



City of
Campbell
River



2021-2030

Financial Plan

Financial Plan

2021 - 2030





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Strathcona Photography

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Mayor and Council





Mayor Andy Adams



Councillor Charlie Cornfield



Councillor Kermit Dahl



Councillor Colleen Evans



Councillor Ron Kerr



Councillor Claire Moglove



**City
Manager's
Report**

Campb
R



City Manager's Report

The Approved 2021-2030 Financial Plan

Along with the massive impact on personal, business and community life, COVID-19 has affected governments around the world. Locally, the pandemic has resulted in millions of dollars of lost revenue for the City of Campbell River.

To compensate, in early 2020 Council decided to reduce some services, temporarily closed some facilities postponed or cancelled certain projects. We have also temporarily laid off some employees, and have not hired for certain vacant positions.

Each year, the City's budget is developed to anticipate, prepare for, respond and adapt to change. The approved 2021-2030 financial plan has been developed amidst unprecedented change and uncertainty as we continue to fund and deliver important services, with new health and safety requirements, to best meet community needs.

The City of Campbell River's award-winning 10-year Financial Stability and Resiliency Plan has proved to be a strong foundation to withstand the pandemic and adapt and renew City services in light of COVID-19.

Given the many unknowns about this pandemic, including its duration, we've taken advantage of our ability to consider services over the longer-term and adapted the previous 10-year plan to reduce costs and provide predictable tax rates in 2021. This directly

supports community-wide recovery and renewal as we make our way through the pandemic.

The approved 2021-2030 plan continues to focus on Council's strategic priorities: relationships, economic health, livability, governance, the environment and growth management. The long-term plan also includes future-focused sewer, water and roads renewal to help prevent service disruption.

As we navigate this evolving situation, we take pride in serving our motivated, innovative community. We're connecting more online, helping community members stay healthy, and doing what we can to help businesses, builders and developers adapt and keep working.

Ongoing housing and development growth in Campbell River continues. At the same time, the local vacancy rate remains extremely low, and both private and non-profit developers are building rental units.

The City's major projects are progressing, and we have recently completed several new, community-led projects. Given pandemic related budget cuts, limited resources and requests for new services, 2021 is a year for community groups to work with City staff to prepare business cases and project plans. This will position us to build an even stronger community once the pandemic is over.

In the meantime, we continue to serve, providing safe drinking water, sewer treatment, emergency response, roads and parks maintenance and 100 other local government services our community relies on. Doing things differently, we are gradually, carefully resuming former levels of service.

Stay strong, Campbell River. We're working with you to keep everyone healthy, connected, resilient and moving forward.



Deborah Sargent
City Manager

Overview

A photograph of a steel truss bridge spanning a river. The bridge has a complex lattice of steel beams and is supported by several piers. The water is blue and calm, with some rocks visible in the foreground. The background is filled with green trees and a clear blue sky with some clouds. A large, semi-transparent blue shape is overlaid on the left side of the image, containing the word 'Overview' in a dark blue, sans-serif font.





Executive Summary

The City of Campbell River has had to quickly pivot as a result of the COVID-19 pandemic. The current financial hardships that many people are facing as a result of the current COVID-19 environment are being felt by the City as well. City finances have been affected by the pandemic, shifting needs, creating unanticipated expenses, and a reduction in revenue.

In order to be prepared for the many uncertainties of the COVID-19 pandemic, the City adopted an accelerated timeline for early budget deliberations and a nimble financial planning strategy. This strategy is guided by the Financial Stability and Resiliency Policy and the City's current fiscal realities. The approved 2021-2030 Financial Plan was developed using best practices, strong financial principles, and robust policies, including the award winning Financial Stability and Resiliency Policy. This policy guides the City of Campbell River's financial planning process and provides a framework that focuses on long-term strategic planning and prudent fiscal management. It is the cornerstone for financial decision making to ensure sound fiscal management.

The approved 2021-2030 Financial Plan focuses on restart and recovery; key to this is stability and flexibility. Stability is more important than ever as decisions made today will have a long term impact. Stability today will prepare the City to be well positioned in the future. As the City continues to navigate the many unknowns of the pandemic, flexibility will allow for the City to be prepared and able to respond.

Municipal governments face a balancing act in maintaining core services that residents and businesses expect, while making investments for the future to ensure the City can respond to the pressures and opportunities of a growing community. Campbell River's stable property tax increases keep the levy on a home of average value in the mid-range of tax increases as compared to other British Columbia communities of similar size.

The Financial Stability and Resiliency policy provides budget parameters that ensure tax increases remain between 2-3.5 per cent. The City continually faces increasing pressure to maintain current service levels and base operations, while meeting the community's growing needs. This is compounded by the requirement to renew/replace aging infrastructure and unforeseen changes to revenue and expenses. Consequently, it has made it increasingly difficult to maintain service levels with low annual tax increases.

Highlights of the Financial Plan

The 10-year Financial Plan provides a path of stability for citizens and businesses that plans for today and the needs of tomorrow.

The 2021-2030 Financial Plan seeks to:

- **Maintain and improve operations and service levels.**
- **Invest in asset renewal and replacement.**
- **Continue to build a vibrant community with public spaces that support arts, culture and the environment.**
- **Meet the City's commitments to provide safe and healthy workplaces and public spaces.**
- **Invest in and foster a safer downtown experience for everyone.**

Inflationary pressures make it difficult to stay within the Financial Stability and Resiliency policy's base budget parameter of 1.5-2 per cent for base operations and service levels. At the same time, revenue loss and use of reserves as a result of the COVID-19 pandemic, as well as growing demands for new services and community betterment projects, have drawn down reserve levels. Combined, these factors result in increasing pressure on the City's budget, to the point that it is becoming increasingly difficult to maintain the policy's overall budget parameter of 2-3.5 per cent.

Given the unprecedented situation facing the community as a result of the pandemic, the 2021-2030 Financial Plan provides a tax increase lower than Council's overall budget parameter at 1.95%.



Dennis Brodie

Acting Director of Finance / Chief Financial Officer



The approved 2021-2030 Financial Plan includes modest service level reductions, and an overall property tax increase of 1.95 per cent in 2021. The approved increase consists of 0.79 per cent for the City's operations, 0.5 per cent for the enhancement of services, and 0.66 per cent to invest in infrastructure. Proposed 2021 operating and capital plan budgets total \$1,650,400 and \$21,069,300 respectively of new projects (excluding carry forward requests due to early budgeting). Strong non-market change (NMC), which provides additional property tax revenues, is estimated at \$610,200 from new construction. This additional revenue, which has been consistently high in recent years, allows the City to fund new ongoing services related to community growth, and in response to community demand. For 2021, similarly with 2020, the base operating budget came in higher than the 1.5-2 per cent parameter. As a result, \$539,000 of NMC revenue was used to offset tax increases according to the principles of the Financial Stability & Resiliency policy. This illustrates the increasing base budget pressures for inflationary items and contractual commitments that are higher than the base budget parameter maximum of 2 per cent. Additionally, in response to this inflationary pressure, the proposed budget includes \$346,300 of service level reductions to ensure the base budget stayed within this policy parameter.

Funds available for operating projects are limited for 2021 due to the decrease of Gaming revenue as a result of the continued closure of the casino and reduced Financial Stabilization Reserve funds that have been used to offset unanticipated expenses of the pandemic. However, funds have been held for strategic initiatives and previously budgeted projects in the 10-year plan. Proposed projects seek to advance Council's strategic plan.

A 0.5 per cent tax increase helps support modest new ongoing services for the community. Proposed new and enhanced services include operating expenses for the new bike park and Robron Fieldhouse facilities, landscaping for the Discovery Pathway (3.5 Acre site), development-related landscape maintenance at Willow Creek Road, and incorporating strategic human resource management into the base operating budget (rather than funding this as a temporary operating project, which has taken place the past three years).

Asset management work has developed a realistic 10-year capital replacement plan, which is a fundamental aspect of the principles of the Financial Stability and Resiliency policy. In 2020, the City completed a fully-grant-funded Asset Infrastructure Investment Plan, which will further inform capital budgeting, capital funding, and timely infrastructure replacement over the 10-year plan as it is integrated in 2021.

The proposed 10-year plan includes an investment of \$101,640,938 for aging infrastructure over the next 10 years, funded by reserves and a 0.5% incremental tax levy each year. The City also allocates unanticipated revenue and expired debt payment commitments directly to fund infrastructure renewal and replacement. In other words, the City re-invests in infrastructure. This minimizes the need to raise property tax rates, which helps keep tax increases stable and more predictable.

After several years of depleting capital reserves to cover infrastructure replacement, the community will need to discuss whether to borrow money for future infrastructure replacement. Council's debt policy designates the City's ability to borrow money largely towards replacing or renewing current infrastructure. Long-term infrastructure debt continues to be low and well below the debt policy \$65 million limit.

The 2021 budget process has continued to advance strategic long-term financial planning with the use of business case financial decision making and capital project planning. Capital project planning will help identify project timelines, stakeholder involvement, inherent risks involved with projects and the impacts that a project may have on other City departments. There has been increased focus on budgeting for necessary planning activities, integrating asset management into long-term financial planning, as well as ensuring renewal and replacement for all asset infrastructure categories.

The approved 2021-2030 Financial Plan proceeds on the path of best practices in local government as the City continues to fine tune the strategic decision-making process with a focus on value for taxpayers. A 2019 community satisfaction survey provided evidence that Campbell River citizens appreciate the level of services offered by the City and receive good value for taxes paid. It also identified that people support paying for the maintenance of services, as long as the funding is being used in a fiscally responsible manner. Another community satisfaction survey will take place in 2021 to ensure service delivery, Council's strategic plan and the City's 10 year financial plan aligns with community expectations.

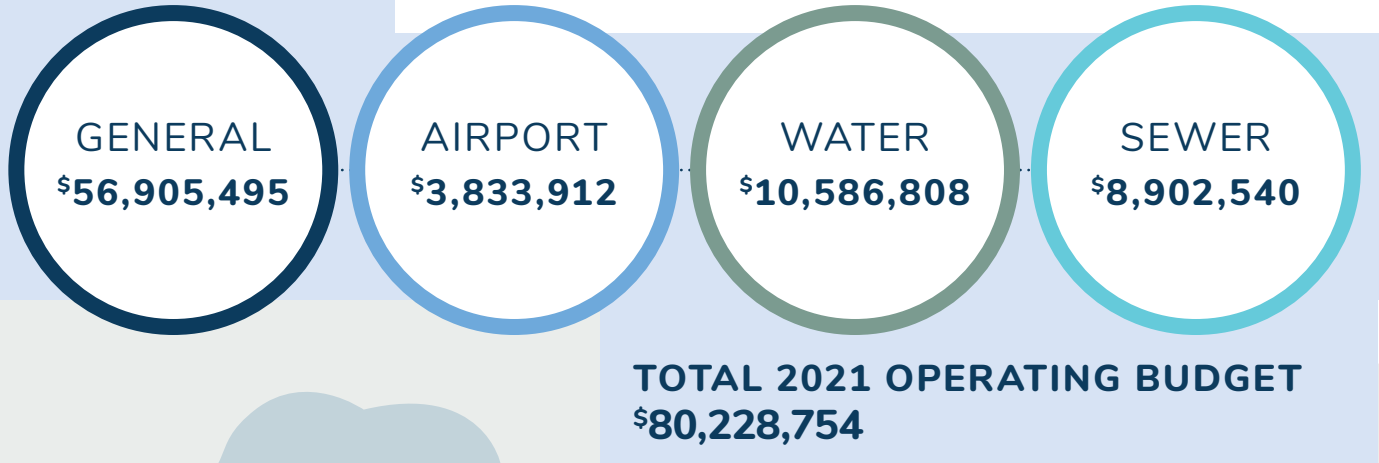
The approved 2021-2030 Financial Plan outlines and communicates to taxpayers how the City has allocated resources to achieve Council's priorities and to deliver services at the high level expected by Campbell River residents and business. It demonstrates the City's commitment to continuous improvement and fiscal responsibility to meet the needs of a growing and vibrant community today and in the future.

DENNIS BRODIE

Acting Director of Finance & Chief Financial Officer

2021 By the Numbers

BUDGET BY FUND



2021 INVESTMENT IN INFRASTRUCTURE
0.66%

10-YEAR ASSET RENEWAL BUDGET
\$101,650,344

NUMBER OF OPERATING PROJECTS IN 2021	24
TOTAL 10-YEAR OPERATING PROJECTS BUDGET	\$8,827,855
NUMBER OF CAPITAL PROJECTS IN 2021	81
TOTAL 10-YEAR CAPITAL PROJECTS BUDGET	\$160,246,257
NEW ONGOING SERVICES	\$228,200

STABILITY & RESILIENCY



2021 By the Numbers



FLEXIBLE FUNDING FOR COUNCIL PRIORITIES

\$150,000

STRATEGIC COMMUNITY INITIATIVES FROM GAMING FUNDS

\$600,000

STRATEGIC COMMUNITY BETTERMENTS & ENHANCEMENTS FROM GAS TAX FUNDS

\$150,000

COUNCIL CONTINGENCY FOR EMERGING STRATEGIC PRIORITIES

COMMUNITY GROWTH

NON-MARKET CHANGE TAX REVENUE FROM NEW CONSTRUCTION



RESIDENTIAL
• 73.5%

BUSINESS
20.9%

PORTION OF TAXES PAID BY MAIN PROPERTY CLASSES

Budget Snapshot



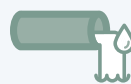
Non-Market Change \$610,200

See page 121 for more information

The City budgets annually for Non-Market Change (NMC), which is comprised primarily of tax revenues from new construction. As the City grows, new properties and buildings are constructed on which the City can collect tax revenues. Under the City's *Financial Stability & Resiliency Policy*, NMC is first applied to the base operating budget to keep it within the 1.5 – 2.0 per cent parameter. Any leftover NMC can be used to fund new service levels to our growing community.

For 2021, NMC is estimated at \$610,200 of which \$539,000 will be applied to the base operating budget to keep within parameter. The remaining funds will be used, in conjunction with a 0.5 per cent tax increase to fund new services.

Included in NMC are new revenues from downtown properties that participate in the City's Downtown Revitalization Exemption Program (DTRE). These properties have had a tax-exempt status for up to five years after development. Once the exemption expires, the new tax revenues form part of NMC. \$86,600 is forecast as new tax revenues from the Comfort Inn hotel. These DTRE funds are allocated, under policy, to future downtown capital projects, and for 2021 are helping to fund preparation of the new library facility.



Investment in Capital Infrastructure 0.66%

See page 73 for more information

The City's *Financial Stability & Resiliency Policy* provides for an annual tax increase of 0.5 - 1.0 per cent to support the City's investment in infrastructure and renewal of critical assets. Without ongoing renewal of these critical infrastructure assets, the City will be unable to continue uninterrupted delivery of services to the community. Funds from this tax parameter are flowed through the City's reserve funds and into the capital program to ensure that they are being used in the areas needed most.



Base Budget 0.79%

See page 111 for more information

The City's base budget covers the day-to-day operating costs to provide services to the community. It is comprised of things like wages & benefits for City employees, utility costs for buildings and vehicles, legal expenses, repairs and maintenance for City assets, and the supplies needed for the various departments to undertake their annual workplans. The City's *Financial Stability & Resiliency Policy* calls for no increases to annual base budgets, with the exception of contractual expenses that the City is already committed to. The policy allows for an annual tax increase of 1.5-2.0 per cent for these base services.

Key changes driving the 2021 base budget include:

- **Wages & Benefits (2.23%)**
- **Police services delivered under contract by the RCMP (2.60%)**
- **Utility costs (electricity, natural gas, fuel/diesel) (2.97%)**
- **Public Transit (5.13%)**
- **Reduction in revenues at the airport (3.4%)**

These increases are in excess of the City's base budget parameter and are adding increased budget pressures. As per policy, the use of Non-Market Change (NMC) tax revenues from new construction is applied to help to keep the base budget within established parameters.



Capital Plan

See page 135 for more information

The City’s capital plan outlines all the capital works planned for the next ten years. Capital works are projects that produce an asset that will provide benefit to the community for many years into the future.

When new capital projects are completed they often come with an annual cost to operate. These operational costs could be labour to operate the asset, or an annual repair/ maintenance budget. The identified operating costs of capital are shown on page 141 and are added to the base operating projects when the capital project is approved. Included in capital projects are Carry-Forwards (CFWD) from the prior year capital budget. In some circumstances, a project that began in the prior year may not be complete, or the City may have commitments relating to a capital budget that extend into the next year. See CFWD Summary for additional information.



Operating Projects

See page 133 for more information

Operating projects are one-time or periodic expenses that are not capital in nature. Often, these projects are “nice to dos” that fall outside of the “must dos” in the base operating budgets. An example of an operating project are City Council elections, which occur every four years. Rather than have the annual base operating budget fluctuate up and down (with corresponding changes to tax revenues), operating projects are funded by reserve funds to stabilize the operating budget to ensure that these operating projects do not have an effect on the annual tax increase.

As a result of decreased gaming reserve and financial stabilization reserve funds, operating projects have been conservatively budgeted and focus primarily on strategic initiatives.

Included in operating projects are Carry-Forwards (CFWD) from the prior year base budget. In some circumstances, a project that began in the prior year may not be complete, or the City may have commitments relating to an operating

budget that extend into the next year. When this happens, the CFWD becomes reserve funded to ensure that it does not affect the tax increase. See CFWD Summary for additional information.



New Ongoing Service Levels 0.5%

See page 131 for more information

As our community grows, there are increased demands on City operations and budgets sometimes have to be increased to provide these services. For example, as new subdivisions are added, new City parks come online and the City has an obligation to ensure these amenities are maintained and cared for in a manner that allows them to be used.

The City’s *Financial Stability and Resiliency Program* calls for new service levels to be funded by Non-Market Change (NMC – see above for an outline of NMC), where any exists, and an up-to 0.5 per cent tax increase to the base operating budget.

New Ongoing Service Levels proposed for 2021 are:

- Strategic Human Resource Management (\$121,000)
- Operating funds for the new bike skills park (\$31,000)
- Operating funds for the new fieldhouse (\$50,000)
- Landscaping on Discovery Pathway (\$19,000)
- Gardening & Landscaping at Sybil Andrews Heritage Property
- Boulevard landscaping at Willow Creek Road (\$7,200)

CFWD Summary

	Capital Projects		Operating Projects	
	#	\$	#	\$
Project to be completed in 2021	4	1,790,233	5	194,351
Maintenance Period	8	892,754	-	-
Multi-Year Project	9	16,387,714	-	-
Scope Change	2	312,267	-	-
Early budgeting (unknown if needed)	13	2,564,923	6	66,410
Total	36	\$ 21,947,891	11	\$ 260,761



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Campbell River

British Columbia

For the Fiscal Year Beginning

January 1, 2020

A handwritten signature in black ink that reads "Christopher P. Morill". The signature is written in a cursive style.

