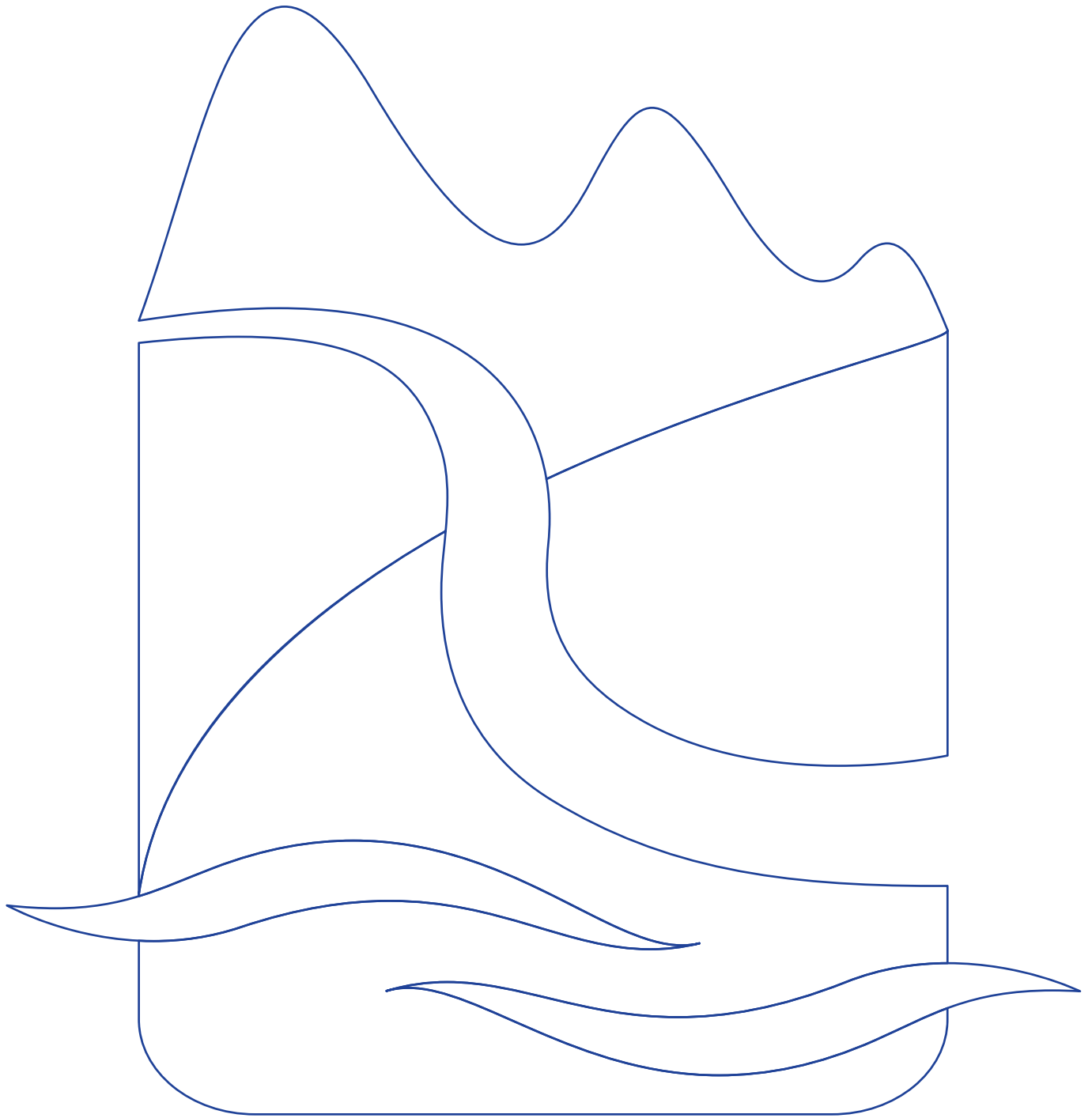
Supply Management is an essential professional service tasked with ensuring that best value is found and that purchasing decisions are made without bias or favour. This department also manages the disposal of surplus equipment in a legally compliant, ethical and cost-effective manner. By maintaining 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.

2013 Highlights

- ✓ Recovered more than \$32,000 by disposing of surplus equipment and supplies
- ✓ Assisted the Auditor General for Local Government in conducting the performance audit in procurement and asset management programs
- ✓ Successfully participated with School District No. 72 in conducting a joint purchasing project that realized cost savings and improved efficiencies.

2014-2015 Objectives

- ❖ Improve communication with staff regarding purchasing procedures to ensure that the City gets the best value.
- ❖ Centralize city-wide purchasing agreements with various City facilities to ensure maximum efficiency.
- ❖ Expand participation with School District No. 72 and other municipalities in joint purchasing processes.
- ❖ Review the current purchasing process to improve approval requirements.
- ❖ Determine if departments have similar service requirements and consolidate purchasing to maximize cost savings.





Operations

The City's Operations Division consists of the:

- Land Use Services Department
- Sustainability Department
- Transportation Department
- Utilities Department

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS

Land Use Services Department

A single point of service related to:

- Business Licensing
- Development Engineering Review
- Current planning—Development Applications (Official Community Plan amendment, rezoning, subdivision, development permits, variance permits and Agricultural Land Reserve applications)
- Building Permits and Inspections
- Long Range Planning
- Social Planning

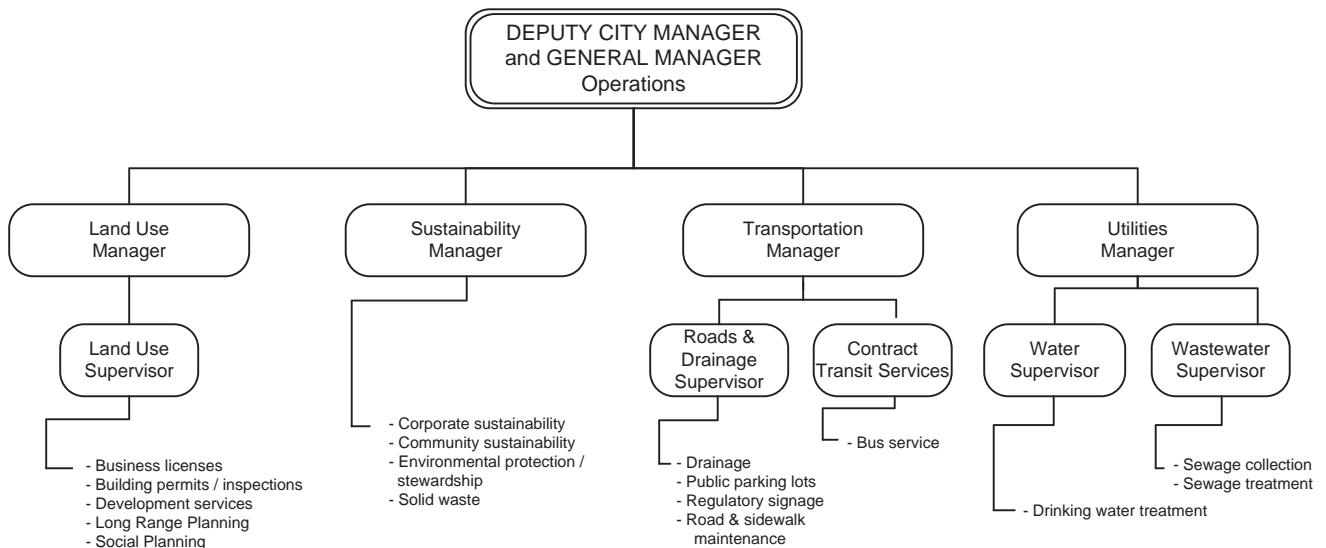
2013 Highlights

- ✓ Initiated review of the Building Bylaw
- ✓ Initiated review of the Board of Variance Bylaw
- ✓ Initiated review of the Planning Procedures Bylaw
- ✓ Initiated development of an interactive bylaw template
- ✓ Completed review of works and services agreements
- ✓ Initiated update of the Soil Deposition Bylaw
- ✓ Supported development of a walkability assessment
- ✓ Hosted building and development forums
- ✓ Supported development of “Campbellton Action Plan”
- ✓ Processed 262 building permits
- ✓ Performed 2089 building inspections
- ✓ Processed 61 development applications
- ✓ Completed retaining wall Zoning Bylaw amendments

- ✓ Completed update of the Downtown Tax Exemption Bylaw
- ✓ Initiated review of city-wide secondary suites policy
- ✓ Completed the applicant’s “Development Permit Application Handbook”
- ✓ Launched new public information program
- ✓ Supported development of community garden policy and urban hen bylaw
- ✓ Facilitated a Downtown Waterfront Design Charrette

2014-2015 Objectives

- ❖ Complete Soil Deposition Bylaw update
- ❖ Complete Building Bylaw update
- ❖ Complete Planning Procedures Bylaw update
- ❖ Complete Board of Variance Bylaw update
- ❖ Complete Zoning Bylaw update



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Sustainability Department

The Sustainability Department's objectives are to ensure that the City's actions and decisions consider social, economic and environmental impacts. While the key focus is the City's corporate actions, the department also provides a support and educational role in influencing community actions and decisions.