Executive Director

Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Campbell River, British Columbia for the Annual Budget beginning January 1, 2020. This was the fifth year that the City received this prestigious award for best practice budgeting principles. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only.

The City will submit the 2021-2030 Financial Plan to GFOA to determine its eligibility for the budget award once again and believes the proposed budget continues to conform to program requirements.



Reader's Guide to the 2021-2030 Financial Plan

The primary function of the Financial Plan is to provide information relating to the funding requirements of the City given the services Council has authorized staff to provide for the residents. It is intended to provide a basic understanding of the financial plan and describes contents of each major section of this document. The Financial Plan provides information supporting decisions and serves the additional role as:

A policy document describing the financial policies guiding the development of financial plans and priorities.

An operational guide helping staff manage daily operations by providing financial and human resources available for service provision.

A communications device providing all readers with a comprehensive overview of the services provided by the City and the resources required to provide those services.

The 2021-2030 Financial Plan has been grouped into six sections:

Overview

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

Financial Reports

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

Base Operating Budget

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment as detailed in Appendix 1. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2021 goals and 2020 highlights.

Ongoing New Service Levels

The ongoing new service levels section, detailed in Appendix 2, includes all new/enhanced service level increases for consideration in 2021 and in future years as funding allows.

Capital Budget

The capital budget section, detailed in Appendix 4, includes all capital projects in the 10-year capital plan. Each project details the department, budget, operating costs, funding source, project description and justification, and relation to Council's strategic priorities.

Operating Projects

The operating projects section, detailed in Appendix 3, organizes projects by Council strategic projects, corporate projects, operational projects, and projects for future consideration.





Community Profile



Enriched by Land and Sea

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 fifth largest metro area on the island, with a population of approximately 35,000, and the urban service centre and hub community for approximately 60,000 people living and working in our region.

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 when the Ripple Rock explosion removed the top of a marine hazard in Seymour Narrows that had claimed at least 114 lives. The spectacular blast moved 100,000 tons of rock and water, allowing larger vessels through the passage. At the time, the Ripple Rock blast was the world’s largest non-nuclear explosion.

These and other interesting community facts are showcased on more than 20 information panels found downtown and around the Museum.

In 2008, Campbell River was named one of the top five quality of life destinations in North America.





Highlights and History

In the spirit of reconciliation, we acknowledge the long history and connection to this land for our First Nations neighbours – and that Campbell River has grown and prospered thanks to the natural abundance of this region, the traditional territory of the Laichwiltach people. Campbell River’s motto Enriched by Land and Sea describes the city’s spectacular setting: the ocean, river, forests and earth that have helped build our community for more than a century.

The city is accessible by land, sea and air and is a base for recreation and industry throughout the north island and central coast. With our rich natural resource background, integrated social services, a number of stewardship firsts, award-winning drinking water quality and a world-class reputation as a tourism destination, the community is set for high levels of investment and even more diversity.

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



Indigenous Peoples' Day 2019

Community at a glance



143.1KM²




POPULATION**
35,141



AGE**
0-14 Years: **15%**
15-64 Years: **64%**
65+: **21%**
Average Age: **47**


EDUCATION**
Post-secondary: **49%**
Secondary: **32%**
No certificate, diploma or degree: **19%**




HOUSEHOLDS**
Owned: **71%**
Rented: **29%**
Total: **16,390***




HOUSEHOLD INCOME**
Median total income before taxes: **\$65,309***



FAMILIES**
2 Persons: **62%**
3 Persons: **17%**
4 Persons: **15%**
5 Persons: **6%**
Average Size of Families:
2.7 people*



MARITAL STATUS**
Married or living common law: **60%**
Not married and not living common law: **40%**



LABOUR FORCE**
Employed: **95%**
Unemployed: **5%**

*Statistics Canada; more info here: bit.ly/2E3ajLz

**BC Statistics; more info here: bit.ly/2JUAATC





Growth and Development

The City is undergoing an exciting period of community and economic development, embracing new prospects as its economy continues to diversify and attract the industries and workforce of the future. With a proud history in forestry and fishing, flourishing tourism and aquaculture sectors, Campbell River has a supportive network for companies interested in further developing the supply chain and producing value-added products.

Embracing innovation and technology in a changing economy, the City has invested in a progressive municipal broadband network to support the emerging opportunities in the high technology and creative industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and opening up commercial opportunities for aerospace.

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

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



Campbell River is a thriving central hub for the region.

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

Labour Force by Industry

	Total	Male	Female
Industry by Category			
Agriculture, forestry, fishing and hunting	1,495	1,220	270
Mining, quarrying, and oil and gas extraction	385	375	15
Utilities	105	80	25
Construction	1,510	1,310	195
Manufacturing	650	480	165
Wholesale trade	345	235	105
Retail trade	2,170	955	1,215
Transportation and warehousing	735	590	145
Information and cultural industries	175	100	70
Finance and insurance	380	105	270
Real estate and rental and leasing	300	145	160
Professional, scientific and technical services	810	375	435
Management of companies and enterprises	20	10	15
Administrative and support, waste management and remediation services	600	330	265
Educational services	805	225	580
Health care and social assistance	2,125	310	1,810
Arts, entertainment and recreation	340	155	185

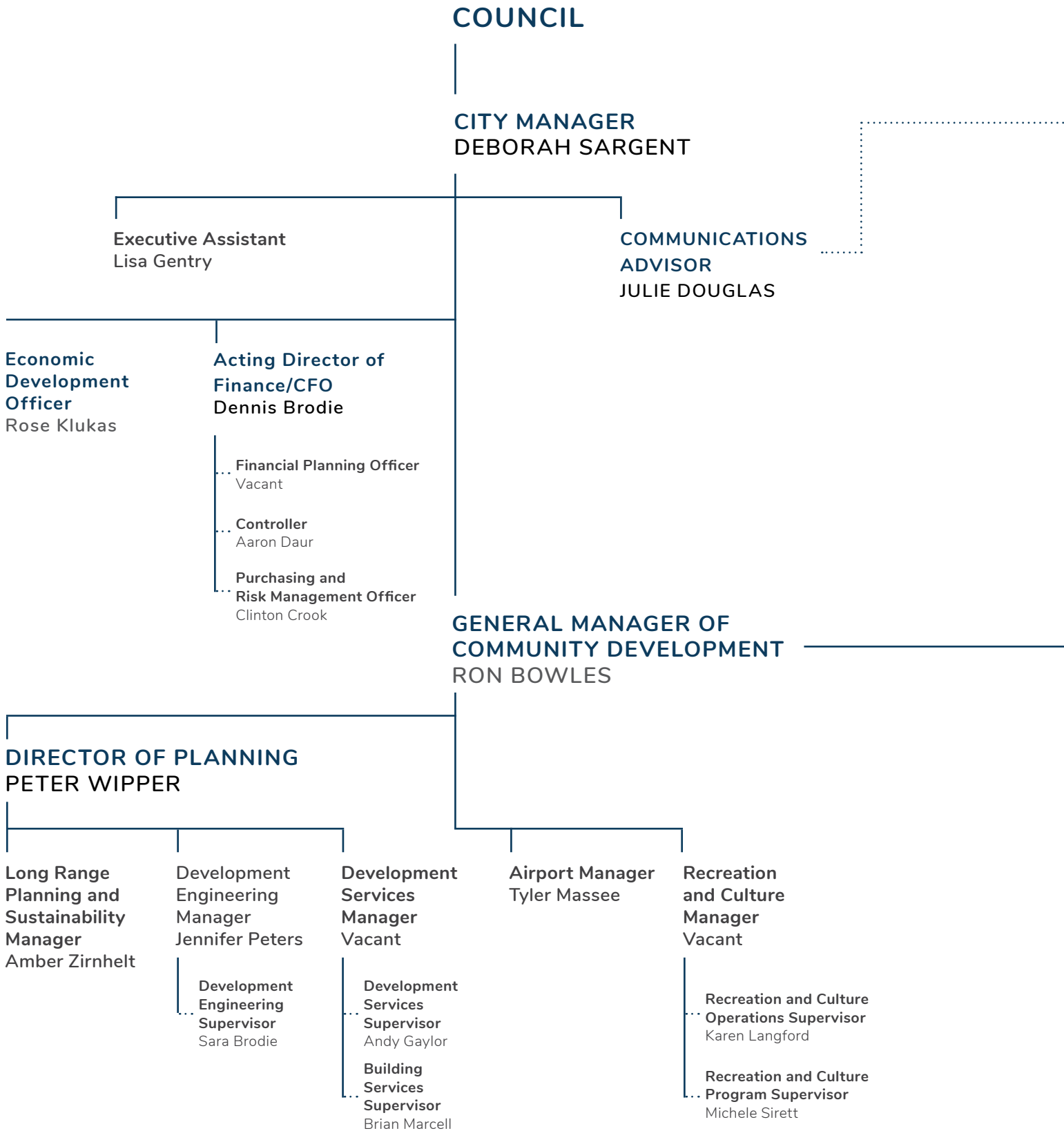
	Total	Male	Female
Industry by Category			
Accommodation and food services	1,475	540	935
Other services (except public administration)	765	360	400
Public administration	665	320	340
Industry labour force categories not applicable	350	180	170
Total labour force population	16,185	8,410	7,780



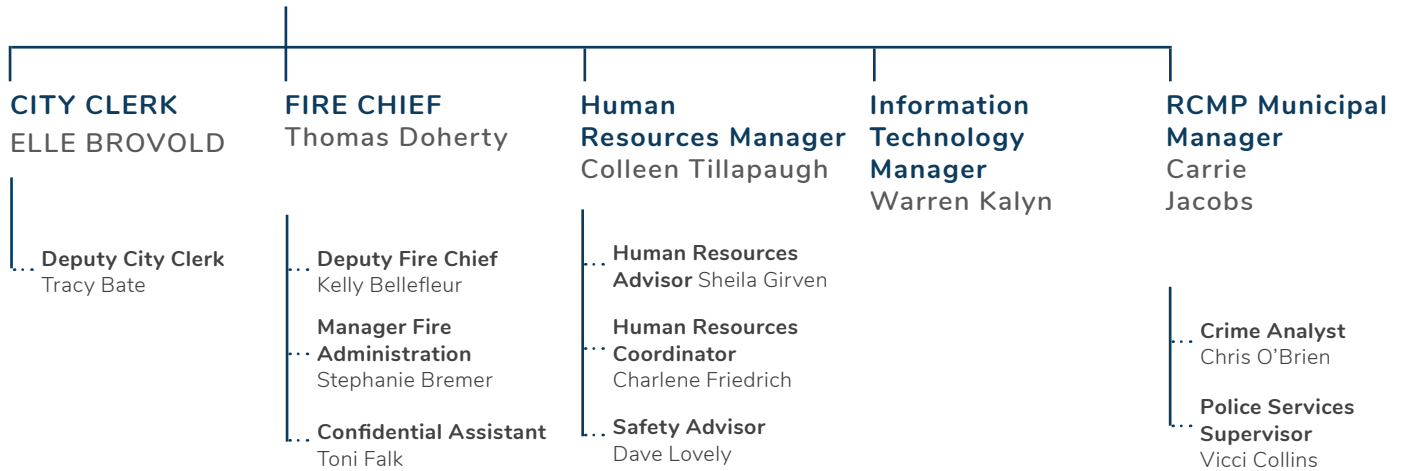
Source: Statistics Canada, 2016
 Census Profile
 Find more info here:
bit.ly/39jpS2e



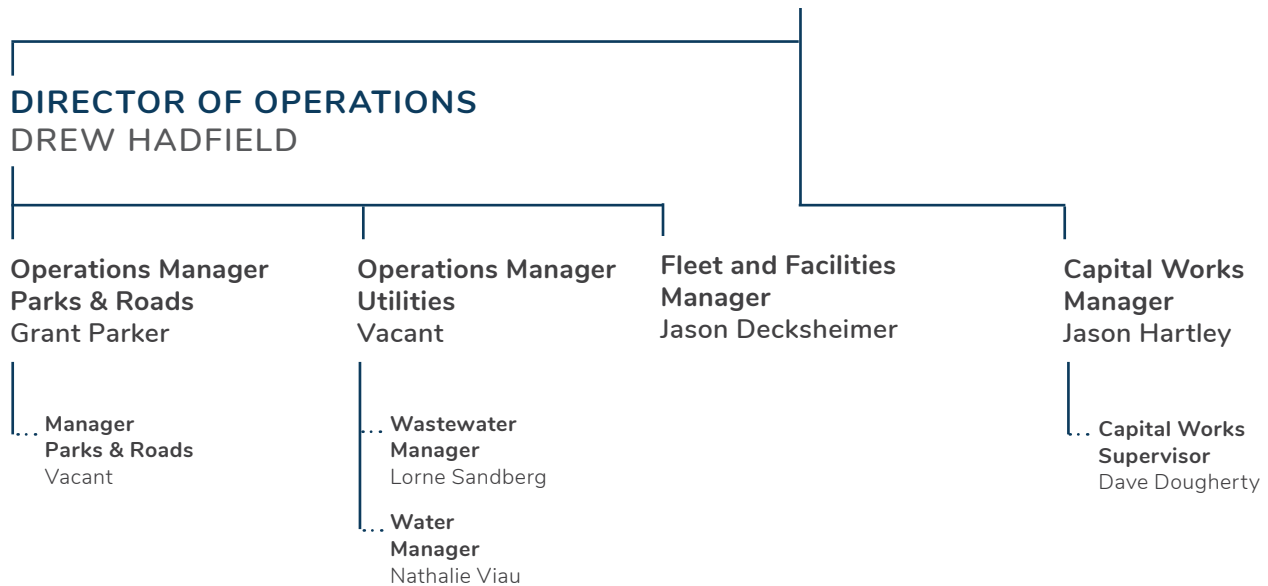
Full Organization Structure



DEPUTY CITY MANAGER
RON NEUFELD



GENERAL MANAGER OF ASSETS AND OPERATIONS
VACANT





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Mission Vision, and Values

Mission and Vision

Each and every decision Council makes will be approached in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.



Values

Accountability | Effective and efficient transparent use of all resources and answering to the public.

Leadership | Developing a plan and having the courage to stick with it.

Courage | Ability to make the tough decision required in developing and implementing plans.

Integrity | Decision-making is based on unbiased, moral, fact-based evidence, in the public interest.

Professionalism | Knowing the role and setting the bar to a standard that sets an example.

Ethics | Staying true to principles in all circumstances.

Pragmatism | Down to Earth. Real life.

Reliability | Doing what you say you are going to do. Being approachable and consistent.

Collaboration | Reaching out to communities with a purpose in mind to form policies. Being open minded.

Challenge | Leveraging the value of diverse perspectives to arrive at a decision.

Non-Financial Goals

Vision 2025

Economic Prosperity

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

Natural Environment

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

Recreation

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

Inclusivity and Diversity

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

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 the 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.



We strive to achieve these goals as we move towards 2025.

Strategic Priorities 2020-2023



Each and every decision Council makes will be approached in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.



Focus on Management and Governance

We value community input and will be disciplined in defining the scope of advisory groups and others.

We recognize and support the principles of good governance in our community.

We plan proactively for the long-term costs of maintaining our critical infrastructure.

Focus on Economic Health

We will align our internal processes in support of economic health within the community.

We want a vibrant and prosperous downtown core.

We support our tourism industry in attracting visitors and business to the City.

Focus on Growth Management

We take a deliberate approach in planning for growth to provide a diversity of housing.

We plan future growth with infrastructure to maximize livability and efficiency and to reduce costs of road, water, sewer and storm drains.

We align our growth management studies and guides to ensure consistency and implementation of the SOCP over time.

Focus on Livability

We will address community safety issues for transportation and infrastructure in Campbell River.

We recognize access to recreational and cultural amenities as key to a healthy, vibrant and livable community.

We will ensure a marine and river waterfront that is open and accessible.

Focus on Environment

We prepare and plan for, and mitigate the impacts of climate change, specifically sea level rise and energy use.

We value and leverage our natural assets as a key component of our community planning, with a focus on urban forest management.

We actively support a regional solution for management and reduction of solid waste.

Focus on Relationships

We recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.

We value our first nations neighbours and seek alignment and opportunities to work together.

We understand that a community is strengthened through diversity, and is defined by how it treats its most vulnerable.

Financial Plan Framework and Policies







Financial Plan Framework

The Financial Planning framework is developed in alignment with the following plans to organize and coordinate the activities necessary to bring the City's visions to life:

- Strategic Plan
- Operational Plan
(Base Operating Budget)
- Financial Plan





Strategic Plan

The Strategic Plan is the road map for Council's decision-making and provides the guiding framework for the Financial Plan. It defines the vision, objectives and associated actions that guide the City. The Strategic Plan is updated every four years following the municipal election. This plan will be used to assess performance and to update operational plans according to emerging priorities and the will of Council.

Operational Plan (Base Operating Budget)

The Operational Plan delivers base operating services to the community. Operational plans take into consideration the strategic plan and objectives for service delivery.

Financial Plan

The Financial Plan provides the resources, both financial and human, and connects the day-to-day work required to achieve the goals of the Strategic Plan and Operational Plan. This plan is updated annually to ensure alignment and that objectives are achieved. The City's performance is reviewed and presented to Council quarterly.



Asset Management

The City continues to plan and prepare for the implementation of asset management practises across the organization. An asset management framework includes consideration of the following questions, and planning, to address the outcomes of the series of questions:

- What do we own? Where is it?
- What condition is it in?
- What is the level of service (current and desired) that each asset provides?
- What is the asset's remaining useful life or service life?
- Which assets are the most critical, and what is the level of risk to their function and sustainability?
- What do we need to do to sustain the services provided by each asset? When do we need to do it by? What will it cost?

In 2016, Campbell River City Council adopted the City's first Asset Management Strategy. This strategy establishes a corporate-wide asset management program. In addition to developing the quantitative and qualitative information necessary to answer the questions above, the strategy also has the following goals:

1. Lower infrastructure life cycle costs.
2. Lower infrastructure failure risk.
3. Provide service and taxation stability.
4. Increase opportunity for government grant funding.
5. Increase ability to manage impacts of climate change.

In 2017, there was a focus on City facilities and parks inventories, condition assessments, master plans, asset management data needs at the City, as well as expanding the knowledge and expertise of City staff. The 2017 work of the Asset Infrastructure Management (AIM) leadership team resulted in the City building a 10-year renewal plan for several key asset categories. In 2018, the focus was on developing a corporate high-level asset management plan for all asset groups to drive the ongoing development of asset management at the City, planning for a fully integrated asset management plan by 2021.

In 2019 the City's Finance Department was given stewardship of corporate asset management practises, under the guidance of the corporate AIM leadership team. To date, the City has undertaken several key steps towards implementing a fully integrated corporate-wide asset management program, however the initiative is well behind the schedule as laid out in the strategy. The City's first Asset Management Investment Plan was completed in 2020, and City Council will be presented with a proposed Asset Management Policy for consideration in late 2020.

2021 will have a focus on acquiring new software to assist the City with management of its operational activities, and allow for data basing of condition assessment, risk matrices, and life cycle costing. In addition, the City will be completing a 100 per cent federal government grant funded Asset Management Investment Plan, and expects to deliver this report to Council in the spring of 2020, before the official start of budgeting for 2021 and beyond. This plan will outline existing asset conditions, remaining useful lives and expected necessary financial contributions to maintain existing levels of service. This is an integral step of fully integrating asset management into long-term financial planning practises. Once it takes place continual review, analysis and updates to the plan can then be incorporated into City processes.

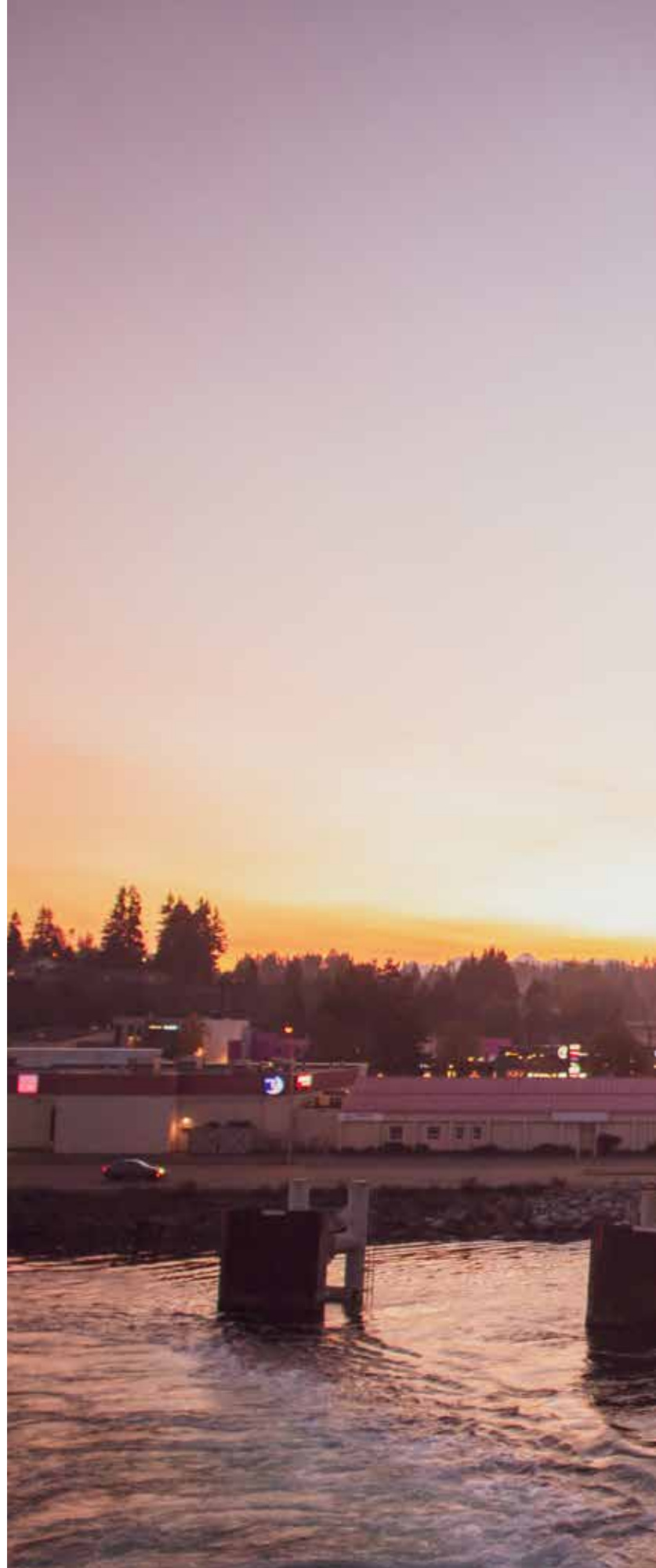
Many municipalities are beginning to consider the value of their natural assets. The City of Campbell River has a below-the-line (currently unfunded) project in 2023 to begin planning for natural asset inclusion with the City's infrastructure asset management initiatives. Natural assets include our foreshore, estuary, urban forest, streams and rivers which collectively provide drainage and recreational benefits to the community. Proper long term planning to ensure these assets can continue to benefit the community is being investigated with plans to move such initiatives above-the-line (funded) in the coming years.

Integration of asset management with long-term financial planning is integral and will provide cost savings due to preventative maintenance, just-in-time replacement, and strategic investment in new infrastructure assets. Additionally, it will position the City to be prepared to take full advantage of grant and borrowing opportunities. Having the best data and analysis available when deciding on capital asset maintenance, renewal and replacement will lead the City to make informed, knowledge-based decisions. It will also manage risk associated with critical infrastructure failure and service disruption, as well as assist with planning and resourcing.

As part of the City's overall asset management practises and strategies, the recently adopted Financial Stability and Resiliency policy includes guidance for the City to continue investing in capital asset renewal. This is achieved through a dedicated annual tax levy, as well as specific asset management language outlining that the City will undertake best asset management practises in developing the annual long-term financial plan. For the 2021-2030 long-term financial plan, capital plans will clearly outline near-term asset management projects with projects and locations identified to ensure Council and the community are aware of the specific renewal projects that are being undertaken.

Council’s strategic plan states that “We plan proactively for the long term costs of maintaining our critical infrastructure,” acknowledging the importance in supporting asset management. Council reaffirmed the importance of asset management when it adopted its Financial Stability and Resiliency policy in 2019. This policy establishes the investment in critical infrastructure through the capital budget parameter where a 0.5 to 1.0 per cent increase to taxation accumulatively supports the maintenance of current service levels. In 2021 the City proposes to tax 0.66 per cent or \$220,000 to be invested in infrastructure. Additionally, the policy states that the City will invest in asset management practices to keep infrastructure in a proper state of repair to avoid costly failures and optimizing capital investment to maintain service levels and ensure best value for taxpayer’s dollars.

See Appendix 7 for the City’s approved asset management strategy.







Fund Balance Structure

City Funds

- **General Fund** - The general operating fund encompasses the majority of the City's services, including governance, RCMP, fire, corporate services, general fiscal services, facilities and supply management, operations and parks and recreation and culture segments. See Appendix 1 for the detailed base operating budgets which are primarily within general fund and funded mainly by property taxation.
- **Airport Fund** - The Airport, supported by the Airport Advisory Committee, has been striving to become a profit driven operation and maintain its operations without the need of support from the City's general fund to balance its budget. Fuel sales are the major profit generator for the Airport. The Airport continues to focus on obtaining a balanced budget and becoming a net profit entity. General funds any deficits of the Airport, and ACAP (Transport Canada) federal grants fund the majority of the capital upgrade projects. See Appendix 1 for the detailed base operating budget for Airport.

- **Sewer and Water Funds** - Sewer and Water utilities are funded through user fees and parcel taxes levied on properties within the City's boundaries. These funds are self-balancing and segregated for purposes of carrying on specific activities in accordance with specific regulations, restrictions and limitations. See Appendix 1 for the detailed base operating budgets for Sewer and Water; these funds operate independently and are self-sustaining therefore user fees must fund ongoing operations and maintenance of these core utilities, as well as fund capital renewal and upgrades with consideration of Development Cost Charges and Long-Term Debt.





Fund Balance Categories

- **Unappropriated Surplus** - The Unappropriated Surpluses for each fund are available for working capital to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council. This is defined in the City's Reserve and Surplus Policy in Appendix 7.
- **Non-Statutory Reserves** - The Non-Statutory Reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated. The majority of the City's reserves are non-statutory as defined in the City's Reserve Policy (Appendix 7).
- **Investment in TCA** – The City has millions of dollars invested in infrastructure for City services including facilities, fleet, parks, roads, storm water, airport, sewer, water, and airport. The investment in TCA (Tangible Capital Assets) fund balances are the net book value of these assets less any debt outstanding for these assets. The City has been maintaining their net value in investment in TCA by continuing to invest in infrastructure annually, however this must continue in future years to sustain service delivery by maintaining net asset values.

	2018	2019	2020 (Projected)
Unappropriated surplus			
General	4,396,452	4,400,000	4,400,000
Sewer	800,000	800,000	800,000
Water	850,000	850,000	850,000
	6,046,452	6,050,000	6,050,000
Non-statutory reserves			
General	12,705,722	13,076,969	16,399,744
Airport	545,540	440,916	388,273
Sewer	16,052,644	14,816,045	12,018,567
Water	18,801,709	19,683,623	21,117,850
	48,105,615	48,017,553	49,924,434
Statutory reserves			
Capital lending	2,104,031	2,619,988	2,291,295
Parkland acquisition & development	1,058,995	1,107,526	1,212,430
	3,163,026	3,727,514	3,503,725
Investment in tangible capital assets	247,316,118	262,059,540	282,466,942
Total	304,631,211	319,854,607	341,945,101

The history and projected 2020 closing balances for the City's funds are summarized above in the format included on the City's financial statements, included in Appendix 8.3.

The summary indicates the City's reserve balances are relatively stable considering incremental funding to offset annual spending, primarily infrastructure renewal and enhancement.

Financial Plan Overview







Legislation

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

- **Section 165 of the Community Charter** states that “The total of the proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year,” meaning that municipal budgets are required to be balanced. Therefore, the total of expenditures and transfers to other funds must not exceed the total of revenues, funding sources and transfers from other funds for that year.
- **Section 165 of the Community Charter** also states that “A municipality must have a Financial Plan that is adopted annually, by bylaw, before the annual Property Tax Bylaw is adopted.” The Financial Plan Bylaw can be adopted at any time in the fiscal year.



- **Section 166 of the Community Charter** requires that “a Council must undertake a process of public consultation regarding the proposed Financial Plan before it is adopted.”

- **Section 197 of the Community Charter** states that, “after the adoption of the Financial Plan, Council must adopt the Tax Rates by Bylaw before May 15th of each year.”

Campbell River's Path to Financial Stability

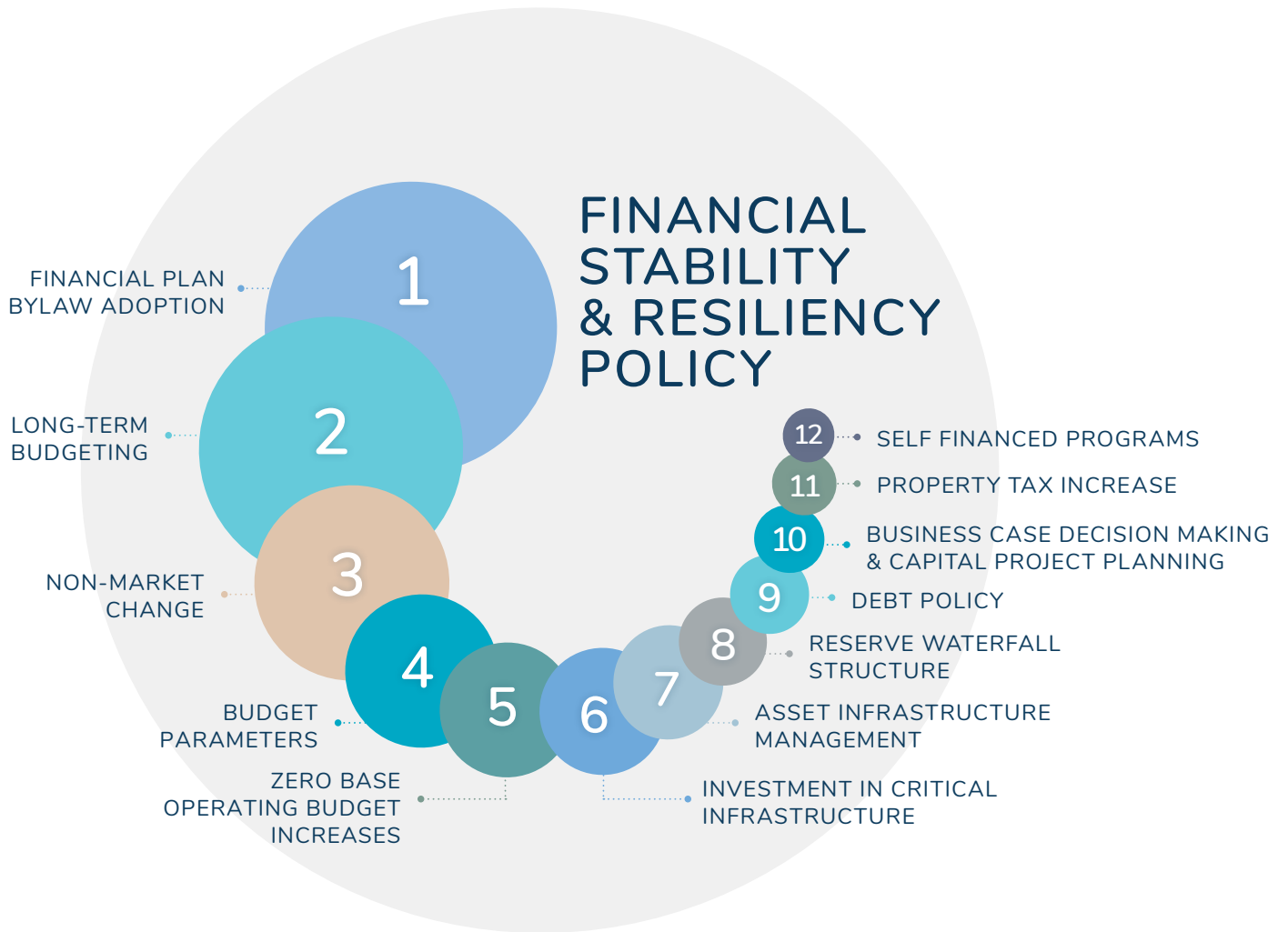
In addition to the mill closure in 2012, in the early 2000s, BC's coastal forestry economy took a steep dive, which for Campbell River meant the community lost many high-paying jobs as the City itself dealt with a 25 per cent loss in property taxation. For a period, accumulated reserves allowed the City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

A 2015 Council survey identified the need to move past the City's previous financial challenges with losing a significant major industry taxpayer due to the closure of the local pulp and paper mill. For many years, the City had volatile tax rates; from 2010 to 2015 tax rate increases ranged from 13.6 to 1.7 per cent, with a limited understanding of the City's long-term financial needs.

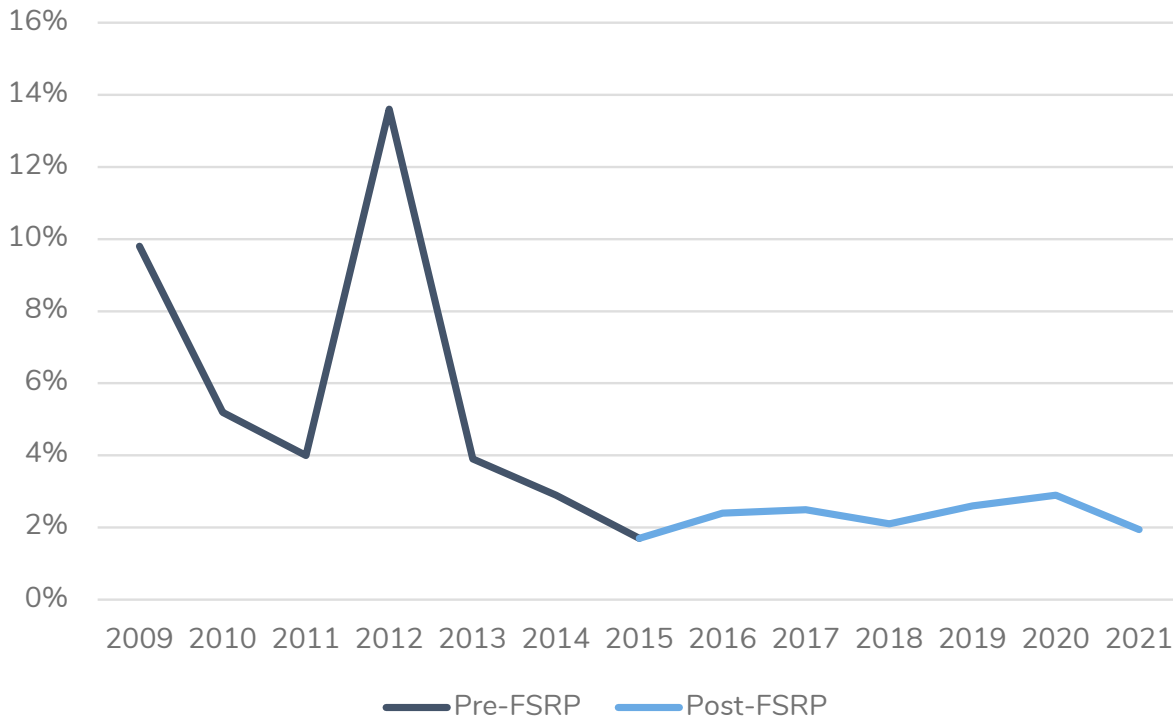
As a result of the survey, there were many policies and principles introduced throughout 2016 financial planning. Key policies that were revised and elaborated were a reserve restructuring and funding mechanisms to assist with the allocation of funding (reserve policy) and the City's long-term debt policy (see Appendix 7). These policies become foundational pillars of the Financial Stability and Resiliency Program.

To manage in changing times, the City adapted its budget process to be responsive to both the economic climate and community needs. Any one of these items on their own were not significant, but together they established a new path for the City and formulated the Financial Stability and Resiliency Program. This program provided a long-term framework focused on providing ongoing stable funding without the need for one-time large tax rate increases in any one year. It provided a long-term outlook that focused on strategic decision making for the community's future and established a framework for predictable tax increases, while responding to community growth, development, and the need for investment and management of aging infrastructure.

From 2010 to 2015 the City had a volatile tax rate ranging from 13.6 to 1.7 per cent, with a limited understanding and strategic plan for what the ongoing financial needs of the City were past the current year. Since 2016 Financial Planning, and the implementation for the City's Financial Stability and Resiliency Program. The City has focused on providing ongoing stable funding without the need for one-time large tax rate increases in any one year, to provide stability to the community and to the City.