Key duties include:

- Implementing the City's Integrated Community Sustainability Plan
- Ensuring corporate Climate Action Charter compliance and greenhouse gas reduction planning
- Energy planning and conservation (including pursuit of alternative energy opportunities)
- Solid waste diversion, reduction and public education
- Management of the curbside garbage, recycling and yard waste collection programs
- Environmental management, stewardship and protection of natural resources
- Implementing the City's Agriculture Plan
- Providing leadership in corporate and community sustainability planning (engagement of staff and the public in visioning, planning, and initiatives to assist in the implementation of the Green City Strategy)
- Public education and communication around sustainability initiatives
- Corporate Green Team facilitation
- Pursuing funding opportunities for community and corporate sustainability projects
- Providing support, as required, for the City's Advisory Planning and Environment Commission

2013 Highlights

- ✓ Youth Engagement Strategy Adopted
- ✓ Community Garden Policy Adopted
- ✓ Invasive Plant Species Management Policy Adopted
- ✓ \$843,000 of grant funding secured between 2009-2013; \$40,000 of grant funding in 2013 alone
- ✓ Youth Action Committee Established \$500 Environmental Bursary for School District 72 graduate
- ✓ Green Shores Restoration – 75 metres of shoreline at 50th Parallel beach
- ✓ Provincial Woodstove Exchange Program continued (36 exchanges) and Air Quality Report completed

- ✓ Power Down Campbell River – Energy Audit Program (115 rebates issued; two videos)
- ✓ Implementation of Agriculture Plan in partnership with North Island College (Lettuce Grow Workshop Series & Food Map project launched)
- ✓ Lighting retrofits at City facilities
- ✓ Installed electric vehicle (EV) charging stations at three City facilities and facilitated community partnerships for a total of 11 EV charging stations in Campbell River
- ✓ Purchased first electric vehicle for City fleet
- ✓ Pembina Institute's Green Building Leader participant
- ✓ Urban Forest Management Plan – Phase 1 complete
- ✓ Community Works Fund Project Eligibility Management
- ✓ Annual Climate Action Charter Reporting Complete
- ✓ Hosted Earth Week Film Festival with School District 72
- ✓ Hosted Annual Stewardship Awards
- ✓ Received the Recycling Council of BC Public Sector Award for the Compost Challenge and the Provincial Climate and Energy Award for collaboration with School District 72

2014-2015 Objectives

- ❖ Complete Annual Climate Action Charter Reporting.
- ❖ Support the Parks Department in meeting the annual terms and conditions of the Foreshore agreement with the Department of Fisheries and Oceans (updated action plan, updated beach nourishment monitoring program and updated vegetation management plan).
- ❖ Begin climate adaptation planning for Campbell River.
- ❖ Work with Coastal Invasive Species Committee, Parks Department and Greenways Land Trust (GLT) to prepare an invasive plant species inventory/management plan.
- ❖ Continue participation in Green Building Leaders Program.
- ❖ Continue energy upgrades to City facilities.
- ❖ Continue to increase waste diversion through education programs and service improvements including the roll out of the Multi-Material BC Program.
- ❖ Work on the development of an organics processing facility for Campbell River.
- ❖ Continue to Support Agriculture Plan implementation in partnership with North Island College and complete the local Food Map project.
- ❖ Complete Phase 2 of the Urban Forest Management Plan with the Parks Department.
- ❖ Continue to support the Youth Action Committee.

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Solid Waste

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

2013 Highlights

- ✓ Signed a five-year Host Community Agreement with the Comox Strathcona Waste Management (CSWM) for the Campbell River Waste Management Centre valued at \$1.3 million for upgrades to Argonaut Road and compensation for impacts from landfill operations
- ✓ Signed an agreement with CSWM to collaborate on the development of organics diversion programs and a processing facility
- ✓ Increased overall waste diversion from the landfill by 10% (due to increase in yard waste volumes)
- ✓ Maintained solid waste user fee rate from 2012 at \$203/household
- ✓ 19 new triplex/fourplex units are now served
- ✓ Minimal increase to landfill waste (approximately 0.02 tonnes per household).
- ✓ Updated the Garbage and Recycling Regulations Bylaw to be consistent with curbside recycling guidelines and allow triplex and fourplex units to participate in the curbside recycling program
- ✓ Substantial increase in the numbers of visits to the yard waste drop-off centre (50% increase from 2012), and a 67% increase on the volume of yard waste deposited per visit
- ✓ Won award from the Recycling Council of BC for the Compost Challenge Program (2012) and presented the program highlights and video at Annual RCBC Conference

2014-2015 Objectives

- ❖ Increase waste diversion through the new Multi-Material BC (MMBC) recycling program
- ❖ Effectively roll-out the new MMBC recycling program and ensure residents are aware of new items they can recycle
- ❖ Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and the yard waste drop-off centre

- ❖ Continue to see a decrease in volume of garbage generated per household
- ❖ Establish public-private partnership agreement for the development of an organics facility
- ❖ Update the Recycling and Garbage Regulations Bylaw to require multi-family households to have recycling in place by January 1, 2015
- ❖ Begin to review and evaluate options for curbside collection services to ensure adequate consideration of available options prior to expiration of current collection contract at the end of 2016
- ❖ Participate in Regional Solid Waste Management Advisory Committee

Transportation Department

Responsible for the overall coordinated management of the City's road network and public transit systems.

Drainage

The Drainage Department manages storm water runoff in the city.

2013 Highlights

- ✓ Initiated storm water quality monitoring program
- ✓ Completed Galerno Simms Creek surface repairs
- ✓ Planned drainage improvements to the Woodburn catchment area
- ✓ Continued with the annual culvert replacement program
- ✓ Implemented formal ditch cleaning program
- ✓ Developed a formal storm sewer maintenance, repair and replacement program
- ✓ Continued to enhance Department of Fisheries and Oceans Canada (DFO) working relationship
- ✓ Annual catch basin cleaning program

2014-2015 Objectives

- ❖ Implement a formal storm sewer maintenance, repair and replacement program.
- ❖ Continue with annual programs.
- ❖ Expand repair programs on existing drainage issues.
- ❖ Undertake drainage improvements to the Woodburn catchment area.

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

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 Avenue next to the Community Centre.

2013 Highlights

- ✓ Installed five additional bus shelters
- ✓ Investigated improved transit scheduling (GPS tracking and web-based route planning/timing)
- ✓ Improved passenger data/tracking
- ✓ Improved accessibility to bus stops
- ✓ Developed a “special event” transit policy
- ✓ Reviewed and adjusted transit schedule
- ✓ Renewed SRD operating agreement for Area D transit

2014-2015 Objectives

- ❖ Start 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

The City’s Roads 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
- Miscellaneous small scale capital works projects

2013 Highlights

- ✓ Expanded streetlight infill program
- ✓ Continued the LED streetlight conversion program on Dogwood Street
- ✓ Included recommendations of the Master Transportation Plan in the five-year capital plan
- ✓ Continued the sidewalk infill program
- ✓ Continued annual brushing & shouldering programs
- ✓ Continued annual streetlight and traffic light preventive maintenance program
- ✓ Reviewed options for road improvements along Hwy 19A downtown waterfront
- ✓ Reviewed intersections and current traffic controls

2014-2015 Objectives

- ❖ Develop an asphalt rehabilitation program.
- ❖ Continue with the LED streetlight initiative.
- ❖ Add additional solar pedestrian signals.
- ❖ Review Winter Maintenance Policy.
- ❖ Continue with the streetlight preventive re-lamping maintenance program.
- ❖ Continue with the sidewalk infill program.
- ❖ Continue with annual brushing & shouldering programs.
- ❖ Complete design for improvements to 16th Ave between Dogwood and Ironwood.
- ❖ Undertake improvements and traffic calming along Alder Street.
- ❖ Upgrade intersection of Petersen and 14th Ave.

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Utilities Department

The Utilities Department is responsible for the overall coordinated management of the City's water and wastewater systems.

Water Department

The City of Campbell River aims to consistently meet community service expectations with cost-effective and sustainable delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water.

The City 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 multiple valves and fire hydrants.

2013 Highlights

- ✓ 78% of service requests completed within target response time
- ✓ Implemented improved hydrant maintenance program
- ✓ Installed new water mains on Dalton Road and Highway 19A
- ✓ New HACH SC200 device installed to monitor chlorine residual, PH, temperature and conductivity at Snowden Forest Water Quality Centre
- ✓ Installed a %UVT Meter to have constant monitoring and real time values to input to UV reactors for optimum UV dosing
- ✓ New HACH SC200 Monitor installed to combine temperature and PH information in one instrument at Elk Falls Water Quality Centre
- ✓ Downtown core watermain condition assessment
- ✓ Upgraded north water system by adding safeguards (pressure sensor and SCADA alarming)

- ✓ Bacteriological water quality was good, with no E.coli detected in the water distribution system in any of the samples collected.
- ✓ Bacteriological water quality was good in the distribution system of the regional district. E. coli was not detected.
- ✓ There was no loss of primary disinfection at the Elk Falls Water Quality Centre in 2013, and the secondary disinfection facility operated as intended.

2014-2015 Objectives

- ❖ Initiate construction of new water supply main from John Hart Lake.
- ❖ Dogwood watermain upgrade
- ❖ Eardley watermain renewal
- ❖ Design of new booster pump station
- ❖ Upgrades to chlorine disinfection system

Wastewater Department

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 completed through a series of 15 sewage pumping stations and more than 260 kilometres of sewer main.

2013 Highlights

- ✓ Started Phase I upgrade at NVEC with the construction of new clarifier, pump station, and electrical upgrades
- ✓ CCTV testing of 27 km of pipe
- ✓ Completed chemical grouting of 2800 m of mains and services including 6 point repairs

2014-2015 Objectives

- ❖ Construction of headworks improvements at NVEC
- ❖ Continue design of waterfront sewer forcemain replacement.
- ❖ Electrical Upgrades at lift station #11
- ❖ Complete the construction of the new clarifier, pump station, and electrical upgrades at NVEC.
- ❖ Pump upgrade at Lift Station #8



Parks, Recreation and Culture

Parks, Recreation and Culture oversees the operation of the Sportsplex, Community Centre, Centennial Pool, Mclvor Lake and all of Campbell River's 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 2013, the division worked with the Community Advisory Commission (now the Community Services, Recreation and Culture Commission), Campbell River Access Awareness Committee, 50-plus Club, Communities in Bloom Committee, Greenways Land Trust and a variety of focus groups specific to program interests.