Annual Tax Increase

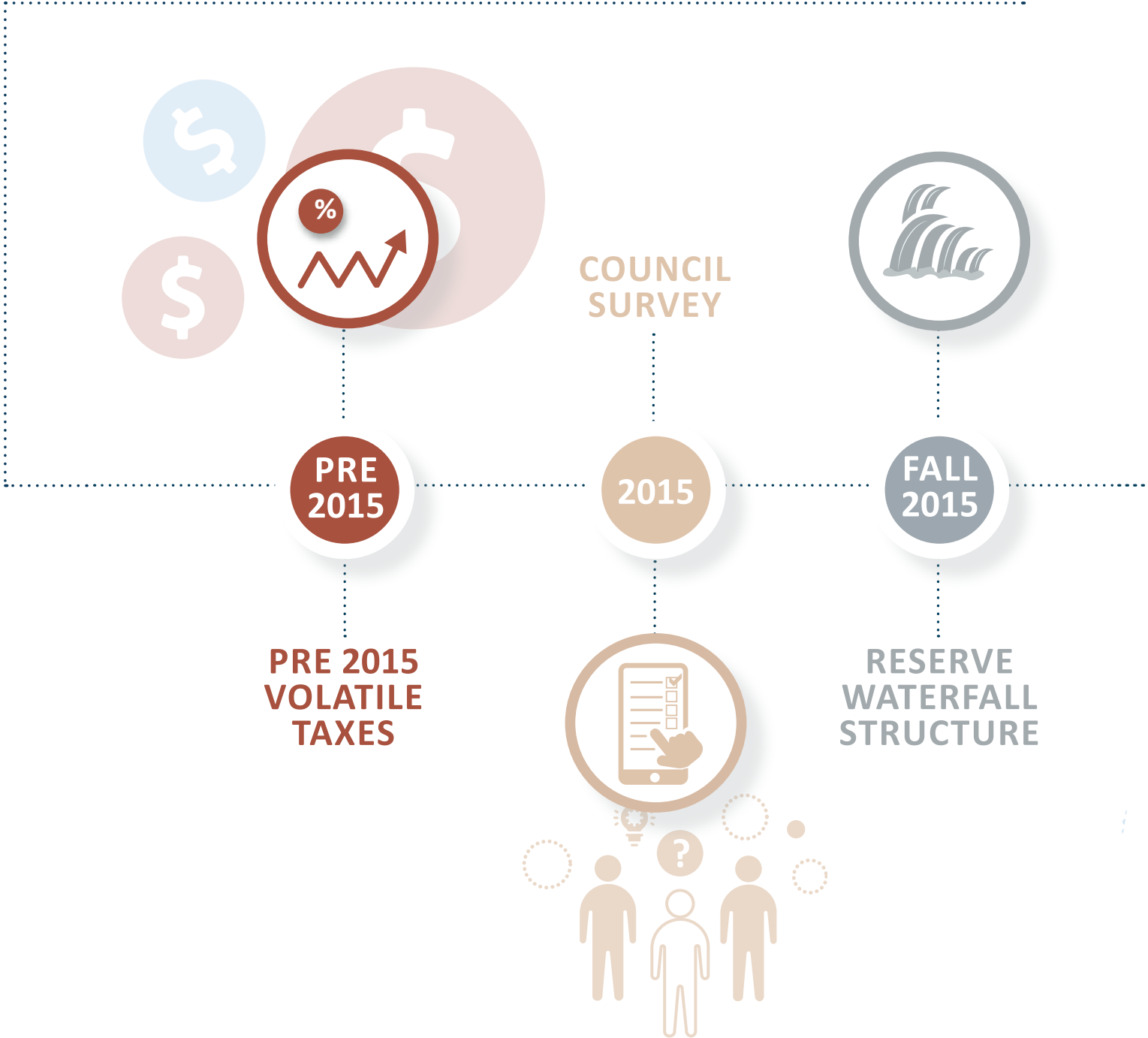


The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and maintain core infrastructure. Stable ongoing tax rate increases provides funding to ensure a sustainable service delivery model and strategic planning for community needs. Budget parameters under Financial Stability and Resiliency Program ensure tax increases are between 2 to 3.5 per cent. This tax rate parameter provides for predictable and stable ongoing funding to maintain base services, meet demands for moderate enhancements or new service levels, as well as ongoing capital infrastructure investment. Since the City’s Financial Stability and Resiliency Program was established, the tax rates have been stabilized and less volatile as depicted above.

The Financial Stability and Resiliency Program was formalized into policy and expanded upon in preparation for 2020 Financial Planning to guide decision-making. The Financial Stability and Resiliency Policy promotes stability provided by a long-term planning horizon, coupled with the consistency, predictability, strategic decision-making and risk mitigation, all to ensure the maintenance and delivery of future services. Stable tax rates provide a message to the residents, businesses, and investors that Campbell River is a stable place to live, work and invest in. The community can expect service levels to be maintained, including services, amenities, and capital infrastructure, which ensures a stable community today and in the future.



Financial Stability and Resiliency Program Timeline



**BUSINESS
CASE
DECISION
MAKING**



**EXPANSION OF
PROGRAM &
FORMALIZING
INTO POLICY**

**FALL
2016**

2016

2020

**FINANCIAL
STABILITY &
RESILIENCY
PROGRAM**



Financial Stability and Resiliency Policy

In preparation for 2020 financial planning, the City expanded the Financial Stability and Resiliency Program to include additional principles and formalize this framework into policy. This policy has been used to guide the City's financial planning procedures to meet financial obligations while continuing to provide high quality services to the community. It is designed and structured to develop principles that benefit taxpayers by providing stable, equitable, and accountable spending and property taxation. The Policy will guide decision-making and provide continuity and assurance to the City's financial management. It will also ensure the City can strategically plan for stable annual tax increases that maintain services and fund ongoing inflationary cost increases, funds community needs for moderate enhancements or new services, and invests in critical infrastructure.

The budgeting principles included in the Financial Stability and Resiliency Policy are (see Appendix 7):

1. **Financial Plan Bylaw Adoption** – It is best practice to have an approved budget prior to the beginning of the next fiscal year so that the City can strategically plan and prepare; therefore, the Financial Plan Bylaw for the next fiscal year will be approved prior to December 31.
2. **Long-Term Budgeting** – The 2016 financial plan was a significant year moving from a five-year, short-term focused budget, to a 10-year financial plan. In the future, the City may consider an even longer plan to provide a better linkage to long-term infrastructure planning (asset management).



3. **Non-Market Change (NMC)** – This is additional revenue mainly resulting from new construction and provides a short-term opportunity to either reduce existing tax revenue required to fund current services or provide new services, which are a result of increased demand from growth and development.

The City relies heavily on NMC to offset demand of growing needs and community services. This practice will continue; however, it is important to acknowledge the rising costs of existing services at current service levels.

As inflationary pressures grow, it has become increasingly difficult to maintain the City’s base operating budget parameter of 1.5 to 2 per cent without going beyond this scope or decreasing service levels. In order to alleviate pressure to increase taxes, provide stability, and maintain the integrity of the budget parameters, NMC will first be applied to maintain the base budget parameter of 1.5-2 per cent and then the remaining amount allocated towards new services.



Base Budget Parameter

In order to maintain base service levels, annual inflationary cost increases must be funded, which includes contractual wage and benefit increases, contractual increases including RCMP and transit, utility, hydroelectricity, and insurance costs. The City's annual cost increases are generally much higher than the CPI (Consumer Price Index) increases; however, with zero base budgeting, the budget parameters of an annual 1.5 to 2 per cent tax increase for base services provides adequate stable funding with the expectation that the base operating 10-year Financial Plan will be at the top of the range near 2 per cent.

Investment in Infrastructure Parameter

This parameter provides critical funding to invest in infrastructure. The budget parameter for ongoing infrastructure investment will increase by an annual 0.5 to 1 per cent to provide stable capital funding. This does not provide significant funding to the capital program in any one year, but cumulatively, this will result in significant ongoing investment in the capital program to ensure effective delivery of service. This funding is focused on asset renewal strategies and upgrading existing infrastructure assets. The City has been maintaining an investment of approximately 0.63 to 0.75 per cent tax increase for capital funding since 2016 financial planning; therefore, these incremental increases are increasing the ongoing funding allocated to the capital program and supporting a 10-year renewal plan, which is a critical component of asset management.



Ongoing New Services Parameter

This provides an opportunity to enhance services to meet community needs based on growth and development, as well as a demand for increased services and amenities. A moderate tax increase of 0 to 0.5 per cent has been established.

The budget parameter related to new or enhanced service levels has the most flexibility and possible limitation. For instance, if the City realizes an extraordinary revenue such as a high construction year and related increase in non-market change revenues or other additional revenues increased to the base budget, the parameter could be increased.

Alternatively, if the base budget has a decrease in revenues or unexpected cost increases over the expected base budget forecasts, this could limit the ability to offer new or enhanced services in that year, as non-market change will first be applied to the base operating budget to ensure it falls within its parameter.

Budget Component	Low Range		High Range	
	%	\$	%	\$
Base Budget Parameter	1.5	500,000	2.0	666,700
Investment in Infrastructure Parameter	0.5	166,700	1.0	333,400
Ongoing New Service Levels Parameter	0.0	0	0.5	166,700
All Services	2.0%	\$666,700	3.5%	\$1,166,800



Utility fee Increase parameter

This parameter ensures the City maintains increases to all utility fees, including sewer, water, solid waste and storm water parcel taxes.

The City includes operating costs of capital as part of the base budget parameter as these expenses become part of the base budget once capital projects are approved. Debt servicing is also to be funded within the capital budget parameter unless funding pressure from significant debt requires a tax levy increase. Lastly, one-time operating projects should be funded by operating reserves in order to stabilize and smooth out tax increases.

Budget Component	Low Range	High Range
	%	%
Total Utility Fee Increase	3.5%	5%



4. **Budget Parameters** – Moving from a short-term budget process focused on the current year tax increase to long-term stability, the City developed budget parameters as they relate to the different components of the budget.

These parameters ensure ongoing stability in the annual tax increase and remove annual volatility and uncertainty. The overall budget parameters are 2 to 3.5 per cent and provide funding for all components of the budget to ensure ongoing sustainability to maintain service levels today and in the future. The budget parameters also ensure ongoing stability in the annual tax increase and removes annual volatility and uncertainty; this in turn provides stability for citizens and investors to live and build businesses in our community.

5. **Zero Base Operating Budget Increases** – The base operating budget provides annual funding to ongoing City services. Since 2012, the City has had a long-standing practice to maintain zero base operating budget increases in departmental budgets, excluding increases related to collective agreements, wages, and other significant contractual obligations. Any increases to base operating budgets outside of contractual obligations or utility increases are submitted as a new ongoing service level increase to be considered against other priorities. The City Manager is authorized to allocate up to \$40,000 per year in other small base budget changes due to inflationary changes.

6. Investment in Critical Infrastructure – The City had previously made limited contributions to capital reserves and infrastructure renewal. Adequate capital contributions allow the City to provide ongoing spending to invest to maintain and upgrade infrastructure. An annual 0.5 to 1 per cent increase to taxation will gradually undertake the City’s infrastructure deficit. This does not provide significant funding to the capital program in any one year but cumulatively this will result in ongoing investment in infrastructure to ensure effective delivery of services and corporate asset management.

Additionally, any newfound revenue, such as debt servicing for newly retired debt, is targeted towards the capital program. Continued investment in infrastructure is critical to ensure service levels are maintained and stabilized against additional pressure that the City is experiencing as infrastructure ages and development increases, both of which place additional demand on existing infrastructure and could result in the need to expand infrastructure.

7. Asset Infrastructure Management – The local government sector has recently become aware of the upward trend of municipal infrastructure deficits. Much of the City’s infrastructure is at or nearing the end of its life. This policy will allow the City to be strategic and fiscally prudent by developing a plan to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer’s dollars. Developing an asset management plan and implementing corporate asset management practices will ensure science-based decisions are made to protect critical infrastructure and maximize the use of scarce financial resources.

8. **Reserve Waterfall Structure** (Appendix 7) – In 2015, the City developed a reserve policy which includes a waterfall system where the current year’s surplus is transferred into working capital accumulated surplus to pay for operating expenses before property taxes and other revenues are collected. Excess balances are then transferred to the Financial Stabilization Reserve and then any excess flows into the capital reserves to fund the capital program. This waterfall structure ensures that funds are not sitting idle in any one account and are allocated where needed.





9. **Debt Policy (Appendix 7)** – Borrowing will be necessary for the City to tackle its looming infrastructure deficit. In 2016 the City developed a long-term debt policy that establishes fiscally-prudent borrowing limits, payback terms and uses of debt as the City considers undertaking external borrowing for upcoming significant capital projects. The City will balance the use of internal reserve funds and external borrowing with the consideration of interest rates and ability to pay debt servicing. This policy ensures that this scarce resource that commits the City to long-term repayment is only used for priority core infrastructure renewal projects.

10. Business Case Decision Making and Capital Project Planning (Appendix 6) – All requests for new service and capital projects require a ‘mini business’ case which explains what each request is and the justification or implication of not approving the request, as summarized in the Appendices. This aids Council in reviewing the many requests during budget.

Starting in 2016, the City has enhanced the business case process to include a full analysis of all staffing positions, key capital projects for new or enhanced infrastructure assets, and any new service request over \$50,000. This analysis ensures department managers consider all options when analyzing department needs, and provides a standard format for Council and senior management to analyze many requests and determine corporate priorities with limited resources under the stability framework. This review has also allowed Council to consider service needs of the City today and in the future, with the population of service priorities in the 10-year plan in Appendix 2.

All new capital projects being added to the capital plan for the first time require a project plan. The project plan provides a complete description of the project scope, sets forth parameters and scheduling under which the project will be delivered, including known constraints, risks and budget, as well as ensures that all team members impacted by this project have been consulted.

11. Property Tax Increase – Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at current service levels and then consider other enhancements.

The City's tax increase will be calculated based on additional revenue required to balance the budget as required by the Community Charter and communicated as a percent increase over the prior year's general municipal revenue collected.

The City continually faces increasing pressure to maintain current services levels while expanding to meet the community's growing needs. This is compounded by aging infrastructure and potentially unforeseen changes to revenue and expenses.

The policy outlines that the City needs to strategically phase in tax increases when known changes influencing City finances are known. This ensures that tax increases are managed, stable and predictable. For instance, if the City plans to acquire more debt the City in preparation of a debt servicing tax increase can smooth out a tax increase over a multi-year period.



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

- It helps reduce short-term politics from setting tax levels;
- It provides surety to taxpayers for their business or personal financial planning; and
- It provides the City an ability to accurately plan for future service levels and risk.

12. Self Financed Programs – The Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling programs are self-financed. The costs for self-financed programs should be fully funded by user fees and follow the intent of all other policy clauses. Any surplus or deficit should be transferred at the end of each year to or from each reserves for each of these programs.



Long-Term Financial Planning

The City is committed to looking beyond solely the upcoming year for financial planning and is committed to a long-term strategic budgeting process. The City's budget process progressed from a legislated five-year financial plan to a 10-year financial plan during 2016 Financial Planning. A long-term outlook provides insight into financial capacity today and in the future so that strategies can be developed to achieve long-term sustainability within the City's service objectives and financial reality.

The financial forecasting to build a 10-year plan includes conservative estimates for revenue increases, expected contractual wage and benefit increases, contracts, insurance, and utility increases. Additionally, projected cyclical events are considered in the plan including quadrennial municipal election costs.

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





The 10-year financial plan includes all components of the budget, including base service revenue and expenses, increases or enhanced service levels, one-time or multi-year operating projects, and the capital program. This ensures a full picture of financial needs in the future and the fulfillment of these needs within the stable budget parameters developed.

The City is working to stabilize the financial planning process and build from what is in the 10-year plan, with slight modifications as necessary. This ensures the financial plan is not re-created each year with significant energy spent to plan, build, and fund the budget. This stability in the plan has ensured the work plans and strategy used to build the long-term budget is maintained. This also reduces the amount of time spent on the financial planning, increasing efficiency in the process which has paid dividends through increased time available to complete planned projects and initiatives, as well as take on other special projects as necessary.

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

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

Budget Principles

Base Budget Principles

In order to maintain base service levels, annual inflationary cost increases will be funded through the annual budget parameters of 1.5 to 2 percent. Revenue forecasts in the 10-year financial plan are based on known contracts for shared services and conservative estimates for user fees and other revenues. The City follows zero-based budgeting policies meaning all expenses are maintained at zero increase, with the exception of contractual increases for wages and benefits, external ongoing contracts such as RCMP and transit, utility increases including hydro, and insurance premium increases. All other costs are maintained at a zero increase year to year to ensure costs are maintained within the base budget.

Capital Budget Principles

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

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



In addition to project priority and funding limitations, capacity to deliver the capital plan within work plans is a key consideration. The City is committed to presenting a funded and realistic capital plan to the community. This provides a complete picture of the improvements that are required to capital infrastructure amenities within the 10-year financial plan.

The City has many demands for maintenance and enhancement projects with limited funding; as such, prioritization is critical to ensure a strategic capital plan is approved. Projects that may be important, where funding is not adequate or additional information is required, are presented “below the line” in the budget package. This provides a complete picture of all important projects, including those that are not currently funded in the work plan. Only projects “above the line” with a defined funding source are included in the Financial Plan Bylaw.





Operating Project Principles

Operating projects are funded by Reserve so there is no impact to taxation.

The Gaming Reserve is utilized for Council's strategic operating projects and community enhancement projects. This includes Council contingency, which is utilized to approve community requests of Council during the year, social grants, public art, downtown façade and signage improvements, and other operating projects such as supporting one-time community events. Additionally, the Gaming Reserve has been utilized since 2012 to fund the net costs of operating and maintaining the Centennial Pool, as well as offsetting a portion of the City's overall operating costs. The use of Gaming Reserve funds to offset operating costs and programs is common in other Canadian municipalities. Once the opportunity to eliminate the reliance on Gaming funds to fund Centennial pool within the base budget parameters presents itself, it is recommended to that the City phase these operating costs over a three-year period to be funded instead by taxation. This will free up Gaming funds for other strategic projects.

The annual allocation from the Financial Stabilization Reserve for corporate projects is utilized for strategic operating projects that staff bring forward to undertake specific projects, improve efficiency and processes, conduct fee reviews for departments that are continually seeing increased demand due to ongoing construction growth in the community (i.e. Development Services), meet the many complex environmental and legislative issues the City faces, such as sea level rise. This opportunity funding provides flexibility for the City to continually improve processes and act proactively and strategically to the ongoing increasing complex local government environment.

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

Only increased service levels placed "above the line" are fully funded and included in the Financial Plan Bylaw.



Ongoing New Service Level Budget Principles

The funding available for new or enhanced service levels is limited given ongoing funding constraints. New or enhanced service levels will be strategic and focus on Council’s strategic priorities and/or services that are integral to delivering ongoing service levels to the community. Increases to service levels will be incremental and meet community needs given growth and demand. Priorities will be determined with a long-term focus on community needs.