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — PARKS, RECREATION & CULTURE

Parks Department

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

The Parks Projects function within the Parks 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.

2013 Highlights (Parks Projects Completed)

- ✓ Continued implementation of Strategic Parks Plan
- ✓ Completed Baikie Island riparian forest zone three-year maintenance and establishment program (turned over to City at end of 2014)
- ✓ Big Rock Boat Ramp 90% complete
- ✓ Centennial Park upgrade complete
- ✓ Parks map complete
- ✓ Splash Park and change house complete
- ✓ Legacy Landmark Program Review complete

2014-2015 Objectives

- ❖ Continue to implement Strategic Parks Plan
- ❖ Complete annual foreshore restoration project
- ❖ Develop one dog off-leash area
- ❖ Develop second dog park
- ❖ Complete concept plan for Frank James extension project
- ❖ Begin annual mowing strip installation plan
- ❖ Implement cemetery clean-up plan
- ❖ Update City banner policy
- ❖ Update Parks Bylaw

Recreation and Culture Department

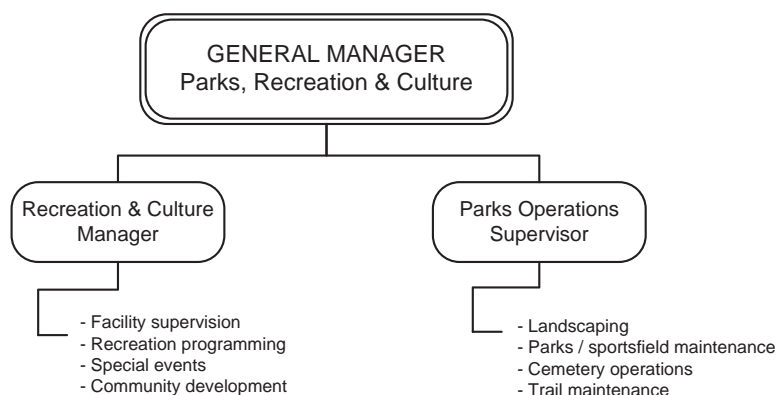
Recreation and Culture provides a wide variety of recreational services to people of all ages and abilities. The department focuses on community development and partners with many different community organizations to provide services that keep residents active and engaged.

2013 Highlights

- ✓ Lead role in 23 and partnership role in 11 community special events including Bike to Work Week and the BC Bike Race
- ✓ Continued to coordinate and partner on programs and activities with Strathcona Regional District
- ✓ Continued to facilitate Youth Action Committee in partnership with Sustainability Dept.
- ✓ Street Entertainers Bylaw approved
- ✓ Community Heritage Inventory Created
- ✓ Statement of Significance completed for Willow Point Hall
- ✓ Willow Point Hall added to Community Heritage Register
- ✓ Public Art Policy approved – funding strategy to be developed

2014-2015 Objectives

- ❖ Develop and implement an updated service delivery model through staff and public consultation.
- ❖ Develop policies to secure financial contribution for recreation and cultural facilities from outlying areas.
- ❖ Establish working group with Seniors Centre Society to enhance seniors service delivery.
- ❖ Establish regional working group for booking software replacement.
- ❖ Review user rates and fees for fitness program area.
- ❖ Develop Recreation Master Plan.
- ❖ Consolidate Recreation Master Plan with Culture and Heritage Master Plan and Parks Strategic Plan.
- ❖ Develop business case for Youth Centre.
- ❖ Develop finance strategy for Public Art Policy.





CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 2013

City of Campbell River

CONSOLIDATED FINANCIAL STATEMENTS — FINANCIAL REPORTING RESPONSIBILITY For the Year Ended December 31, 2013

The preparation and presentation of the Consolidated Financial Statement 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, CA
Finance Manager



Andy Laidlaw
City Manager, CFO

CONSOLIDATED FINANCIAL STATEMENTS — 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, 2013 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 and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these 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, 2013 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 13, 2014


Chartered Accountants

City of Campbell River

FINANCIAL STATEMENTS — CONSOLIDATED STATEMENT OF FINANCIAL POSITION As at December 31, 2013

	2013	2012
FINANCIAL ASSETS		
Cash and equivalents (note 2)	52,005,694	46,148,710
Accounts receivable (note 4)	4,043,265	4,728,335
Inventory held for sale	75,453	59,563
Tax sale properties	-	12,938
	56,124,412	50,949,546
LIABILITIES		
Accounts payable and accrued liabilities (note 5)	11,124,487	6,916,861
Deferred revenue (note 6)	14,436,221	14,890,437
Short-term debt (note 7)	600,000	-
Capital lease (note 8 & schedule 1)	104,853	7
Long-term debt (note 9 & schedule 1)	4,810,942	6,086,256
	31,076,503	27,893,561
NET FINANCIAL ASSETS	25,047,909	23,055,985
NON FINANCIAL ASSETS		
Inventory of supplies	261,606	283,146
Prepays	337,680	298,048
Tangible capital assets (schedule 2)	220,288,784	217,851,631
	220,888,070	218,432,825
ACCUMULATED SURPLUS (note 11)	245,935,981	241,488,810

See Contingent liabilities Note 12.



Myriah Foort, CA
Finance Manager



Andy Laidlaw
City Manager, CFO

City of Campbell River

FINANCIAL STATEMENTS — CONSOLIDATED STATEMENT OF OPERATIONS For the Year Ended December 31, 2013

	2013 Budget (see note 15)	2013 Actual	2012 Actual
REVENUE			
Taxes & parcel taxes	25,981,440	26,005,255	25,116,974
Payments in lieu of taxes	506,000	568,115	579,831
Sale of services	16,487,526	17,497,894	15,405,631
Services provided to other governments	1,440,509	1,422,977	1,395,315
Transfers from other governments	4,258,289	2,603,944	2,113,974
Investment and other income	375,400	964,224	865,349
Other revenue	1,891,760	890,378	2,367,730
Development cost charges recognized	1,850,000	1,619,747	807,928
Contributed capital assets	-	357,038	1,825,370
Gain/(loss) on disposal of capital assets	-	(500,634)	108,154
	52,790,924	51,428,938	50,586,256
EXPENSES			
General government	6,649,962	5,448,781	5,520,800
Protective services	13,711,176	13,329,484	13,591,155
Transportation services	11,704,415	11,575,139	11,298,043
Environmental health services	1,689,878	1,863,417	2,055,622
Public health services	162,957	111,867	160,093
Development services	1,654,895	1,530,670	1,194,624
Recreation and cultural services	6,319,401	6,253,243	6,158,245
Sewer utility services	3,325,793	3,152,298	3,047,056
Water utility services	3,883,662	3,716,868	3,856,582
	49,102,139	46,981,767	46,882,220
ANNUAL SURPLUS	3,688,785	4,447,171	3,704,036
Accumulated Surplus, Beginning of Year	241,488,810	241,488,810	237,784,774
ACCUMULATED SURPLUS (note 11)	245,177,595	245,935,981	241,488,810

See Budget legislative compliance Note 15.

City of Campbell River

FINANCIAL STATEMENTS – CONSOLIDATED STATEMENT OF CASH FLOWS For the Year Ended December 31, 2013

	2013	2012
OPERATING ACTIVITIES		
Annual surplus	4,447,171	3,704,036
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(292,046)	(282,832)
Contributed tangible capital assets	(357,038)	(1,825,370)
(Gain)/loss on tangible capital assets	500,634	(108,154)
Write-off of tangible capital assets	-	16,609
Amortization expense	8,485,919	8,230,609
Decrease in inventory of supplies	21,540	13,527
(Increase) in prepaids	(39,632)	(121,687)
Changes in financial assets and liabilities:		
Accounts receivable	685,070	3,018,770
Inventory held for resale	(15,890)	9,377
Deposits	-	9,739
Tax sale properties	12,938	(12,938)
Accounts payable and accrued liabilities	4,207,627	232,139
Deferred revenue	(454,216)	973,681
	17,202,077	13,857,506
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	126,095	161,158
Acquisition of tangible capital assets	(11,192,766)	(5,461,868)
	(11,066,671)	(5,300,710)
FINANCING ACTIVITIES		
Debt and lease proceeds	738,970	-
Debt and lease principal repaid	(1,017,392)	(1,466,368)
	(278,422)	(1,466,368)
INCREASE IN CASH AND EQUIVALENTS	5,856,984	7,090,428
CASH AND EQUIVALENTS, BEGINNING OF YEAR	46,148,710	39,058,282
CASH AND EQUIVALENTS, END OF YEAR	52,005,694	46,148,710

INTEREST RECEIVED	544,353	450,835
INTEREST PAID	592,183	679,707

City of Campbell River

FINANCIAL STATEMENTS – CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS For the Year Ended December 31, 2013

	2013 Budget (see note 15)	2013 Actual	2012 Actual
ANNUAL SURPLUS	3,688,785	4,447,171	3,704,036
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(20,065,190)	(11,192,766)	(5,461,868)
Contributed tangible capital assets	-	(357,038)	(1,825,370)
Net book value of disposed tangible capital assets	-	626,730	53,004
Write-off of tangible capital assets	-	-	16,609
Amortization	7,920,079	8,485,919	8,230,609
	(12,145,111)	(2,437,155)	1,012,984
OTHER NON-FINANCIAL ASSETS			
Decrease in inventory of supplies	-	21,540	13,527
(Increase) in prepaids	-	(39,632)	(121,687)
	-	(18,092)	(108,160)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(8,456,326)	1,991,924	4,608,860
NET FINANCIAL ASSETS, BEGINNING OF YEAR	23,055,985	23,055,985	18,447,125
NET FINANCIAL ASSETS, END OF YEAR	14,599,659	25,047,909	23,055,985

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS For the Year Ended December 31, 2013

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 (Rivercorp). All inter-fund balances and transactions are eliminated.