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

Reserve Funding Principles

The City's internal reserve funds are a key component of the City's long-term financial outlook. The City utilizes its Reserves and Surplus Policy, as included in Appendix 7, to ensure each reserve has a specific use and purpose while any redundant reserves are eliminated. The reserve policy includes minimum and maximum balances for each reserve that ensures all funds available are used efficiently and where needed, with no funds sitting idle.

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

- Working capital and cash flow funds until property taxes and user fees are collected;
- Financial risk funds for emergent risk issues including legal or insurance claims, RCMP significant events, environmental events;
- Leveraging funds for opportunities and strategic priority initiatives both capital and operating; and,
- Capital funds for all asset groups that ensures ongoing investment in capital infrastructure.

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

Reserve Waterfall



1

**NET REVENUE
AND EXPENSE**

2

**WORKING
CAPITAL
ACCOUNT**



3

**FINANCIAL
STABILIZATION
RESERVE**

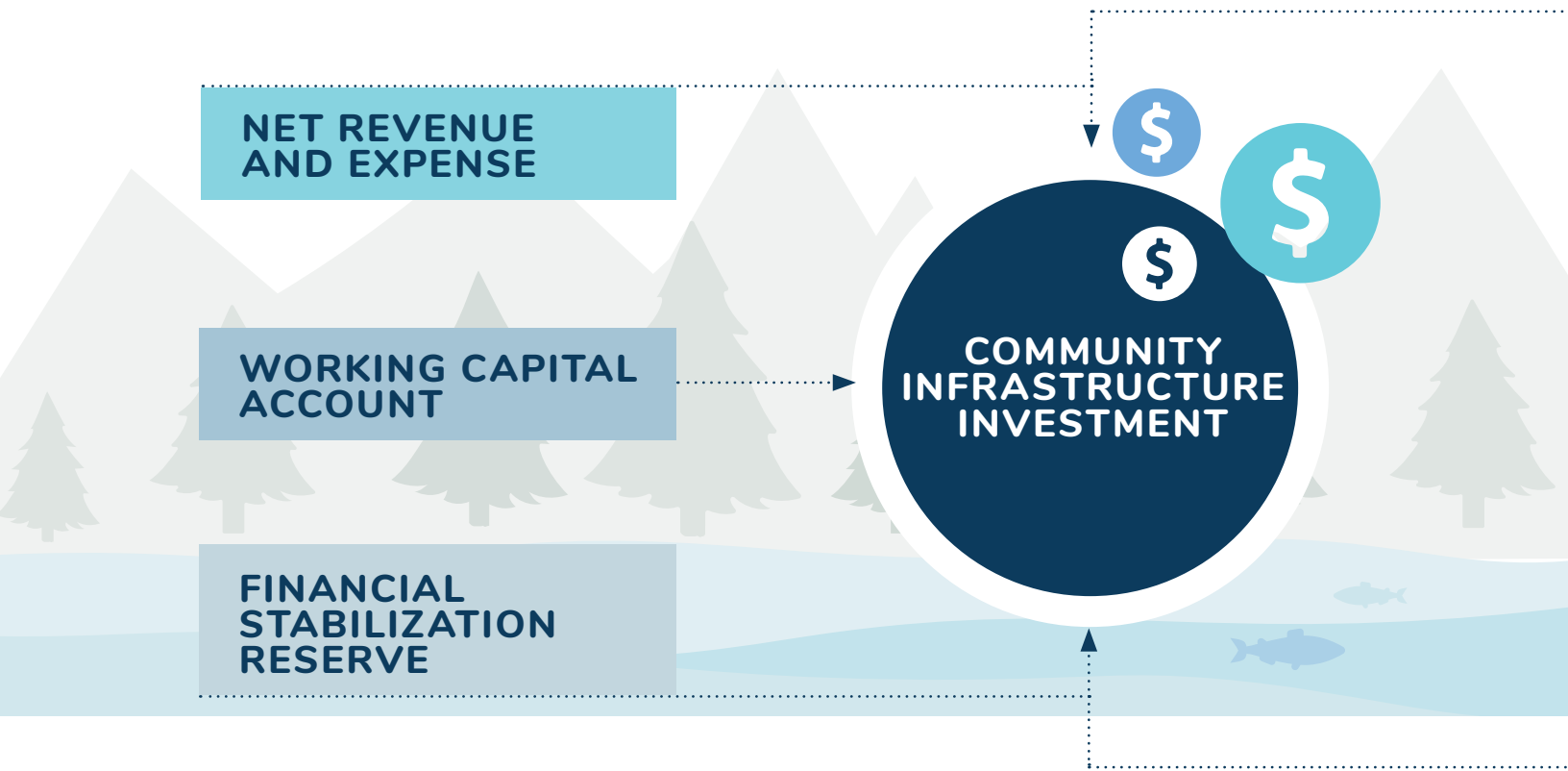


4

**COMMUNITY
INFRASTRUCTURE
INVESTMENT**



Net Funding Model





Reserve Principles Continued

Another key component of maximizing all funding available is the “net funding model” within the capital reserves. Each of the capital reserves have ongoing annual funding amounts that are spent to fund the overall capital plan. Given previous capital funding cuts due to financial challenges at the time, capital funding was not adequate to meet required capital upgrade and maintenance needs. With the capital budget parameter, the capital funding has been increased incrementally and the net funding model directs these injected funds to the capital reserves annually to where it is needed rather than being directed to a reserve in perpetuity.

This provides flexibility to maximize all capital funding available and the focus in building the capital plan is based on completing projects based on priority and need, versus funding available per individual reserve balance. This net funding model is included at the beginning of Appendix 5 – Reserves and has provided funding for a 10-year renewal capital plan in Appendix 4.



Financial Stabilization Reserve

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

Included in the policy is a waterfall system where the net revenue and expense balance for the year transfers into an accumulated surplus working capital account. The General Accumulated Surplus or working capital reserve is used to pay for operating expenses before property taxes and other revenues are collected. It is recommended that a balance of one to two months of operating expenses be maintained in this account with any excess funds over and above this to be transferred to the Financial Stabilization Reserve per the "waterfall structure." The recommended balance for the Financial Stabilization Reserve is between 2.5 to 5 per cent of general operating fund revenues; any excess is then transferred to the capital reserves as the next flow in the "waterfall structure." This model ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.

Gaming Reserve

The Gaming Reserve is funded from 10 per cent of net gross casino revenues and the funds are used to support Council's strategic priorities, and invest in social and community investment initiatives primarily related to operating projects.

In a typical year, the City receives approximately \$910,000 in gaming funds from the Province. In 2020, the COVID-19 pandemic closed casinos indefinitely and the City received approximately \$177,000. It is anticipated that casino gaming revenues will be severely impacted again in 2021.

Sufficient funds exist in the City's gaming reserve to continue past practise of holding \$150,000 to allow Council to fund their priority projects outside of the existing staff recommended work plan, in order to meet Council's strategic plan. Additionally, \$150,000 is allocated to Council's contingency account, which allows Council to address emergent community needs throughout the year.

Community Works Fund

The Community Works Fund Reserve is directed toward Council's strategic capital projects and community enhancement projects. The City receives approximately \$1.4 million of funding each year, of which \$600,000 is held to allow Council to fund their priority projects and initiatives outside of the existing staff recommended work plan needs to meet Council's strategic plan.



Debt Principles

The City's debt policy, included in Appendix 7, provides a framework for utilizing this scarce resource in the most efficient and strategic manner. The core use of debt per the policy endorsed by Council is for asset renewal for core capital infrastructure including facilities, roads, storm water, sewer, and water assets. This ensures that the City's focus is on maintaining core service levels for the community.

The City, like most others in North America, has a capital infrastructure deficit with many assets that are coming to end of their useful lives. Consequently, the focus in the 10-year financial plan is directed toward asset renewal. A secondary purpose of debt financing for the City is to fund capacity building programs for the significant growth the City is continuing to see within the community, to supplement the Development Cost Charges collected from developers to increase capacity of core infrastructure.

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





The debt term recommended in the policy is 15 years, with a range of 10-20 years depending on the project. Variables to consider for each project are the estimated useful life of the underlying asset, the amount of debt funding required for the project, and the interest rates at the time of borrowing.

The longer the borrowing term, the greater the costs of borrowing which reduces future flexibility. A longer term does however provide for lower annual debt repayments. A shorter borrowing term reduces the overall costs of borrowing. The higher debt servicing costs associated with shorter borrowing terms reduces flexibility in the short-term, but the faster retirement of debt allows the City to better handle future changes in service needs. The City's external borrowing agency, the Municipal Finance Authority (MFA) provides 10 year terms, with any terms greater receiving five year renewals. The City's policy recommends 15 year terms to reduce the interest rate risk.

Budget Process

The City has a comprehensive budget process that includes significant strategic planning with Council, senior management, department managers and finance. Budgeting is essentially a continual, year-long process with various steps throughout the year.

Budget Debrief and Timeline

Following financial planning deliberations, the Finance Department performs outreach to the organization to debrief the budget process and determine what went well and what could be improved upon. In 2020, the COVID-19 pandemic quickly shifted the City's focus from normal operations to emergency response operations and budget preparations were delayed.

In July, the Finance Department pitched an accelerated budget timeline to the senior management group, and Council direction was sought on the 2021-2030 financial planning timeline. Council agreed to an accelerated timeline with budget deliberations to be held the last week of October rather than in early December as is normal.

Budget Planning and Direction

Following Council's approval of the earlier timeline, budget documents were rolled forward to 2021 and distributed to the organization under the theme "restart and recovery". This theme was designed to demonstrate stability and resiliency in City operations, with as few new initiatives and projects as possible to ensure the City was best positioned to respond to the evolving pandemic.

At the initial budget planning meeting held with the City's management group, the City Manager updated the management team on the budget theme and re-affirmed the need to focus on completion of existing projects with no new capital or operating projects.

Council Pre-Budget Finance Meetings

The City held two pre-budget finance Committee of the Whole (COW) sessions for Council on October 6 and October 20. The first meeting focussed on the City's response to declining revenues with the COVID-19 pandemic anticipated to continue into 2021 and sought direction on whether Council was prepared to temporarily elevate the base operating budget parameter to mitigate these declining revenues. Council directed that the base operating budget parameter must remain within policy guidelines (1.5 – 2.0 per cent). Council also approved some temporary cost savings measures to be enacted in 2021. The second pre-budget COW gave Council the opportunity to review proposed permanent decreases in service levels provided to the community in order to maintain the base operating budget within policy guidelines as earlier directed.

Budget Building

September to October are core months for the Finance Department in compiling the budget documents submitted by department managers, and confirming funding sources. There are various meetings along the way to receive direction from senior management and to finalize recommended priorities for Council's consideration. Under normal budget timelines, the entire management team is gathered to review budgets and determine where synergies may exist between projects, however with no new capital or operating projects being contemplated, and the COVID-19 pandemic limiting the group's ability to meet in person there were fewer strategy and synergy meetings held.

Budget Finalization

Following the first pre-budget COW, Finance finalized the budget package. Council was presented the proposed financial plan package on October 15, in advance of the second pre-budget COW. This timeline ensured that Council had two full weekends to review the proposed budget.

Financial Planning deliberations are held over three days, normally in early December. This year, the deliberations were held in the last week of October, with a planning 4th meeting for November 30 to review Non-Market Change and confirm the decisions made in October. At the November 30th meeting, Council will give direction to prepare the 10-year financial plan bylaw. This bylaw will be considered and approved by Council in December, ensuring that the City's budget is approved before the beginning of the next fiscal year to ensure work plans can begin on January 1.

Public Input

Members of the public are invited to provide their comments on the proposed financial plan to Council by way of newspaper advertisements that run preceding budget deliberations. In normal years, members of the public are also able to make in-person comments or presentations to Council on the opening day of budget deliberations. For 2021-2030 financial planning, this option was restricted to virtual presentations to encourage and maintain physical distancing during the COVID-19 pandemic. The feedback process ensure that community members can provide valuable feedback to Council on the budget that is being considered. Additionally, all decisions made at Council meetings throughout the year and leading up to deliberations are publicly available on the City's webcast of Council meetings, on the City's website for agendas and meeting minutes, and Council meeting highlights of key decisions are posted to all media outlets after each meeting.

Date	Time	Topic
Monday, October 26	9:30-3:30	<ul style="list-style-type: none"> - Public Feedback - Financial Planning Overview - Base Budget/Capital Budget
Tuesday, October 27	9:30-3:30	<ul style="list-style-type: none"> - Capital Budget - Operating Projects - Ongoing New Service Levels
Wednesday, October 28	9:30-11:30	<ul style="list-style-type: none"> - Ongoing New Service Levels - Financial Planning Summary
Monday, November 30	9:30-11:30	<ul style="list-style-type: none"> - Review of Non-Market Change - Confirmation of decisions made

Budget Timeline – January to September 2020

January – June

January

(continuous throughout the year)

Business cases are provided to senior management for consideration of new or enhanced services and/or significant capital project needs for financial planning

March

COVID-19 pandemic quickly changes City’s day-to-day focus to emergency response

June

City Hall and other facilities re-opens to the public.

The Finance department’s primary focus during this time is on property tax collections.

Budget timeline for 2021-2030 financial planning is prepared, with a recommendation to accelerate financial planning.

July-August

July

Council approves an accelerated budget timeline with deliberations to be held during the last week of October.

July 20

Budget documents are distributed to the organization on July 20.

August 14

All completed budget documents returned to Finance.

September

September

Weekly meetings between Finance budget staff and Senior Management begin

Sept. 11

Surplus projections are sent to management for updates.

Sept. 17

Surplus projections due back to Finance

Budget Timeline - October to December 2020

October

October 6

First pre-budget Committee of the Whole meeting, focussing on anticipated declining revenues in 2021 and base budget parameter.

October 15 and 19

Proposed 2021-2030 Budget Package presented to Council and then published for the public on October 19.

October 20

Second pre-budget Committee of the Whole meeting, focussing on permanent service reductions and Q&A for the budget package.

October 26-28

Financial planning deliberations with Council.

November

November 16

First three readings of 2020-2029 Financial Plan Amendment Bylaw.

November 30

Council meeting to review Non-Market Change (NMC) revenues following the release of NMC assessments from the BC Assessment Authority.

2020-2029 Financial Plan Amendment Bylaw Adopted.

December

December 9

First three readings of 2021-2030 Financial Plan Bylaw

December 14

Adoption of 2021-2030 Financial Plan Bylaw.

Budget Amendments

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

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

The Financial Plan Bylaw must be adopted prior to the adoption of the annual Property Taxation Bylaw. Section 165(9), commonly referred to as the “no deficit rule,” requires that the total of proposed expenditures and transfers to funds must not exceed the total of funding sources and transfers from funds.

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

Amendments to the budget can occur throughout the year due to unforeseen circumstances or emerging opportunities. The City’s Financial Plan is very detailed and itemizes each project and funding source, therefore Council will approve amendments to the Financial Plan as issues arise. These are communicated to the public through the Council meeting minutes available on the City’s website and subsequent “Council Meeting Highlights” that the City’s Communication department issues to all media contacts.

The City strives, under normal circumstances, to have all amendments on individual projects or services presented for approval by Council by the last Council meeting in September, which is generally not a concern as that provides department managers three quarters of the year to identify any budget variances. This timeline allows the Finance department to provide an official Financial Plan Bylaw amendment to be presented to Council in early October for formal approval. Additionally, this allows updated values to be presented in the third quarter financial report presented at the end of October and provides updated funding figures for the budget package for the subsequent year to be presented to Council in late November for early December deliberations.

The City advertises the Financial Plan Bylaw amendment in the local newspaper providing opportunity for public input at the respective meeting where Council provides first three readings of the amendment. Depending on the feedback received, generally the bylaw amendment will be presented to Council for final approval at the next Council meeting.

For 2020, the COVID-19 pandemic set the City back in its preparations for a formal financial plan amendment. The amendment was adopted by Council on December 14.

Performance Measures

The City uses various tools to measure its performance, as can be seen in Appendix 9.

City Scorecard

The inaugural City Scorecard was included in the 2018 annual report. The City Scorecard provides measures and statistics about what is important to City operations and service delivery. The City uses these key performance indicators to guide corporate decision making; department measurement is continuously evaluated to ensure that it best reflects the measurement of community benefits and service delivery.

Community Survey

Monitoring and measuring community satisfaction is key to successful service delivery. As such, the City issues a community survey biannually to evaluate citizen satisfaction. A recent survey was completed in September 2019 with quality of life, satisfaction with City services and programs and excellent customer service among the high scores.

Citizens also said the most important issue facing Campbell River is homelessness and addiction issues, a change from the last survey, when the local economy was the top concern.

Top marks for services went to trails, water supply, sewage system and recreation programs. Services with lowest satisfaction ratings were bylaws and enforcement, public washrooms, transportation and traffic flow and snow and ice removal.



Quarterly Financial Reporting

The City prepares a quarterly financial report to Council explaining the actuals to budget for each base operating segment, as well as actuals to budget and status on operating and capital projects. Appendix 8 includes the fourth quarter report for 2020, which includes the base operating summary, segment graphs and variance explanations, and project appendices. This reporting provides accountability to department managers to deliver on initiatives approved by Council and to identify any variances as compared to budget on the base operating budgets or project budgets.

This comprehensive report also provides transparent and timely information to the community members, being presented within 6 weeks of the quarter end. This provides enough time for period cut-off, compilation of the information, correspondence with department managers, and review before being provided to Council.

With the early approval of the budget in recent years in December prior to the start of the budget year, and with regular financial reporting the City's budgeting and accomplishment of approved work plans has increased substantially.

The status chart is used for operating and capital projects to identify the status of the project. additional narratives for additional information are summarized below. The expectation is most projects are at the C or D stage by the third quarter report, or they will be identified as a carry forward to the subsequent year with the CFWD column on the report.

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

The report also includes a colour indicator in the appendices, green is the project is tracking as expected including multi-year projects, yellow is the project may be delayed, and red is the project has been canceled or delayed until next year. The delayed and canceled projects would have been presented to Council ahead of the quarterly reporting.

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



Financial Plan



Basis of Budgeting

Basis of Accounting

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

Basis of Budgeting

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

Differences between the Basis of Budgeting and the Basis of Accounting

The City includes a budget for amortization expense, however does not tax for this expense and therefore the Financial Plan Bylaw includes an operating revenue line item for "Amortization offset". The City's financial statements (Appendix 8) include the amortization expense for actuals and budget but excludes the "amortization offset" revenue as this is considered a transfer.

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

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

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

Following Public Sector Accounting Standards, the City's financial statements in note 15 of Appendix 8.3 includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

Three Year Consolidated Fund Financial Schedules

	2018 Actual	2019 Actual	2020 Budget	2021 Budget
REVENUE				
Taxes & Parcel Taxes	32,528,517	34,213,916	35,874,795	37,897,588
Payments in lieu of taxes	716,817	683,089	683,080	703,700
Sale of services	24,535,635	25,065,270	26,192,680	24,438,051
Services provided to other governments	1,681,129	1,545,783	1,704,031	1,728,034
Transfers from other governments	5,986,445	4,961,949	5,781,503	5,862,941
Investment and other income	1,536,179	1,869,796	1,798,588	1,823,923
Other revenue	262,653	338,391	317,392	321,863
Development Cost Charges Recognized	152,834	248,992	-	-
Contributed tangible capital assets	3,350,027	10,227,164	-	-
Gain/(loss) on disposal of tangible capital assets	(72,536)	(46,126)	-	-
Total	70,677,700	79,108,224	72,352,070	72,776,100
EXPENSES				
Wages & Benefits	23,062,118	24,766,557	25,905,290	26,481,818
Contracted Services	15,385,813	17,763,116	17,148,352	17,411,796
Other Operating Expenses	6,205,862	7,243,454	7,875,753	9,415,692
Amortization Expense	9,381,614	10,637,391	9,380,800	9,380,800
Utilities	2,645,569	2,406,005	2,439,580	2,429,531
Insurance	516,183	542,581	608,626	597,520
Debt Servicing	420,457	525,724	505,287	412,844
Total	57,617,616	63,884,828	63,863,688	66,130,001

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





2021 - 2030 Financial Plan and Funding





2021 Base Operating Budget Summary

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

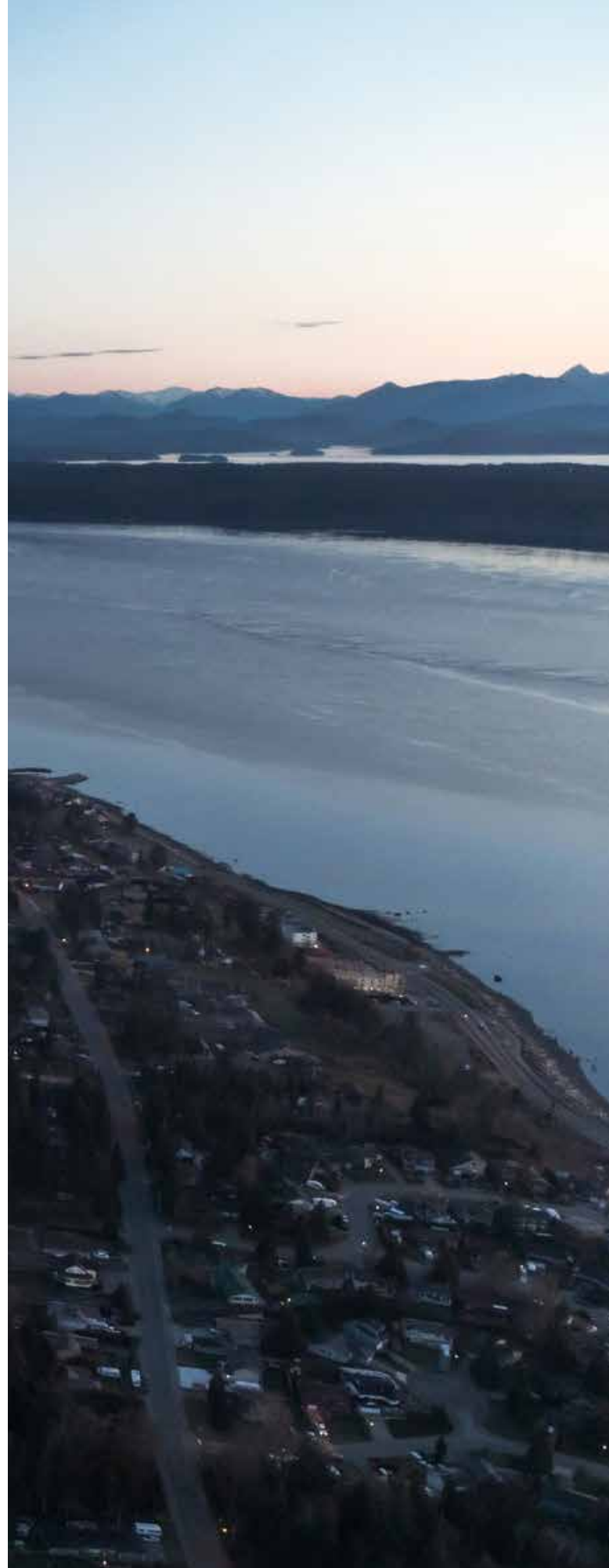
The City provides a variety of services to the community including:

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

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

The proposed net operating budget for the general fund provides for \$1,342,092 of taxation funding need. This amount includes \$610,200 of non-market change revenues, \$220,000 for capital infrastructure, \$165,000 for ongoing new services, and \$86,600 of new Downtown Revitalization tax exemption tax revenues. The net \$260,292 increase is for maintaining existing service levels. As per the Financial Stability and Resiliency Policy, Non-Market Change (NMC) must first be applied to the base budget to ensure it stays within the 1.5-2 per cent budget parameter. In 2021, \$539,000 of NMC has been applied to the base budget. The major drivers of the base budget increase relate to increases in the RCMP contract, declining revenues at the airport and contractual increases for service provision, namely transit and solid waste collection.

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



2021 Base Operating Budget Summary Continued

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

	2019 Budget	2020 Budget
Revenue		
Airport Operating	(3,050,833)	(3,833,912)
General Operating	(55,513,566)	(56,905,495)
Sewer Operating	(8,556,000)	(8,902,540)
Water Operating	(10,123,000)	(10,586,808)
	(77,243,399)	(80,228,754)
Expense		
Airport Operating	3,050,833	3,833,912
General Operating	55,513,566	56,905,495
Sewer Operating	8,556,000	8,902,540
Water Operating	10,123,000	10,586,808
	77,243,399	80,228,754
Total	0	0

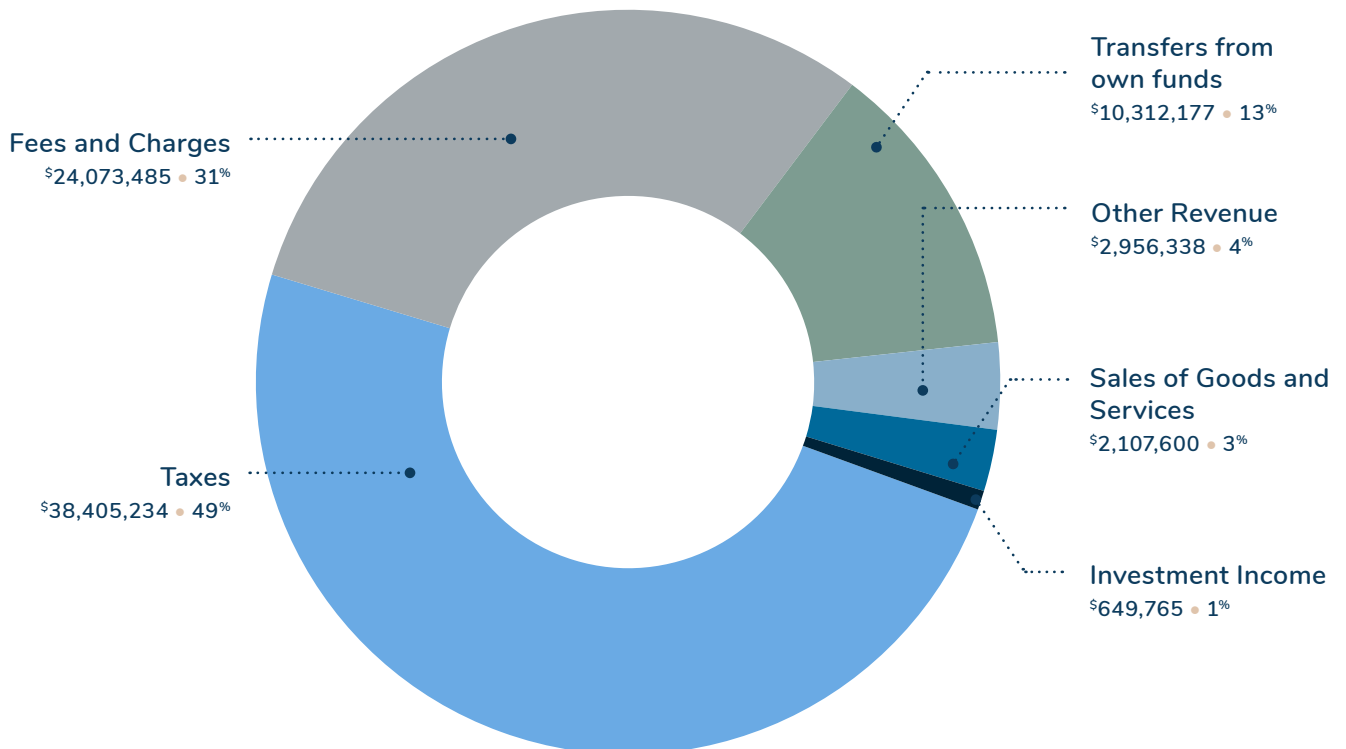
Revenues

Revenue is budgeted based upon trend analysis from prior years and estimates based on analysis of projected activity. Main sources of revenue for the City include taxation and fees and charges.

The budget's key assumption includes:

- That user fees will grow by an estimated 0.5 per cent -1 per cent per year.
- Water, sewer, and solid waste user fee rates are increasing an average of 3.2 per cent from 2020 until 2022 as per the User Fee and Charges Bylaw. This ensures sustainable service delivery with ongoing capital renewal and enhancements across the community.

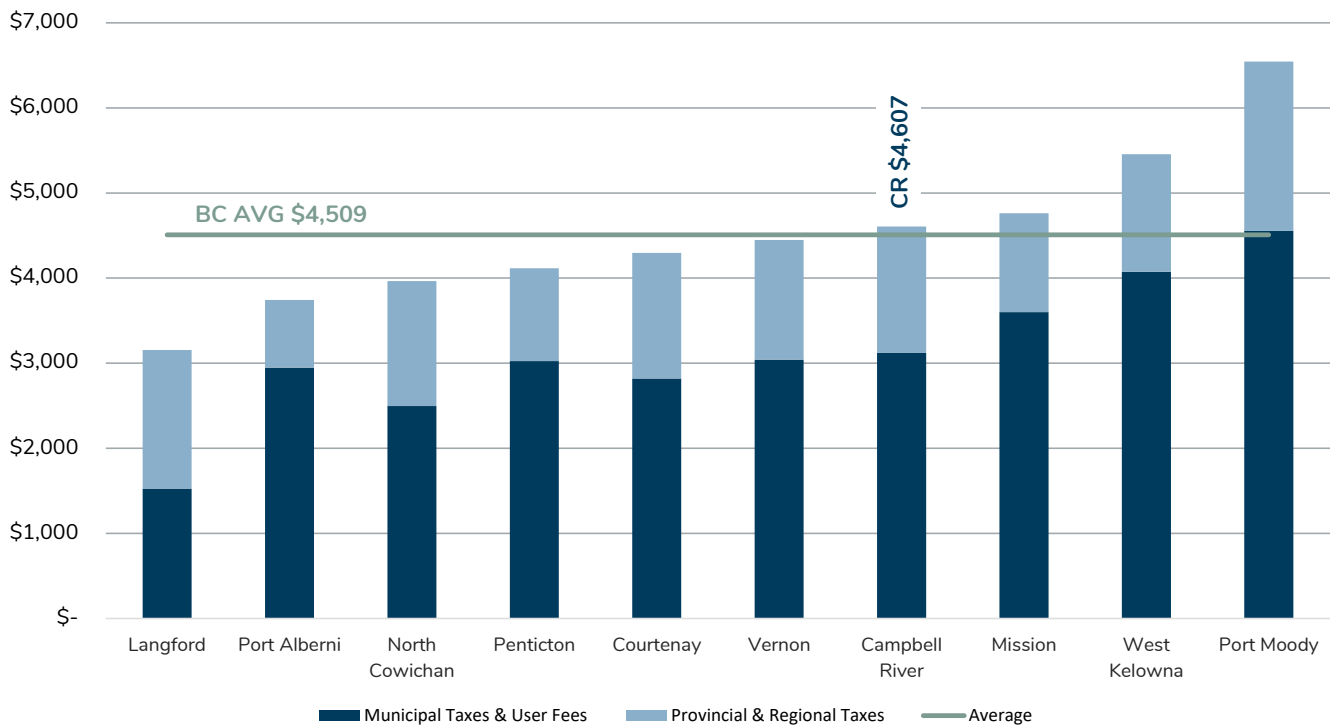
Revenues by Type



Taxation and User Fees — Comparison to other Communities

Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. This high level chart identifies that the City's 2020 taxes and user fees are within the average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

2020 Taxes and User Fees on an Average House

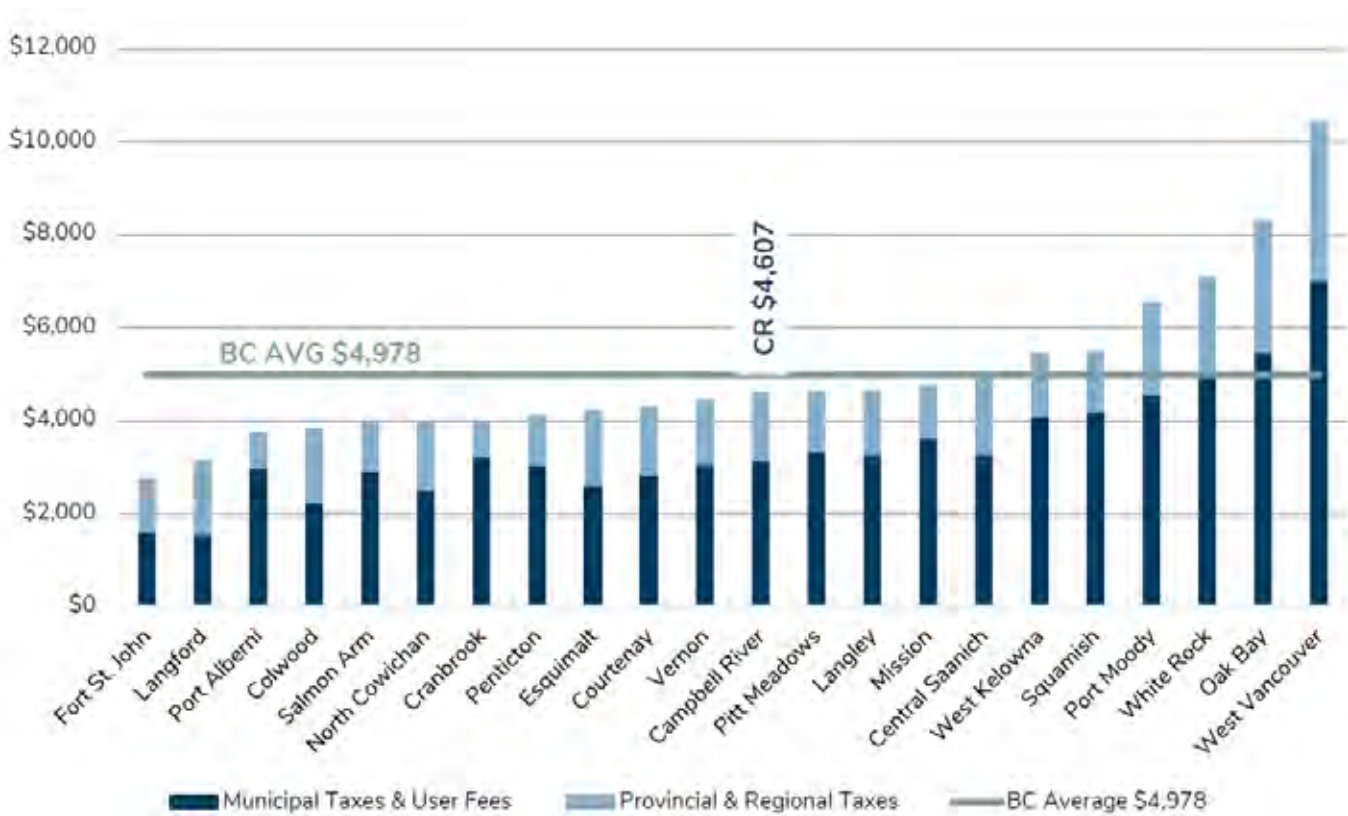


*Average house in Campbell River \$455,600; Source Ministry Municipal Affairs

Taxation — Comparison to other Communities

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

**2020 Total Taxes and User Fees on an Average House
(for Communities with Population between 15,000 - 50,000)**



*Average house in Campbell River \$455,600; Source Ministry Municipal Affairs



Property Taxation Policy

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

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

The purpose of the Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

Objective

- To provide City taxpayers with stable, equitable, and understandable property taxation while providing high quality services.

Policies

1. Tax rates will be adjusted annually to eliminate the impact of increases or decreases in assessment due to market changes, as identified by the British Columbia Assessment Authority.
2. Class 1 (Residential) – the City will strive to maintain a residential tax rate that provides for average municipal taxation on a representative household with its comparator communities of similar size and of those Vancouver Island communities with a population between 10,000 and 50,000. All data used to compare Campbell River against other communities shall be sourced from Local Government Statistics provided by the Province of BC.



3. Class 3 (Supportive Housing) – the City will maintain a tax rate equal to Class 1 (Residential).
4. The City will strive to ensure all other classes of property receive an equal allocation of the percentage change in the annual tax levy.
5. The City may review its tax rates by property class as compared to the provincial average on a minimum three year basis to ensure rates are comparable and reasonable given assessed values in Campbell River as compared to other communities.
6. When necessary, tax class realignments will occur incrementally over a multi-year period.
7. New tax revenues related to the City’s downtown revitalization tax exemption bylaw will be allocated to the downtown capital program.
8. The City’s tax increase will be communicated as a percent increase over the prior year’s general municipal revenue collected and calculated based on total taxes required to balance the budget.

Taxation – Tax Class Distribution

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

Find the City's history on the distribution of municipal property taxes on the next page.

The preliminary estimates indicate the City's tax distribution between classes will be similar to prior years. The final figures will be provided by BC Assessment in March 2021 and will be considered when building the City's Tax Rate Bylaw, including principles from the City's Property Taxation policy, which will be presented to Council in April 2021.