The Cemetery Trust Funds administered by the City are specifically excluded from the Consolidated Financial Statements and are reported separately (Note 3).

c) Accrual accounting

Items recognized in the financial statements are accounted for in accordance with the accrual basis of accounting. The accrual basis of accounting recognizes the effect of transactions and events in the period in which they occur, regardless of whether there has been a receipt or payment of cash or its equivalent. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied.

d) Revenue recognition

Revenue is recorded in the period in which the transactions or events that gave rise to the revenue occur. Following are the types of revenue received and a description of their recognition:

i) Taxation

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 14) are not included in these financial statements.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

ii) Sale of services

Sale of services are recognized in the year that the service is provided or the amount is earned, provided the amount can be estimated and collection is reasonably assured.

iii) Transfers from other governments

The City recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the City recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

iv) Other revenue

Investment income, taxation penalties and actuarial earnings are recorded in the year they are earned, provided the amount can be estimated and collection is reasonably assured.

v) Development cost charges and other deferred revenues

Development cost charges are recognized in the year that they are used to fund an eligible capital project that has been authorized by bylaw. Receipts which are restricted by agreement with external parties are reported as Deferred Revenue at the time they are received. When the qualifying expenses are incurred the related Deferred Revenue is brought into revenue. Deferred Revenues are comprised of the amounts shown in Note 6.

vi) Contributed capital assets

Contributions are recorded when the event giving rise to the contribution occurs.

e) Cash and equivalents

Investments are held with the MFA. The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2013.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

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 5.25% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

g) Financial instruments

The City's financial instruments consist of cash and equivalents, accounts receivable, accounts payable and accrued liabilities, short-term and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for the capital lease and long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 4.

h) Non-financial assets

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.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

ii) Inventory

Inventories are recorded at the lower of cost and net realizable value. Cost is determined using the weighted average cost basis.

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.

j) Recent accounting pronouncements

i) Liability for contaminated sites

In June 2010, the Public Sector Accounting Board (PSAB) issued PS 3260 *Liability for Contaminated Sites* to establish recognition, measurement and disclosure standards for liabilities associated with the remediation of contaminated sites. The new section defines activities included in a liability for remediation, establishes when to recognize and how to measure a liability for remediation, and provides the related financial statement presentation and disclosure requirements.

PS 3260 is effective for fiscal years beginning on or after April 1, 2014. The City has not yet determined the effect of the new section on its consolidated financial statements.

2. Cash and equivalents

	2013	2012
General operating fund	41,721,519	34,520,957
Development cost charged deferred revenue	6,720,937	7,034,981
Fixed asset replacement reserve fund	2,405,921	3,230,251
Parks acquisition & development reserve fund	842,290	1,072,349
Parkland acquisition reserve fund	296,372	271,715
Facility reserve fund	18,655	18,457
	52,005,694	46,148,710

City of Campbell River

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

3. Trust funds

The City holds trust funds under British Columbia law for purposes of maintaining public cemeteries. These funds are excluded from the Consolidated Financial Statements and are comprised of the following:

	December 31, 2012	Collections	Expenses	December 31, 2013
CR Municipal Cemetery	312,744	4,136	3,374	313,506
Elk Falls Memorial Cemetery	192,707	8,635	2,079	199,263
	<u>505,451</u>	<u>12,771</u>	<u>5,453</u>	<u>512,769</u>

4. Accounts receivable

	2013	2012
Property taxes	1,747,349	1,788,444
Utilities	293,245	21,448
Airport	51,779	84,263
Due from other governments	1,023,308	811,668
Other	916,516	1,780,865
Development cost charges	11,068	241,647
	<u>4,043,265</u>	<u>4,728,335</u>

Other receivables includes from one customer an amount of \$839,748 (2012 - \$881,498) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

5. Accounts payable

	2013	2012
Trade accounts payable	2,772,105	1,077,892
Due to other governments	3,140,516	1,412,684
Accrued wages and benefits	2,932,712	3,147,314
Accrued interest	91,202	95,090
Deposits and holdbacks	2,187,952	1,183,881
	<u>11,124,487</u>	<u>6,916,861</u>

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

	2013	2012
Sick leave liability	859,636	848,427
Vacation liability	1,098,892	935,622
Banked overtime liability	155,851	154,829
Wages and other accruals	818,333	1,208,436
	<u>2,932,712</u>	<u>3,147,314</u>

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

6. Deferred revenue

Included in deferred revenue are contributions from developers collected under the Development Cost Charges (DCC) Bylaw. These contributions will be recognized as revenue in future years when these funds are used for expenses as permitted by the Development Cost Charges Bylaw and the relevant sections of the *Local Government Act*, unless otherwise authorized by the Ministry of Community, Sport and Cultural Development.

Payment of DCC's can be deferred over a three year period, therefore a portion of the DCC's are unfunded and are offset by an amount in Accounts Receivable as disclosed in Note 4 (2013 - \$11,068, 2012 - \$241,667). The funded DCC's are disclosed as short-term investments in Note 2 (2013 - \$6,720,937, 2012 - \$7,034,981).

	December 31, 2012	Transfers	Collections	December 31, 2013
Development cost charges				
Park development	365,646	17,476	106,389	454,559
Parkland acquisition	773,475	31,434	192,649	934,690
Roads	2,539,937	212,846	336,971	2,664,062
Sanitary sewer	1,320,180	1,244,330	234,017	309,867
Storm drains	501,489	-	22,160	523,649
Water	1,775,901	355,307	424,585	1,845,179
	<u>7,276,628</u>	<u>1,861,393</u>	<u>1,316,771</u>	<u>6,732,006</u>
Deferred revenue				
Future local improvement projects	2,752,656	-	65,372	2,818,028
Prepaid property taxes	287,495	449,841	589,215	426,869
Community Works Fund	3,484,313	1,314,292	1,283,503	3,453,524
Parkland acquisition	271,715	-	24,657	296,372
Other	817,630	478,000	369,792	709,422
	<u>7,613,809</u>	<u>2,242,133</u>	<u>2,332,539</u>	<u>7,704,215</u>
	<u>14,890,437</u>	<u>4,103,526</u>	<u>3,649,310</u>	<u>14,436,221</u>

7. Short-term debt

Short-term financing is secured through the Municipal Finance Authority for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate bases at prime less 1.28%. In 2013 the rate was 1.72%. Short term borrowing is replaced by long term debt periodically when balances and interest rates are considered appropriate.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

8. 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:

2014	2015	2016	2017	2018
36,790	36,053	18,872	13,139	-

The net book value of leased TCA assets at December 31, 2013 is \$116,008 (2012 - \$4,804).

9. Long-term debt

Debt is reported at the gross amount. See Schedule 1 for maturity dates, interest rates and payments in the year. The principal payments for the next five years are:

Year	General	Sewer	Total
2014	860,000	49,891	909,891
2015	666,008	49,891	715,899
2016	457,781	49,891	507,672
2017	245,264	49,891	295,155
2018	209,033	49,891	258,924

The City has no debt assumed by others on its behalf, and has assumed no debt for others.

10. Municipal Finance Authority debt reserve fund

The Municipal Finance Authority (MFA) of British Columbia provides capital financing for regional districts and their member municipalities. The MFA is required to establish a debt reserve fund. Each regional district, through its member municipalities who share in the proceeds of a debt issue, is required to pay into the debt reserve fund certain amounts set out in the debt agreements. The MFA pays into the debt reserve fund these monies from which interest earned thereon less administrative expenses becomes an obligation to the regional districts. It must then use this fund if at any time there are insufficient funds to meet payments on its obligations. When this occurs the regional districts may be called upon to restore the fund.

Upon the maturity of a debt issue, the unused portion of the debt reserve fund established for that issue will be discharged to the City. The proceeds from these discharges will be credited to income in the year they are received. The City's MFA debt reserve fund is comprised of:

	2013	2012
General	143,784	152,796
Sewer	10,902	10,568
	154,686	163,364

City of Campbell River

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

11. Accumulated surplus

	<u>2013</u>	<u>2012</u>
Unappropriated surplus		
General	6,917,926	4,752,035
Airport	-	68,951
Sewer	8,282,388	8,064,595
Water	3,012,869	1,497,787
Rivercorp	100,917	96,047
	<u>18,314,100</u>	<u>14,479,415</u>
Non-statutory reserves		
General	7,912,320	9,188,145
Airport	381,905	301,337
Sewer	1,018,057	1,154,472
Water	269,744	279,017
	<u>9,582,026</u>	<u>10,922,971</u>
Statutory reserves		
Fixed asset replacement	2,405,921	3,230,251
Parkland acquisition & development	842,290	1,072,348
Facilities	18,655	18,457
	<u>3,266,866</u>	<u>4,321,056</u>
Investment in tangible capital assets		
General	131,063,018	130,666,752
Airport	12,130,252	13,067,566
Sewer	36,062,414	32,747,054
Water	35,497,351	35,259,172
Rivercorp	19,954	24,824
	<u>214,772,989</u>	<u>211,765,368</u>
Total	<u>245,935,981</u>	<u>241,488,810</u>

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, 2013

12. Contingent liabilities

a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members including approximately 35,000 contributors from local governments.

The most recent actuarial valuation as at December 31, 2012, indicated a \$1.370 billion funding deficit for basic pension benefits. 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 accrues assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocation the obligation, assets and cost to the individual

The City paid \$1,287,652 (2012 - \$1,228,354) for employer contributions while employees contributed \$1,065,318 (2012 - \$1,011,843) to the Plan in fiscal 2013.