	2019 Budget		2020 Budget		2021 Budget	
Class 1 - Residential	23,330,306	73.4%	24,479,076	73.4%	25,485,633	73.5%
Class 2 - Utilities	1,064,067	3.3	1,096,788	3.3	1,143,009	3.3
Class 4 - Major Industry	67,812	0.2	70,660	0.2	70,522	0.2
Class 5 - Light Industry	315,746	1.0	323,120	1.0	332,599	1.0
Class 6 - Business & Other	6,604,541	20.8	6,986,571	21.0	7,256,406	20.9
Class 7 - Managed Forest	319,422	1.0	275,616	0.8	281,668	0.8
Class 8 - Recreation / Non-Profit	90,016	0.3	97,290	0.3	101,358	0.3
Class 9 - Farm	1,153	0.0	1,074	0.0	1,092	0.0
Total	\$ 31,793,063	100%	\$ 33,330,195	100%	\$ 34,672,287	100%

Taxation – Non-Market Change

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

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

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

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

Class 1 residential is anticipated to continue strong growth in NMC related to development of new multi-family housing developments as well as continued single-family housing in South Campbell River. Significant increases in the residential sector include the Berwick Retirement Residence which becomes taxable in 2020 after having had five years of a tax exemption under the City’s Downtown Revitalization Tax Exemption Program, new multi-family residential apartments on South Dogwood Street, adjacent to the Merecroft Village shopping complex and in Willow Point.

Non-Market Change

Property Class	2018	2019	2020	Estimated 2021
Class 1 - Residential	\$ 384,500	\$ 518,700	\$ 424,800	\$ 475,600
Class 2 - Utilities	3,000	7,800	-	22,200
Class 4 - Major Industry	-	-	-	(2,000)
Class 5 - Light Industry	(10,100)	(1,200)	(1,900)	2,400
Class 6 - Business & Other	100,300	74,900	266,200	112,300
Class 7 - Managed Forest	6,200	39,900	(54,800)	(2,200)
Class 8 - Recreation / Non-Profit	(21,700)	1,800	1,400	1,900
Class 9 - Farm	(200)	(100)	-	-
Total	\$ 462,000	\$ 641,800	\$ 635,700	\$ 610,200

Class 6 is expected to show moderate growth based on the Comfort Hotel coming off the Downtown Revitalization Exemption program in 2021.

NMC resulting from the City's Downtown Revitalization Tax Exemption is transferred to reserve. These funds are used to support downtown capital projects as per the Financial Stability and Resiliency and Property Taxation policies.

The Financial Stability and Resiliency policy also states that NMC will first be applied to the base budget to ensure it falls within the 1.5 to 2 per cent base budget parameter. Subsequently, remaining NMC can either be utilized to offset base budget increases and/or support ongoing new service levels (Appendix 2). The strong revenues the City has realized in recent years has offset some of the financial burden from previous years, however Council is ensuring that they are incremental in increasing service levels, replenishing previously cut services, and looking to ongoing service needs for the growing community to ensure sustainable service delivery in the future.



Property Taxation

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

Components of taxation includes:

- 0.5 per cent for capital investment in infrastructure.
- 1 per cent of revenue from utility companies.
- Parks parcel tax of \$37 per parcel.
- Storm parcel tax of \$60 per parcel; increasing to \$60 in 2021, and \$72 in 2021.
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties.
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement.

Fees and Charges

Fees and charges represents the next largest source of revenue for the City below taxation. As expenses continue to increase due to inflation and rising costs there will be additional fee reviews performed in 2021 for development services.

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



The table below summarizes the City’s major utility user fees for single family residences from 2017 to 2022 with the utility rates approved for five years in the fall of 2017:

	2017	2018	2019	2020	2021	2022
Sewer	\$ 324	\$ 336	\$ 348	\$ 348	\$ 372	\$ 384
Water	384	396	408	408	432	444
Solid Waste	189	192	198	211	222	222
Total	\$ 897	\$ 924	\$ 954	\$ 967	\$ 1,026	\$ 1,050

Transfers from Own Funds

Transfers from own funds includes transfers to and/or from reserves to offset taxation required for services.

Services include:

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





Other Revenue

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

- Grants.
- Strategic Community Investment Funds (SCIF) from the Province based on traffic fine sharing revenue.
- Property leases.
- Airport concession fees.
- Gains on disposals of assets.
- Administration fees.
- Donations.
- Fortis franchise fees.
- The Municipal and Regional District Tax (MRDT) for the City's hotel tax, which started in 2017, is utilized for tourism services.
- Sales Of goods and services.
- Garbage tags and recycling blue boxes.
- Disc golf rentals.
- Criminal record checks.
- Zoning application fees.
- Aviation fuel sales.
- Cemetery plots grave liners and internments.

Investment Income

Investment income represents a small portion of revenue for the City. The City currently has an investment policy; however, a review was completed in 2021 so that the City can maximize and leverage investment income earning opportunities.

Expenses

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

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

Allowable base increases are confined to:

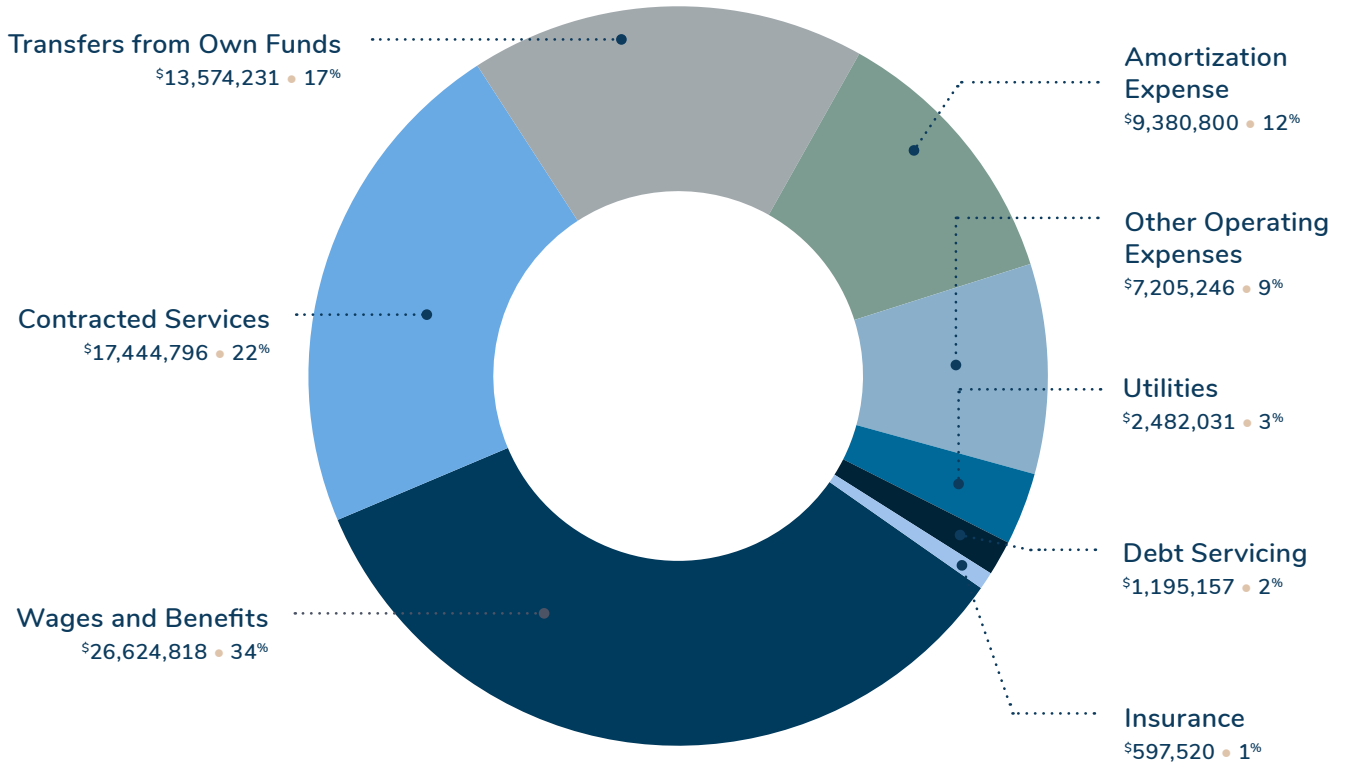
- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance is growing by approximately 5 per cent per year based upon estimates provided.
- Third party contracts are increased by external projections provided.

Similarly to most municipalities, the City of Campbell River is faced with balancing rising costs and limited resources with maintaining services and in some providing service enhancements. To alleviate growing pressures on property taxation, non-market change revenue has been applied to keep rising costs aligned with inflation and the base budget within the 1.5 to 2 per cent parameter. To achieve this balance through the budget process, departments undertake analysis of budget needs, in addition to endeavouring to find efficiencies and cost savings.



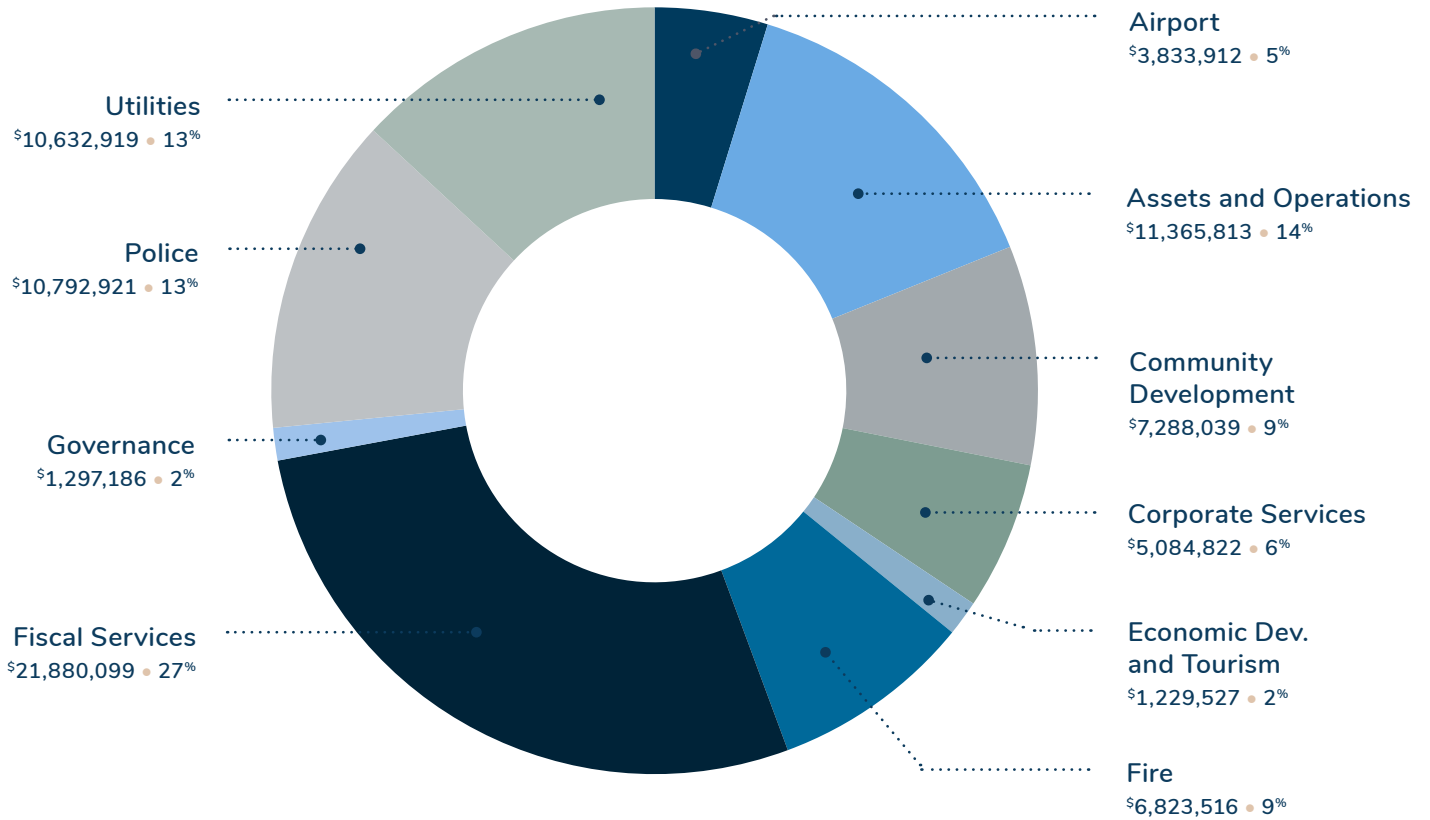
Expenses by Type

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



Expenses by Segment

The following chart displays expenses by segment. An outline of segment departments and a detailed financial breakdown and analysis for each department can be found in Appendix 1.



Full Time Employment

Service levels are provided by the City’s employee group and the Full Time Equivalent (FTE) count has been increasing in recent years to meet increased demand due to ongoing growth across the community in the following service areas: bylaw, police, development, water, fire, facilities. FTEs have also increased as a result of changes to the way services are provided through employees versus contractors.

Full time employment per year:

	2017	2018	2019	2020	2021
Total FTE	230.4	235.4	237.4	240.2	240.2

2021 Full Time Employment by Fund

	FTE
GENERAL	206.2
AIRPORT	8.0
WASTEWATER	8.0
WATER	18.0
Total	240.2

Changes between 2020 & 2021

No changes in FTEs between 2020 & 2021



FINANCIAL PLAN OVERVIEW

Ongoing New Service levels



Ongoing New Service Levels

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

The City has developed funding parameters under its Financial Stability and Resiliency Policy to provide for incremental increases to service levels with moderate overall tax and user fee increases. The funding parameter to ensure incremental and priority focused increases to service is 0 to 0.5 per cent of a general tax increase per year or \$165,000 as required. In addition, the City receives annual non-market change tax revenue due to ongoing residential and commercial growth in the community, which is used to offset the need for new service levels as the growth is driving the service level increase needs.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. In 2021, non-market change revenues are estimated at \$610,200.

Appendix 2 summarizes all approved ongoing new service levels in the 10-year plan with a focus on police protection, fire protection, development services, economic development, and increases to parks maintenance. These new service levels are focused on dealing with ongoing increases in work plans with ongoing growth in the community putting demand on protective services and development, and demands for increased human resources management. These are presented to Council with business cases to aide decision making (Appendix 6), of the multiple priorities across the City for enhanced services.

The total General Fund approved new services in 2021 are \$236,200 or a 0.71 per cent tax increase which are funded by a combination of non-market change revenues and the 0.5 per cent new services parameter. These new ongoing service levels are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

Capital project management services were increased to manage the increasing capital project load of the City. For the utility funds, any increases to base service levels or operating expenses results in less funds available to be transferred to respective capital reserves which fund the sewer and water capital plan. Therefore, any requests for ongoing new service levels are reviewed for high priority need.

Below the line items are not determined a priority of Council for 2021 Financial Planning and will be considered in future budget cycles.

FINANCIAL PLAN OVERVIEW

Operating Projects



Operating Projects

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

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

The 10-year operating project plan is focused on Council’s priorities on community initiatives, and operational maintenance projects. Emerging corporate priorities include promoting a safer downtown through the continuation of the Downtown Safety Office operations, a review of development cost charges (DCCs) with ongoing development, and sea level rise considerations. Many of the operational projects summarized were determined through pre-budget meetings held in the summer and fall to build the 2021 work plan and focus on Council’s strategic priorities.

There are several high priority projects that are determined important for 2021 due to emerging needs of a growing community.

Operating carry-forwards are projects started in 2020, but require a balance of funding to complete in 2021. There are some “below the line” operating projects included for Council’s consideration in future budget cycles.

FINANCIAL PLAN OVERVIEW

Capital, Reserves and Debt



Capital

The City’s Financial Plan has a significant focus on maintaining and enhancing its asset infrastructure for service delivery to the community. The capital plan in Appendix 4 itemizes the capital projects or capital expenditures planned over the next 10 years. Projects noted on this list are defined as a capital expenditure under the City’s Tangible Capital Asset (TCA) Policy in Appendix 7.3. A capital expenditure is defined as the purchase of capital assets, construction of facilities and infrastructure, as well as the upgrade and replacement of existing capital assets. The policy defines capital as non-financial assets having physical substance that:

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

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

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

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

2021-2030 Capital Plan

The City's proposed 2021-2030 Financial Plan includes a 10-year capital plan with a focus on long-term planning. This creates stability for work plans and more importantly, it helps to facilitate long-term strategic decision making on project priorities. Appendix 4.1 includes a summary of all projects in the 10-year plan, as well as the project description, justifications, funding source, and alignment to Council's strategic priorities.

The 2021-2030 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. The City's in the midst of five-year implementation path for asset management (Appendix 7.4) to ensure ongoing service delivery with the inventory, condition assessments, risk assessment and ongoing investment in its asset infrastructure on an annual basis with incremental funding increases for renewal of core assets. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation and user fee parameters.

The City is strategic about the enhancements or additions to the asset infrastructure it currently has in order to ensure all service areas can be maintained today and into the future. As such, beginning in 2020 as per the Financial Stability and Resiliency policy, all new capital projects require a project plan. This helps to identify project costs, timelines, potential risks and impact on various stakeholders who are involved in the project.

The City is facing ongoing growth and development therefore a focus in the last few years has been completing capacity upgrades to the utilities infrastructure for sewer and water. Sea level rise is an emerging area that is impacting planned future capital projects. Parks, recreation and culture is an area where the City is balancing maintaining current amenities and focusing on strategic enhancements projects for increased service delivery.

Capital Project Focus

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

The core categories in priority order are:

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

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

Department/Asset Function Capital Project Focus

Finance	Renewal
Information Technology	Renewal/Enhancement
Fire Protection	Renewal/Capacity
Facilities	Renewal
Fleet	Renewal
Roads	Renewal/Enhancement
Storm Water	Renewal
Solid Waste	Enhancement
Airport	Renewal/Enhancement
Sewer	Renewal/Capacity
Water	Renewal/Capacity
Parks	Renewal/Enhancement
Recreation and Culture	Renewal/Enhancement/Strategic

For 2021, the Capital Plan totals \$21,069,300 for strategic, renewal and other capital projects. This amount excludes carry forward projects from 2020.