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.

c) Claims for damages

In the normal course of a year, the City is faced with lawsuits and other claims for damages. It is the opinion of management that at year end the City's estimated exposure for such liabilities is not considered to be significant.

d) Property assessment appeals

As at December 31, 2013, 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 \$255,400 (2012 - \$252,637) which is part of the Non-statutory reserves in Note 11.

13. Related party transactions

The City is the sole shareholder of Campbell River Economic Development Corporation (Rivercorp). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of Rivercorp are consolidated at December 31st each year. During the year Rivercorp received \$576,180 (2012 - \$562,180) as funding contributions from the City which have been eliminated upon consolidation of Rivercorp into the City's financial statements.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

14. Property tax collections for other governments

	<u>2013</u>	<u>2012</u>
BC Assessment Authority	320,848	318,401
Comox Strathcona Regional Hospital District	3,806,664	3,630,231
Comox Strathcona Regional Solid Waste Board	47,424	-
Municipal Finance Authority	952	953
Provincial School Levy	14,149,239	14,072,121
Strathcona Regional District	3,714,541	3,548,397
Regional Library	1,141,941	1,099,756
	<u>23,181,609</u>	<u>22,669,859</u>

15. Budget legislative compliance

The following table reconciles the difference between the Statement of Operations Surplus/Deficit and the Financial Plan (Budget) balance, where sources of funds equal use of funds, demonstrating how the City has complied with the legislative requirement for a balanced budget.

The budget amounts presented throughout these financial statements are based on the Five Year Financial Plan bylaw adopted by Council on March 19, 2013, to the exception of the amounts noted below.

Adjustments to the 2013-2017 Financial Plan Annual Surplus

Annual surplus, as per Statement of Operations	3,688,785
Adjustments for non-cash item:	
Amortization offset	7,920,079
Debt proceeds	600,000
Debt principal repayments	(1,013,238)
Capital expenses	(20,065,190)
Net transfer (to)/from reserves & unappropriated surplus	8,869,564
	<u>-</u>

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2013

16. Segmented reporting

The City of Campbell River provides various City services within various divisions. The consolidated schedule segmented reporting as disclosed in Schedule 3 reflects those functions offered by the City as summarized below:

General government - activities related to the administration of the City as a whole including central administration, finance, human resources, information technology and legislative operations.

Protective services - activities related to providing for the security of the property and citizens of the City including policing, fire protection, emergency planning, building inspection, animal control and bylaw enforcement.

Transportation services - activities related to transportation and transit services including airport operations, maintenance of roads, sidewalks, street lighting and signage.

Environmental health services - activities related to solid waste management.

Public health services - activities related to child care, victim services and cemetery maintenance.

Development services - activities related to community planning and development.

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 - activities related to gathering, transporting, storing, treating and discharging sewage and reclaimed water.

Water utility - activities related to treating, storing, supplying and transporting water.

17. Comparative figures

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

City of Campbell River

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 1: LONG-TERM LIABILITIES

As at December 31, 2013

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2012	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2013
Long-term debt								
Storm Drains								
3011	Issue #79	03/06/12	5.25	3,947	-	2,544	1,403	-
				<u>3,947</u>	<u>-</u>	<u>2,544</u>	<u>1,403</u>	<u>-</u>
Local Improvements								
3012	Issue #79	03/06/12	5.25	109,894	-	70,839	39,055	-
2968	Issue #81	22/04/14	4.86	32,990	-	10,892	5,201	16,897
2969	Issue #81	22/04/14	4.86	54,180	-	17,888	8,541	27,751
3050	Issue #81	22/04/14	4.86	18,782	-	6,201	2,961	9,620
3073	Issue #85	02/12/14	4.90	481,604	-	159,009	75,920	246,675
2964	Issue #92	06/04/15	4.55	3,592	-	874	276	2,442
2966	Issue #92	06/04/15	4.55	2,908	-	708	223	1,977
2967	Issue #92	06/04/15	4.55	15,739	-	3,831	1,210	10,698
2968	Issue #92	06/04/15	4.55	9,408	-	2,290	724	6,394
3071	Issue #92	06/04/15	4.55	87,931	-	21,406	6,763	59,762
3073	Issue #92	06/04/15	4.55	726,200	-	176,785	55,852	493,563
3074	Issue #92	06/04/15	4.55	9,580	-	2,332	737	6,511
2967	Issue #99	19/10/16	5.00	516,453	-	96,117	25,502	394,834
3073	Issue #99	19/10/16	5.00	625,428	-	116,399	30,883	478,146
2964	Issue #102	12/01/17	4.82	96,052	-	14,576	3,158	78,318
2966	Issue #102	12/01/17	4.82	82,330	-	12,493	2,707	67,130
2967	Issue #102	12/01/17	4.82	60,376	-	9,162	1,985	49,229
3303	Issue #103	23/04/23	4.65	153,235	-	9,712	1,649	141,874
2964	Issue #104	20/11/18	5.15	384,230	-	49,516	8,411	326,303
2966	Issue #104	20/11/18	5.15	424,300	-	54,680	9,287	360,333
3074	Issue #104	20/11/18	5.15	155,114	-	19,990	3,395	131,729
3301	Issue #104	20/11/23	5.15	540,123	-	34,234	5,815	500,074
3302	Issue #104	20/11/23	5.15	393,963	-	24,971	4,241	364,751
3302	Issue #106	10/13/24	4.13	112,705	-	6,668	833	105,204
3301	Issue #112	06/10/25	3.73	166,527	-	9,260	756	156,511
				<u>5,263,644</u>	<u>-</u>	<u>930,833</u>	<u>296,085</u>	<u>4,036,726</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	404,154	-	22,473	1,834	379,847
3345	Issue #117	10/11/26	3.25	521,583	-	27,418	1,097	493,068
				<u>925,737</u>	<u>-</u>	<u>49,891</u>	<u>2,931</u>	<u>872,915</u>
Accrued actuarial adjustment				<u>(107,072)</u>	<u>-</u>	<u>-</u>	<u>(8,373)</u>	<u>(98,699)</u>
Total long-term debt				<u>6,086,256</u>	<u>-</u>	<u>983,268</u>	<u>292,046</u>	<u>4,810,942</u>
Capital leases								
	Equipment	01/28/13	3.25	7	-	7	-	-
	Equipment	05/28/14	1.25	-	3,168	2,133	-	1,035
	Equipment	05/28/17	2.00	-	17,945	3,933	-	14,012
	Equipment	12/28/17	2.00	-	54,915	10,567	-	44,348
	Equipment	02/01/16		-	62,942	17,484	-	45,458
Total capital lease				<u>7</u>	<u>138,970</u>	<u>34,124</u>	<u>-</u>	<u>104,853</u>
Total long-term liabilities				<u>6,086,263</u>	<u>138,970</u>	<u>1,017,392</u>	<u>292,046</u>	<u>4,915,795</u>

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 2: TANGIBLE CAPITAL ASSETS As at December 31, 2013

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2013	Total 2012
COST							
Opening balance	32,937,010	33,680,691	16,566,942	285,345,486	814,384	369,344,513	362,357,254
Additions	33,362	435,238	971,739	5,740,217	4,369,248	11,549,804	7,287,238
Construction completed	-	-	13,765	428,266	(442,031)	-	-
Disposals	(571,090)	-	(362,399)	(99,818)	-	(1,033,307)	(299,979)
Closing balance	32,399,282	34,115,929	17,190,047	291,414,151	4,741,601	379,861,010	369,344,513
ACCUMULATED AMORTIZATION							
Opening balance	-	16,146,075	11,278,845	124,067,962	-	151,492,882	143,492,639
Amortization current year	-	928,833	944,509	6,612,577	-	8,485,919	8,230,609
Amortization from disposals	-	-	(341,138)	(65,437)	-	(406,575)	(230,366)
Closing balance	-	17,074,908	11,882,216	130,615,102	-	159,572,226	151,492,882
NET BOOK VALUE							
	32,399,282	17,041,021	5,307,831	160,799,049	4,741,601	220,288,784	217,851,631

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 3: SEGMENTED REPORTING For the Year Ended December 31, 2013

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
REVENUE												
Taxes & parcel taxes	24,730,822	23,835,337	-	-	183,883	192,988	-	-	-	-	55,740	54,100
Payments in lieu of taxes	568,115	579,831	-	-	-	-	-	-	-	-	-	-
Sale of services	132,550	152,112	1,612,482	1,435,705	2,420,964	2,278,647	2,017,552	2,003,101	64,586	77,033	1,105,487	789,786
Services provided to other governments	1,044,323	1,021,904	319,098	313,655	-	-	-	-	59,556	59,556	-	-
Transfers from other governments	706,897	766,123	302,113	774,345	1,389,088	489,159	13,297	71,049	-	-	-	-
Investment and other income	825,731	722,068	-	-	13,779	1,438	-	-	-	-	-	-
Other revenue	-	-	-	-	91,626	252,889	61,182	36,405	-	-	268,217	199,517
Development cost charges recognized	-	-	-	-	137,435	117,928	-	-	-	-	-	-
Contributed capital assets	-	-	-	-	294,223	1,287,332	-	-	-	-	-	-
Gain/(loss) on disposal of capital assets	-	-	-	-	(500,634)	108,154	-	-	-	-	-	-
	28,008,438	27,077,375	2,233,693	2,523,905	4,030,364	4,728,535	2,092,031	2,110,555	124,142	136,589	1,429,444	1,043,403
EXPENSES												
Amortization	303,640	314,033	378,955	359,007	4,484,141	4,327,969	-	-	400	839	6,740	8,710
Interest & debt issue	(624)	554	-	-	556,937	596,528	-	-	-	-	-	-
Operating expenses	580,571	190,996	7,337,396	7,396,449	4,690,644	4,428,836	1,820,960	2,018,791	34,624	63,812	1,008,286	734,974
Wages & benefits	4,565,194	5,015,217	5,613,133	5,835,699	1,843,417	1,944,710	42,457	36,831	76,843	95,442	515,644	450,940
	5,448,781	5,520,800	13,329,484	13,591,155	11,575,139	11,298,043	1,863,417	2,055,622	111,867	160,093	1,530,670	1,194,624
ANNUAL SURPLUS (DEFICIT)	22,559,657	21,556,575	(11,095,791)	(11,067,250)	(7,544,775)	(6,569,508)	228,614	54,933	12,275	(23,504)	(101,226)	(151,221)

See Note 16 for description of Segment Reporting categories.

FINANCIAL STATEMENTS — SCHEDULE 3: SEGMENTED REPORTING (CONTINUED) For the Year Ended December 31, 2013

	Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
REVENUE										
Taxes & parcel taxes	338,300	336,250	25,308,745	24,418,675	696,510	697,309	-	990	26,005,255	25,116,974
Payments in lieu of taxes	-	-	568,115	579,831	-	-	-	-	568,115	579,831
Sale of services	996,458	1,014,030	8,350,079	7,750,414	4,256,748	4,099,592	4,891,067	3,555,625	17,497,894	15,405,631
Services provided to other governments	-	-	1,422,977	1,395,315	-	-	-	-	1,422,977	1,395,315
Transfers from other governments	192,549	13,298	2,603,944	2,113,974	-	-	-	-	2,603,944	2,113,974
Investment and other income	-	-	839,510	723,506	96,953	101,005	27,761	40,838	964,224	865,349
Other revenue	56,770	450,698	477,795	939,509	240,131	25,007	172,452	1,403,214	890,378	2,367,730
Development cost charges recognized	-	90,000	137,435	207,928	1,200,000	-	282,312	600,000	1,619,747	807,928
Contributed capital assets	-	-	294,223	1,287,332	14,690	216,629	48,125	321,409	357,038	1,825,370
Gain/(loss) on disposal of capital assets	-	-	(500,634)	108,154	-	-	-	-	(500,634)	108,154
	1,584,077	1,904,276	39,502,189	39,524,638	6,505,032	5,139,542	5,421,717	5,922,076	51,428,938	50,586,256
EXPENSES										
Amortization	1,191,045	1,165,865	6,364,921	6,176,423	967,144	938,371	1,153,855	1,115,815	8,485,920	8,230,609
Interest & debt issue	-	48,551	556,313	645,633	34,628	34,638	452	-	591,393	680,271
Operating expenses	1,790,904	1,752,157	17,263,385	16,586,015	1,382,572	1,495,759	1,544,050	1,885,132	20,190,017	19,966,906
Wages & benefits	3,271,294	3,191,672	15,927,982	16,570,511	767,954	578,288	1,018,501	855,635	17,714,437	18,004,434
	6,253,243	6,158,245	40,112,601	39,978,582	3,152,298	3,047,056	3,716,868	3,856,562	46,981,767	46,882,220
ANNUAL SURPLUS (DEFICIT)	(4,669,166)	(4,253,969)	(610,412)	(453,944)	3,352,734	2,092,486	1,704,849	2,065,494	4,447,171	3,704,036

See Note 16 for description of Segment Reporting categories.



PERMISSIVE TAX EXEMPTIONS & STRATEGIC INVESTMENT FUND REPORTING

City of Campbell River

PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	Exempt Municipal Taxes
Anglican Synod Diocese of BC	228 S Dogwood St	5,321
Association Francophone de Campbell River	891 13th Ave	2,242
BC Conference of Mennonite Brethern Churches	250 10th Ave	347
Bethany Evangelical Lutheran Church	201 Birch St	1,030
Bishop of Victoria	34 S Alder St	2,563
Campbell River & District Association for Community Living	1153 Greenwood St	9,971
Campbell River & District Association for Community Living	435 Jesmar Pl	1,780
Campbell River & District Association for Community Living	689 Hudson Rd	1,420
Campbell River & District Museum and Archives	2250 Campbell River Rd	3,644
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	6,616
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	7,294
Campbell River & District Senior Housing Society	81 Dogwood St	2,195
Campbell River & District Winter Club	260 Cedar St	11,395
Campbell River & North Island Transition Society	608 Alder St	2,124
Campbell River Air Youth Association	2371 Airport Dr	2,479
Campbell River Alano Club	301 10th Ave	2,002
Campbell River and District Food Bank Society	1393 Marwalk Cres	2,827
Campbell River Baptist Church	250 S Dogwood St	8,221
Campbell River Chamber of Commerce	900 Alder St (portion of)	-
Campbell River Child Care Society	1048 Hemlock St	2,556
Campbell River Child Care Society	394 Leishman Rd	2,562
Campbell River Church of Christ	226 Hilchey Rd	1,517
Campbell River Church of the Way	451 7th Ave	695
Campbell River Community Arts Council	2131 S Island Hwy	4,326
Campbell River Economic Development Corp (Rivercorp)	900 Alder St	384
Campbell River Family Services	427 10th Ave (portion of)	2,975
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	185
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	3,535
Campbell River Gun Club Society	2600 Quinsam Rd	704
Campbell River Gymnastics Association	1981 14th Ave	5,628
Campbell River Head Injury Society	591 9th Ave	2,582
Campbell River Minor Hockey	225 Dogwood St S (portion of)	549
Campbell River Motocross Association	7021 Gold River Hwy	1,597
Campbell River Search and Rescue Society	261 Larwood Rd	-
Campbell River Seniors Society	1426 Ironwood St	2,297
Campbell River Trail Riders	900 Parkside Dr	3,101
Campbell River Tyee Judo Club	B 450 Mercroft Rd	1,483
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	967
Campbell River Wado Karate Club	B 450 Mercroft Rd	1,483
Campbell River Youth Soccer Association	450 Mercroft Rd	1,093
Canadian Red Cross Society	520 2nd Ave (portion of)	1,520
Community Futures Development Corp of Strathcona	900 Alder St	1,075
Foursquare Gospel Church of Canada	403 5th Ave	676
Foursquare Gospel Church of Canada	422 Colwyn St	796
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	1,150
Greenways Land Trust Laughing Willow Community Garden	1909 Lawson Grove	687
Guru Nanak Sikh Society	735 Pinecrest Rd	2,372
Habitat for Humanity	1725 Willow St	6,903
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	4,486
John Howard Society of North Island	401 11th Ave	1,036
John Howard Society of North Island	91 Dogwood St	1,833
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	32,128

City of Campbell River

PERMISSIVE TAX EXEMPTIONS (CONTINUED)

Organization	Civic Address	Exempt Municipal Taxes
Museum of Campbell River Society	470 Island Hwy	51,701
Nature Conservancy of Canada	2485-2505 Island Hwy	4,147
Nature Trust of BC	1201 Homewood Rd	2,945
Navy League of Canada	911 to 931 13th Ave	2,536
North Island Supportive Recovery Society	647 Birch St	1,147
Pentecostal Assemblies of Canada	445 Merecroft Rd	5,583
President of the Lethbridge Stake	460 Goodwin Rd	3,020
Radiant Life Community Church (reg. owner - W & C Pakosz)	1251 Cypress St	2,872
River City Players Society	1080 Hemlock St	3,647
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	1,608
Salvation Army	1381 Cedar St	4,500
Seventh Day Adventist Church	300 Thulin St	942
SPCA & North Island 911 Corp	275 to 385 S Dogwood St	2,262
St. John Council for BC	170 Dogwood St	3,193
St. John Society BC and Yukon	675 2nd Ave	1,401
Strathcona Regional District	103-990 Cedar St	1,981
Strathcona Regional District	301-990 Cedar St	4,828
Tidemark Theatre Society	1220 to 1240 Shoppers Row	22,560
Total Change Ministries	1400 Ironwood St (portion of)	873
Trinity Presbyterian Church	145 to 149 Simms Rd	1,845
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	2,098
United Church of Canada	415 Pinecrest Rd	1,883
Willow Point Lions Club Society	2165 S Island Hwy	2,929
Willow Point Supportive Living Society	100 142 Larwood Rd	14,484
Willow Point Supportive Living Society	12 142 Larwood Rd	5,295
Willow Point Supportive Living Society	10 142 Larwood Rd	791
Willow Point Supportive Living Society	9 142 Larwood Rd	779
Willow Point Supportive Living Society	5 142 Larwood Rd	791
Willow Point Supportive Living Society	3 142 Larwood Rd	779
Willow Point Supportive Living Society	2 142 Larwood Rd	779
Willow Point Supportive Living Society	1 142 Larwood Rd	791
Total value of municipal taxes exempted		\$ 323,342

City of Campbell River

STRATEGIC COMMUNITY INVESTMENT FUNDS PLAN AND PROGRESS REPORT

(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 Grant	Offset the costs of local police enforcement	March 2009	\$ 493,238	
		July 2009	\$ 237,868	\$ 237,868
		July 2010	\$ 183,672	\$ (237,868)
		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	

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

Traffic Fine Revenue Sharing Portion of the SCI Funds

Intended Use	Support local police enforcement over the term of the SCI Agreement.
Performance Targets	100% of funds are used to support local police enforcement over the term of the SCI Agreement.
Progress made to first reporting period due June 30, 2010 for the fiscal year ended December 31, 2009	67% of funds received in 2009 were used to offset rising RCMP contract costs. 33% of funds were transferred to reserve to stabilize future annual revenues and offset risk of homicide investigation costs.
Progress made to second reporting period due June 30, 2011 for the fiscal year ended December 31, 2010	100% of funds received in 2010 and the funds transferred to the reserve in 2009, were directed to the police operating budget.
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. 0% of 2013 funds received were transferred to reserve to offset future police operating budget costs.



AWARDS & MILESTONES

City of Campbell River

AWARDS AND MILESTONES

Wei Wai Kum First Nation and City sign service agreement

Under the terms of a 10-year service agreement, the City will continue to provide animal control, fire, water and sewer services to properties on both Wei Wai Kum First Nation reserve and leasehold lands as well as building inspection for construction on commercial lands. Wei Wai Kum and the City have also agreed to pool funds collected prior to the signing of the renewed agreement to build sidewalks and install lighting along 16th Avenue within two years. The agreement also maintains that both parties will work together to develop a positive investment climate, promote economic development, and create and maintain open communication on economic development matters, including specific economic opportunities of interest to the region and relevant government funding programs.



Citizen satisfaction survey says we're doing better

Results of the Ipsos Reid survey of Campbell River residents this spring indicated people are more satisfied with City services in 2013 than they were when the last survey was conducted in 2006 – and overall, Campbell River citizens' satisfaction with the City's customer service was similar to the results from other municipalities surveyed. People in Campbell River are more cautious about taxation and spending than people in other Canadian communities that participated in the survey. In late May and early June 2013, Ipsos Reid conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. The survey asked questions about: issues most important to local citizens; perceptions about quality of life in the community; importance of and satisfaction with municipal services as currently funded and delivered; perceived value for municipal taxes; communication and information needs, including website visitation and customer service.

Sister City visits Campbell River!

A delegation of 26 dignitaries from Ishikari, Japan visited Campbell River over the Canada Day long weekend to celebrate our 30th anniversary of twinning. Both the Ishikari and Campbell River Twinning Societies have played a key role in the quality exchanges between the two communities. The visit in 2013 included Campbell River tours, downtown shopping, a fish farm tour, an anniversary dinner event and enjoying the Canada Day pancake breakfast, carving exhibits, parade and fireworks. Campbell River enjoys one of the longest twinning relationships of BC communities.



Grant funding pays for electric vehicle charging stations

Electric vehicle owners can re-charge their cars in Campbell River at 11 new charging stations that officially opened in time for International Earth Day, April 22, 2013. EV charging stations are located at the Visitor Information Centre in Tyee Plaza, City Hall, Dogwood Operations Centre, North Island College, Discovery Harbour Shopping Centre Gas Bar and the new Target store. The stations in Campbell River are part of a province-wide network installed to support the growing demand for electric vehicle charging infrastructure. Similar initiatives are underway in Washington, Oregon, and California. The City of Campbell River received \$24,000 from the Community Charging Infrastructure Fund toward its six stations and used matching funding from the Climate Action Revenue Incentive Rebate Program from the Province of B.C. This enabled the City to complete the project entirely through external grant funding.

One Campbell River family reports that, in 2012, they travelled more than 7,000 km, including trips to and from Courtenay on a regular basis, and only spent \$112 on electricity to charge their car. Electric vehicles greatly reduce vehicle-related greenhouse gas emissions, which is one of the goals of the City's Community Energy and Emissions Plan.



City of Campbell River

AWARDS AND MILESTONES

Power Down Campbell River Home Energy Challenge

From April 6 to May 4, the Bellwood-Behan, Klein, Loeb, Millward and Seldon families competed in the City of Campbell River and BC Hydro's first Home Energy Video Challenge. Every family lowered their hydro and natural gas bills by at least \$100/month. The Bellwood-Behans won Best Rap Video, the Kleins won Best Educational Video, the Loeb's won Best Actors and Actresses, the Seldons won Best Original Song and the Millwards won Best Creative Director – and took home the grand prize:

\$1,500 for a home energy retrofit of their choice. Learn more about energy conservation and watch the highlights from the challenge on the City of Campbell River's Youtube Channel. The final film, which incorporates the families' video footage, premiered at the 2014 Earth Week Film Festival.



Council adopts Youth Engagement Strategy

In 2013, City Council adopted a Youth Engagement Strategy prepared by students in Grades 9 to 12 on the Youth Action Committee (YAC) to ensure meaningful inclusion of youth in public consultation processes, and a target for 10 per cent of all public input to come from youth. (Students in Grades 7 to 12 represent 10 per cent of the population in Campbell River.) Also, based on a survey of 357 local youth, the YAC presented a proposal to the City's Community Services, Recreation & Culture Commission for a Campbell River youth centre.

Also in 2013, the YAC awarded its first \$500 Environmental Bursary to a graduating student. Funds for the bursary were raised by the YAC at the annual Earth Week Film Festival. The YAC's

Youth Charter has been signed by the City, RCMP and School District 72 in recognition of the importance of the vision of youth for Campbell River's future.



City introduces two new advisory committees

People who work well with others and want to share their ideas for community development with Council signed on to two new advisory commissions in early 2013. With 12 members each, in 2013 the Community Services, Recreation & Culture Commission and the Advisory Planning & Environment Commission have provided Council with advice on: secondary suites, bald eagle nest trees, street entertainers, urban hens, legacy landmarks, shipping containers and retaining walls, invasive plant management, green building energy labeling, cemetery guidelines, community gardens, public safety and youth action committee.



Splash Park opened in time for a sunny summer

The grand opening on June 15, 2013 marked the beginning of a super summer for the new Splash Park. The project was a partnership between the City and Rotary Clubs of Campbell River, with additional funding support provided by Telus, the Campbell River Firefighters, and several Rotary members. The newly-constructed park offers three distinct play areas for all ages. Construction was completed by Rectec Industries and local contractor Upland Excavating Ltd on budget and on schedule. The Splash Park's four-unit change house was designed and built by K&L Spooner Construction with family-friendly, accessible washrooms that feature non-slip flooring, natural light, plus a toilet, washbasin, change table and change areas with benches and hooks in each unit. These are open year-round to also serve nearby playground, tennis courts, basketball and park users. There's also an outdoor shower and water fountain.



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City and Chamber develop local Food Map

In 2013, work began to launch a web-based Food Map to help raise awareness about local food production, processing and purchasing by identifying retailers, restaurants and farms selling local, regional and Vancouver Island-sourced agricultural products. Building on the Chamber's Think Local initiative, the Food Map will help strengthen the local economy and support a positive business climate. The Food Map will also provide an opportunity for private land owners to list their property as available space for small scale local food production. Primary goals of the City's Agriculture Now Plan and the Sustainable Official Community Plan are the development of local food systems and access to local food markets.

The City received \$12,900 from the Real Estate Foundation of BC toward the development of the food map and supporting tools to encourage local food initiatives.



City website transformation

The City website was transformed with a new look and layout, extensive use of images, enhanced mapping, plus advanced search capabilities at www.campbellriver.ca. The complete re-design and updated content replaced a 2005 website with more than 400 pages of information, an extensive "I Want To" section, a centralized document library, translation services for more than 70 languages, a version compatible with most mobile devices, an opinion poll feature and a photo library that welcomes community contributions. The website also links to the City's Facebook page and YouTube channel.

Students learn about local government

In May, the City hosted information sessions about City services and related funding challenges for students and business representatives. As part of Local Government Awareness Week, students from Carihi and Timberline schools were in City Council Chambers for a hands-on opportunity to balance an ever-increasing demand for City services with a limited budget. The event was moderated by local government specialist Jerry Berry, who also delivered an energetic presentation about the

history and role of local government and the challenges faced by City Councils working with an outdated funding system at a Chamber of Commerce luncheon. View video footage of the presentations at www.campbellriver.ca/your-city-hall/city-council/local-government-awareness-week.

Campbell River recognized for efforts to reduce emissions

In recognition of efforts to reduce greenhouse gas emissions as part of its commitment to the BC Climate Action Charter, the Provincial-Union of BC Municipalities Green Communities Committee provided the City with Level 2 recognition. The City's 2012 actions to reduce greenhouse gas emissions in community and corporate operations include energy retrofits to City facilities and purchasing hybrid and electric fleet vehicles. The majority of these initiatives are funded through external grants. Federal Gas Tax funding paid for the green roof on City Hall. Solar BC and ecoEnergy funding supported solar hot water systems at the RCMP station, Sportsplex, Simms Creek washroom and the Fire Hall. BC Hydro funding helped pay for energy upgrades to City facilities.



Campbell River closer to hosting composting centre

At its November 5, 2013 meeting, Council gave the green light to issue a request for proposals that could see a regional composting facility built at the Norm Wood Environmental Centre.

At least six private industry proponents with proven technologies for such a facility have indicated strong interest in pursuing development of a regional facility in Campbell River.

The City and Comox Strathcona Waste Management signed a memorandum of understanding in July, which supports exploring options for an organics facility in Campbell River. If the City develops an organics facility, the Comox Valley Regional District would consider constructing a transfer station at the Comox Valley landfill and potentially banning organics disposal at the regional landfills to support a new composting facility in Campbell River. All the major communities within the regional service area have expressed interest in curbside organics collection. The facility would accept organic waste from residents, institutions and businesses, and potentially process Campbell River's biosolids (residual waste from sewage treatment). The opportunity to compost biosolids would reduce the need for expensive land and plant upgrades at Norm Wood Environmental Centre, saving the City up to \$2.5 million. Organics account for approximately 35 per cent of the material currently going into regional landfills.

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Another webcam shows spectacular Campbell River vista

In partnership with North Island Communications, a web camera featuring streaming images of downtown and Discovery Passage was installed on the roof at City Hall at no cost to the City. Images are refreshed every 30 seconds and can be seen at www.campbellriver.ca. North Island Communications also provided equipment, installation and ongoing support for wireless Internet service – available free to the public – in the Campbell River Community Centre.

12th Annual Stewardship Awards

At the Haig-Brown Festival in September, the City honoured contributions to the common cause of environmental achievement.



Leona Adams (Environmental Excellence) for decades of work under the umbrella of many organizations to address water quality and preserve wildlife habitat, participation in policy development and coordinating shoreline clean-ups and broom bashes.

The Loeb family (Energy Conservation) for their participation in the City's 30-day Energy Challenge and reducing energy consumption by more than 50 per cent.

Clay Carlson (Habitat Protection/Creation) for years of mentorship as a biology teacher and career counselor and for organizing Timberline Stewardship Day.

Bud Logan & Kathleen Sharpe (Waste Reduction) for their efforts to clean up illegal dumping.

Chelsea Holley (Pesticide Free/Urban Agriculture) for her work with the Laughing Willow Community Garden. Ecole Phoenix Middle School Grade 6/7 teacher

Dionne Lapointe-Bakota (Youth Special Recognition) for stewarding local natural areas including a shoreline cleanup, broom bashing and Ocean's Day participation.

Clean Sweep Chimney (Air Quality) for commitment to Burn it Smart and Master Burner programming supporting clean wood burning.

Compost challenge wins environmental award

The 2012 composting video challenge won the environmental award for the public sector category at the Recycling Council of British Columbia's Annual Conference and Gala in May 2013. During the Compost Challenge, 160 new composters were acquired by Campbell River households participating in the compost rebate program. The award recognized the efforts of community members who participated in the program, local media who helped with judging and promotion, City staff and Comox Strathcona Waste Management, including the Compost Education Centre (competition sponsor). View both the full-length compost challenge video (28 minutes) and the short version (8 minutes) on the City of Campbell River's YouTube channel (accessible from our website).

City and SD72 Win Climate and Energy Action Award

The Public Sector Collaboration category of the Climate and Energy Action Awards recognized this partnership in environmental efforts at the 2013 Union of BC Municipalities Convention. Over the last four years, School District 72 has collaborated with the City on the development of a number of projects that have reduced operating costs and total greenhouse gas emissions by 12 per cent compared to the City's 2008 emissions and by 19 per cent compared to the School District's 2009 emissions. By involving staff, students and senior management in both organizations, the City and School District are raising the profile of energy conservation initiatives and making great gains in energy conservation in Campbell River. The awards are organized annually by the Community Energy Association in partnership with the Province of BC, Union of BC Municipalities, BC Hydro and FortisBC.



Norm Wood Environmental Centre Upgrades

Work began on the first phase of improvements at Norm Wood Environmental Centre that will increase the capacity of the wastewater treatment plant to meet current and future demands and continue to comply with regulations. Work is to continue over the next few years.

Campbell River construction surges past Comox Valley

The building boom in Campbell River swept to a record high this year, and was expected to top \$100 million in construction values, \$41 million more than in 2012, and \$39 million more than combined construction in the Comox Valley in 2013.

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Downtown revitalization takes shape

In 2013, the City's St. Ann's block upgrade created a new look and feel for the downtown, with renewal of all City underground services (sewer, water, storm drainage) and third party utilities (telephone, cable, electricity gas, etc.) and above-ground improvements for improved pedestrian routes, calmer traffic, park-like landscaping, wider sidewalks and public areas that connect 10th Avenue to Shoppers Row via the St. Ann's block area. The project is designed to create vibrant, safe, pedestrian-friendly public spaces that will enhance the downtown core for everyone. The two blocks of Alder Street (between St. Ann's Road and 10th Avenue) were re-opened in December.



Long service medals for firefighters

At the December 3 Council meeting, Rick Bates (Auxiliary Senior Captain, left) and firefighter Mark McKenzie (second left) received British Columbia Long Service Awards. Federal Exemplary Service Medals went to firefighter Dave Pickford (right) and Deputy Fire Chief Chris Vrabel (second right). Fire Chief Ian Baikie and Deputy Fire Chief Thomas Doherty made the presentation. Unable to attend to receive Federal Exemplary Service Medals were: firefighter Kelly Bellefleur, firefighter Scott Kratzmann, and Auxiliary Lieutenant Mike Modras. Unable to attend to receive British Columbia Long Service Awards were Captain

John Vaton,
Captain Reid Wharton,
Captain John Baker and
Auxiliary Senior Captain Roger Barriault.



Downtown Charrette

Two all-day visioning events took place in November, with a public open house kick-off event. People of all ages representing diverse community interests (from the arts, economic development and environmental protection to accessibility, transportation and emergency response) were invited to attend. People who attended the event were asked to share their vision for the unique site as well as for the entire downtown. The information gathered from the pre-charrette event provided a foundation to focus discussions during the November charrette.

Progress continues on new community water system

In 2013, work began on the design required to build a new water supply system that will provide water to the City of Campbell River directly from John Hart Lake and establish community water infrastructure that is independent from BC Hydro operations. Construction is anticipated to begin in 2014 and be completed by 2017. In 2012, the City secured 75 per cent funding (up to \$12.5 million) from BC Hydro for a new drinking water intake and water supply main. Since 1947 the City's water supply had come from BC Hydro's penstocks, which are to be removed as part of the John Hart Generating Station upgrade project.



Centennial Park gets new court and natural playscape

A revamped sport court and play area were constructed in this popular neighbourhood park based on extensive public input that indicated a strong desire to increase accessibility, keep the swings and trees, protect the eagle tree, and develop a multi-sport court in between the two tennis courts. The natural playscape features a large wooden eagle nest structure for climbing, wooden cookie stepping stones, boulders for climbing and an interactive water feature with a hand water pump and a small cobblestone water channel feature with movable walls for building dams. A play mound with a rock scramble and slide, fort structures and plenty of native plants add different smells, textures and colours, and berries and flowers will attract butterflies and other creatures. Also completed are improvements to the irrigation and drainage systems. The project was funded through a grant from the Community Infrastructure Improvement Fund (50 per cent) and from the Parks Parcel Tax (50 per cent).

Airport tanker base re-development

A \$3.7 million project to improve the air tanker base was completed at the Campbell River Airport. The project replaced pavement and concrete installed in the 1970s and significantly upgraded a contained area with two bays where air tankers can load with water or fire retardant in preparation for fighting forest fires. Other improvements included upgrading the electrical system and connecting the air tanker base to City water and sewer services, with a catchment system. Normal aircraft operations and scheduled air traffic continued uninterrupted, and the upgraded air tanker base was ready for air tankers in time for forest fire fighting season.

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Spirit Square success continues

It was another hit season for Spirit Square in 2013. The city's outdoor focal point for local entertainment and culture sets the scene for development of the downtown core as community groups continue to use this venue for many events and displays. The growing showcase of art, theatre and live music that attracts hundreds of people contributes to and celebrates Campbell River. Join us in 2014 at Spirit Square!



Mobile business licenses come to Campbell River

Starting January 1, 2014, local businesses can look forward to setting up shop in Campbell River and being able to do business throughout central Vancouver Island, with a mobile or inter-community business license. The new program allows licensed businesses to operate across 12 central Vancouver Island jurisdictions. Businesses applying for a local license will simply purchase an additional \$150 permit that allows them to operate in any of the participating communities. Central Vancouver Island communities within the partnership region include: Campbell River, Comox, Courtenay, Cumberland, Duncan, Ladysmith, Lake Cowichan, Lantzville, Nanaimo, North Cowichan, Parksville, Port Alberni and Qualicum Beach. City of Campbell River staff worked closely with the Chamber of Commerce to review options for this program.

Grant for Campbellton neighbourhood planning

A \$10,500 grant to the City of Campbell River provided a funding boost for the Campbellton Neighborhood Association's plans to improve life for people living and working in the area. The association engaged Vancouver Island University students and used the money to gather comprehensive block-by-block information about things to change and things to preserve in this neighbourhood. From this information, the students and the association will develop a plan to address specific neighbourhood priorities. The Foundation's grant program supports progressive initiatives that address current challenges and plan for the future. The City has been working with the Campbellton Neighbourhood Association since 2012. The association is headed out of an office on 16th Ave. near Crystal Lanes Bowling Alley.

Foreshore restoration gets provincial notice

The City of Campbell River presented a summary of our successful foreshore restoration work at the Green Shores Workshop for Coastal Professionals and Decision Makers in November. Campbell River is one of the few communities restoring large areas of our foreshore to a natural beach slope using debris that clogs boat ramps to protect infrastructure, improve public access and safeguard habitat. Also, Campbell River is quite unique with 16 kilometres of linear foreshore, a significant portion of which is public. Plus, Campbell River is the only community that has signed a memorandum of understanding with the Department of Fisheries and Oceans to streamline the foreshore work review process. The workshop included a discussion of additional funding sources for foreshore restoration.



We're in Business Review Canada and Construction Digital

In September, Campbell River starred in online publications as a community that's growing through innovative infrastructure and beautification. The article highlights how, over the past two decades, the City has made considerable investments in Campbell River's core infrastructure (water, sewer and transportation routes) to continue to look after community assets and provide citizens services, and to attract and facilitate growth in line with the Official Community Plan.

See the magazines, and read the Campbell River profile online at:

- <http://www.constructiondigital.com/magazines/14007> (starting on page 118)
- <http://www.businessreviewcanada.ca/magazines/14016> (starting on page 62)

Walkability Survey reviewed four neighbourhoods

Four community neighbourhoods were rated for walkability in March. Local volunteers answered 19 questions about pedestrian access downtown and in Campbellton, Merecroft and Willow Point. More than 100 surveys identified walkability issues in these areas to help prioritize pedestrian infrastructure improvements. Funding for the survey came from an age-friendly community planning grant from Healthy Communities





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