2021 Capital Plan	\$	21,069,300
2020 Carry Forwards		20,416,808
Total	\$	41,486,108

Operating Projects		
2020 Carry Forwards	#	Amount
Project to be completed in 2021	5	\$ 194,351
Maintenance Period	-	-
Multi-Year Project	-	-
Scope Change	-	-
Early budgeting (unknown if needed)	6	66,410
Total	11	\$ 260,761

Carry-forwards (CFwds)

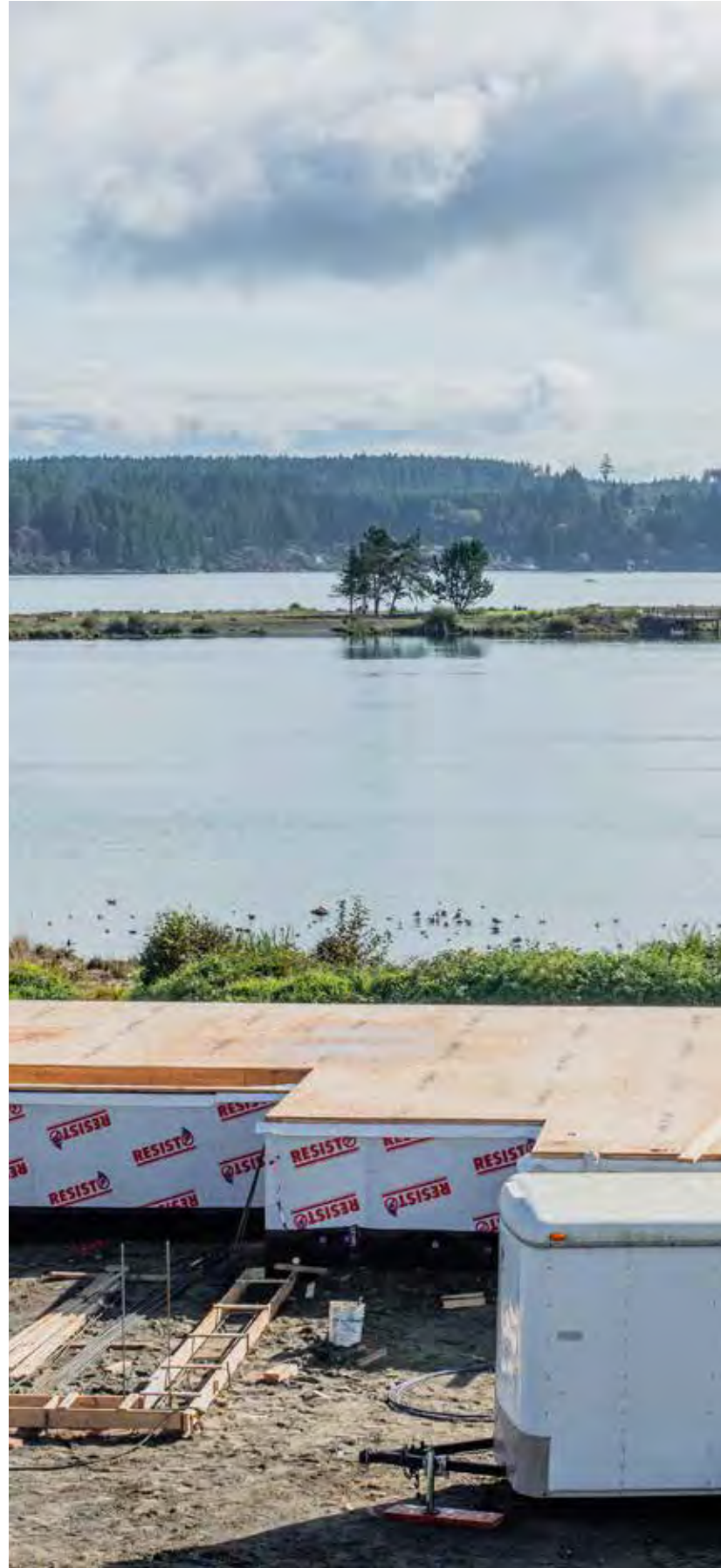
The capital plan includes projects started in 2020 but not yet completed or are multi-year projects for which past budgets are carried forward (CFWD) into 2021 to complete the project. Due to budgeting earlier in the year than normal, the identified CFWDs appear higher than past years - because for many projects, it is unknown at time of publication whether a CFWD will be needed. The CFWD detail table shows the breakdown of requested CFWDs and the reason for the request.

Strategic Priority / Renewal / Other Capital Projects

The City has developed their long-term Financial Planning framework with a focus on sustainable delivery. The capital plan has evolved to be summarized first by Council strategic priority, then by asset management planning initiatives and renewal/replacement projects, and lastly other projects, which tie to the City's funding framework under the Financial Stability and Resiliency Policy and highlights key work plan and community drivers.

Strategic priority projects as summarized in Appendix 4 are related to projects that are Council's strategic budget priorities as determined through the City's pre-budget planning meetings, or through their focus on their 2019-2023 strategic plan. The Municipal Broadband Network, transportation enhancements, parks amenities, economic drivers such as the airport, and CRadventure initiative have been highlighted in this section. Significant capital projects that drive the City's work plan and community impact are also included in this section, which are made up of significant grant funded projects for Highway 19A and utility capacity upgrades with ongoing development in the community.

Asset management planning, as well as renewal/other capital projects, are required to preserve base service levels by maintaining or replacing existing assets, with minor enhancements. This important section of the capital plan is where most of the projects are required to maintain the City's asset infrastructure and service delivery. The City has been working on asset management activities and determining needs in the long-term for each asset area; therefore, for 2021 the 10-year plan for renewal/other projects are fully populated and stable over the full 10 years. This shows the significant process the City has made in its long-term Financial Planning framework and focus on sustainable service delivery.





Capital Funding

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

Below The Line

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

Operating Costs Of Capital

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

Appendix 4.1 the capital project summary includes the operating costs of capital to ensure Council is aware that project approval will require a base budget increase. Appendix 4.2 summarizes all operating costs of capital per year, which is incorporated into the 10-year Financial Plan Bylaw.

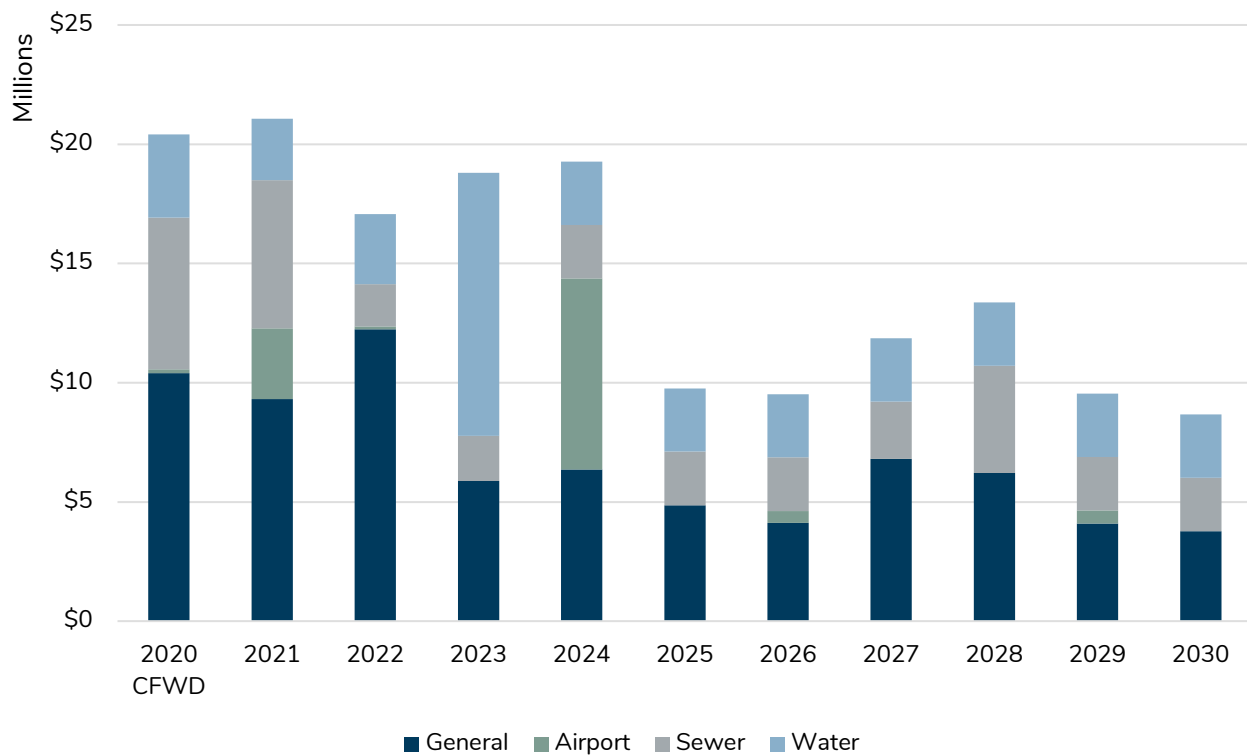
Fund	Amount	Tax Increase %
General	\$204,200	0.61%
Airport	-	-
Sewer	\$126,800	-
Water	-	-
TOTAL	\$331,000	0.61%

The operating costs of capital for 2021 are \$204,200 for general capital or a 0.61 per cent tax increase.

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

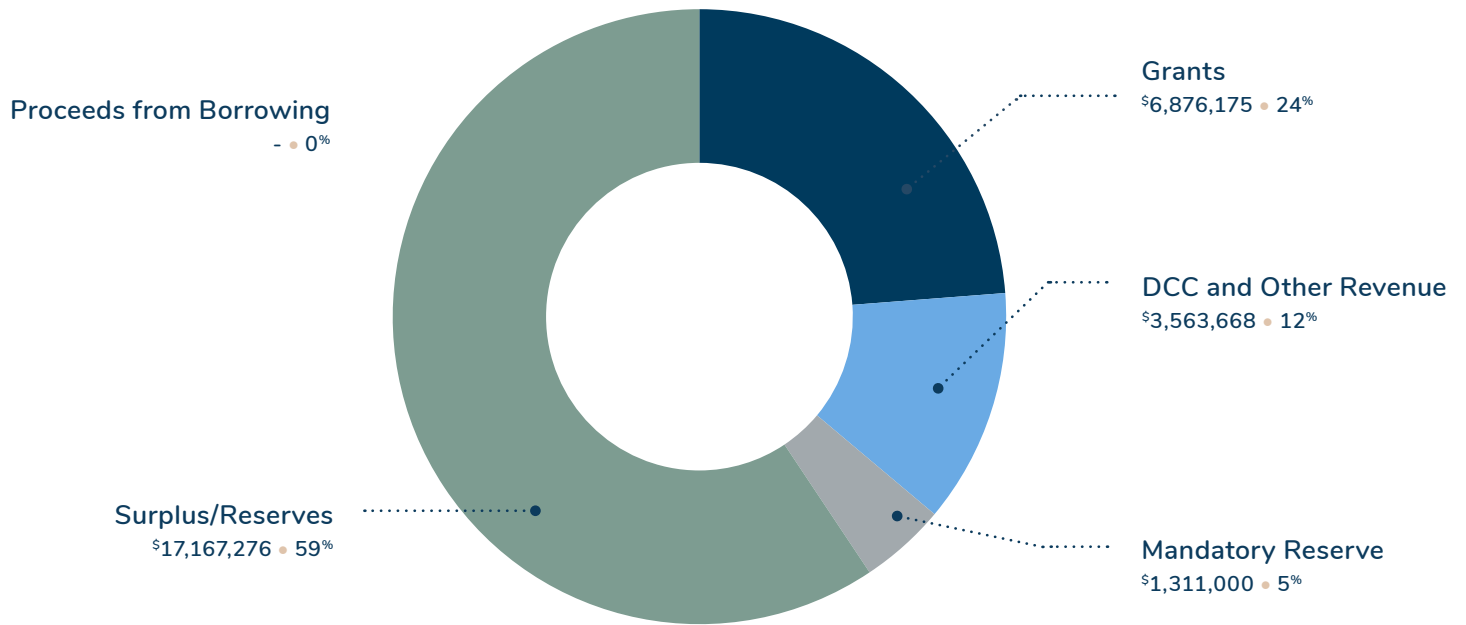
The first chart below summarizes the 2021-2030 capital plan by fund. Years 2020 to 2021 have many significant strategic capital projects as summarized at the top of Appendix 4.1, and years 2023-2030 has stable renewal plans. There will likely be additional strategic projects added to future years in the ten-year financial plan at subsequent budget cycles as grant or additional community growth occurs.

2021-2030 Capital Budget by Fund

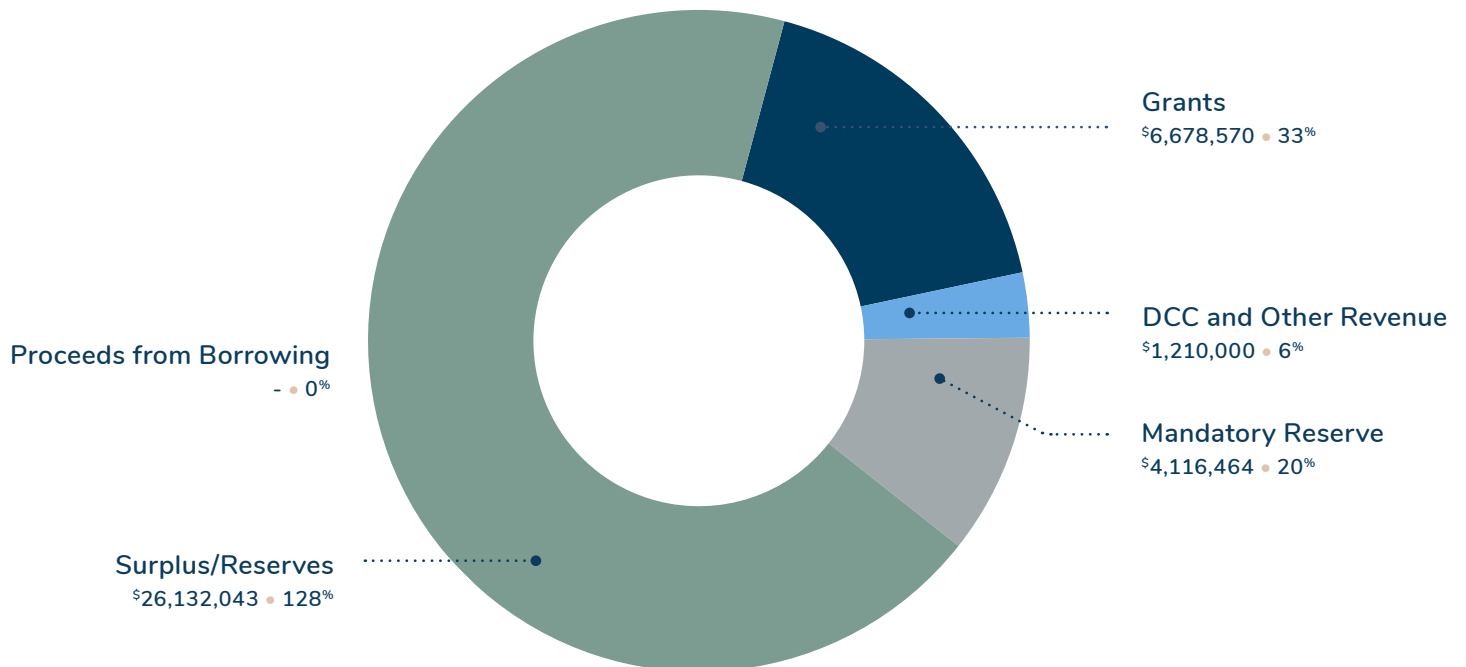


These charts highlight the funding distribution for the 2021-2030 capital plan. The City's capital plan is primarily funded by reserve funds, however grants, and DCCs also supplement projects

Capital Funding Distribution - 2020



Capital Funding Distribution - 2021







Reserves and Surplus Summary

The primary objectives of the City's reserves as per the City's Reserve Policy (Appendix 7) are to:

A. Ensure Stable and Predictable Tax Levies

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

B. Provide for Operating Emergencies

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

C. Finance New Capital Assets

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



D. Safeguard and Maintain Existing Assets

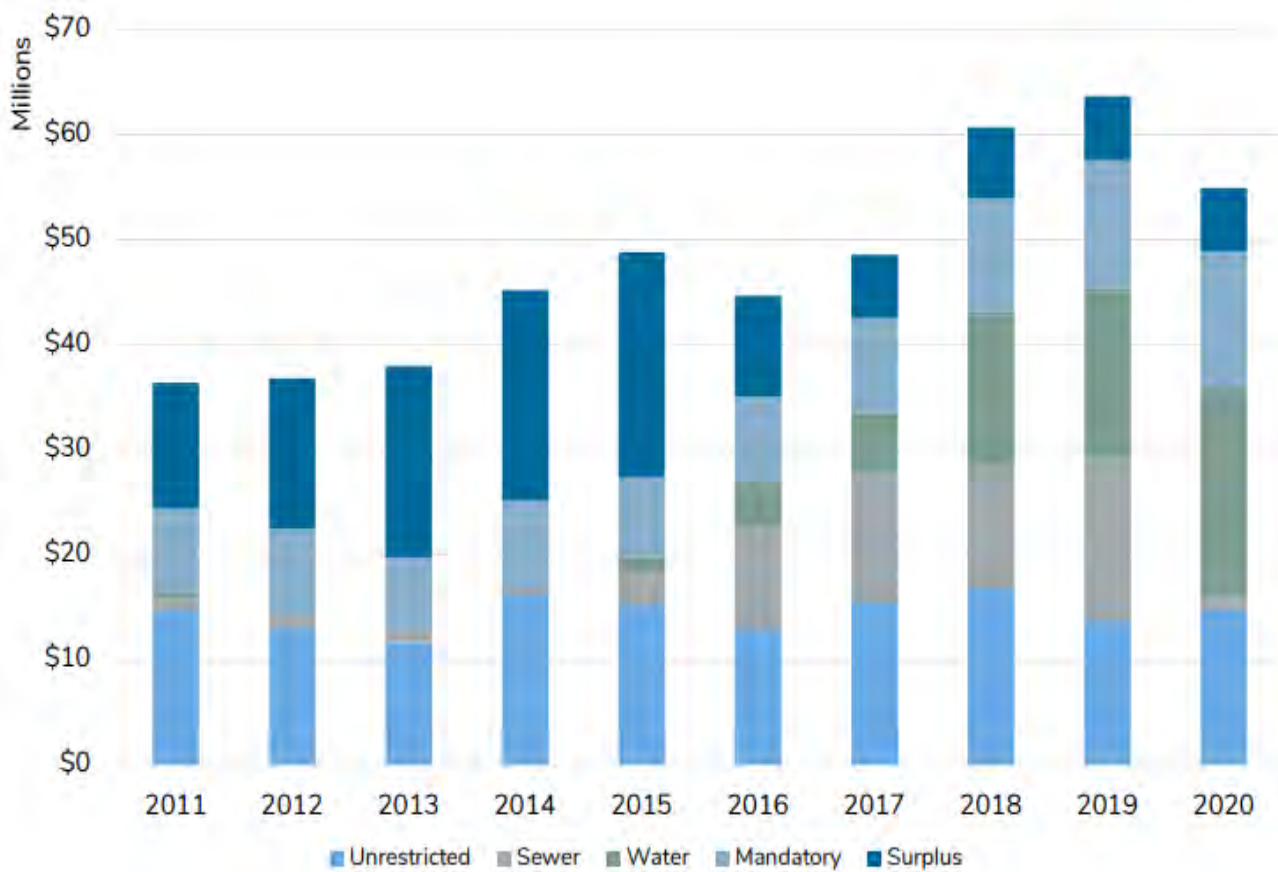
The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service life cycles. The reserve balances are focused on maintaining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

E. Focus on Long-Term Financial Stability

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

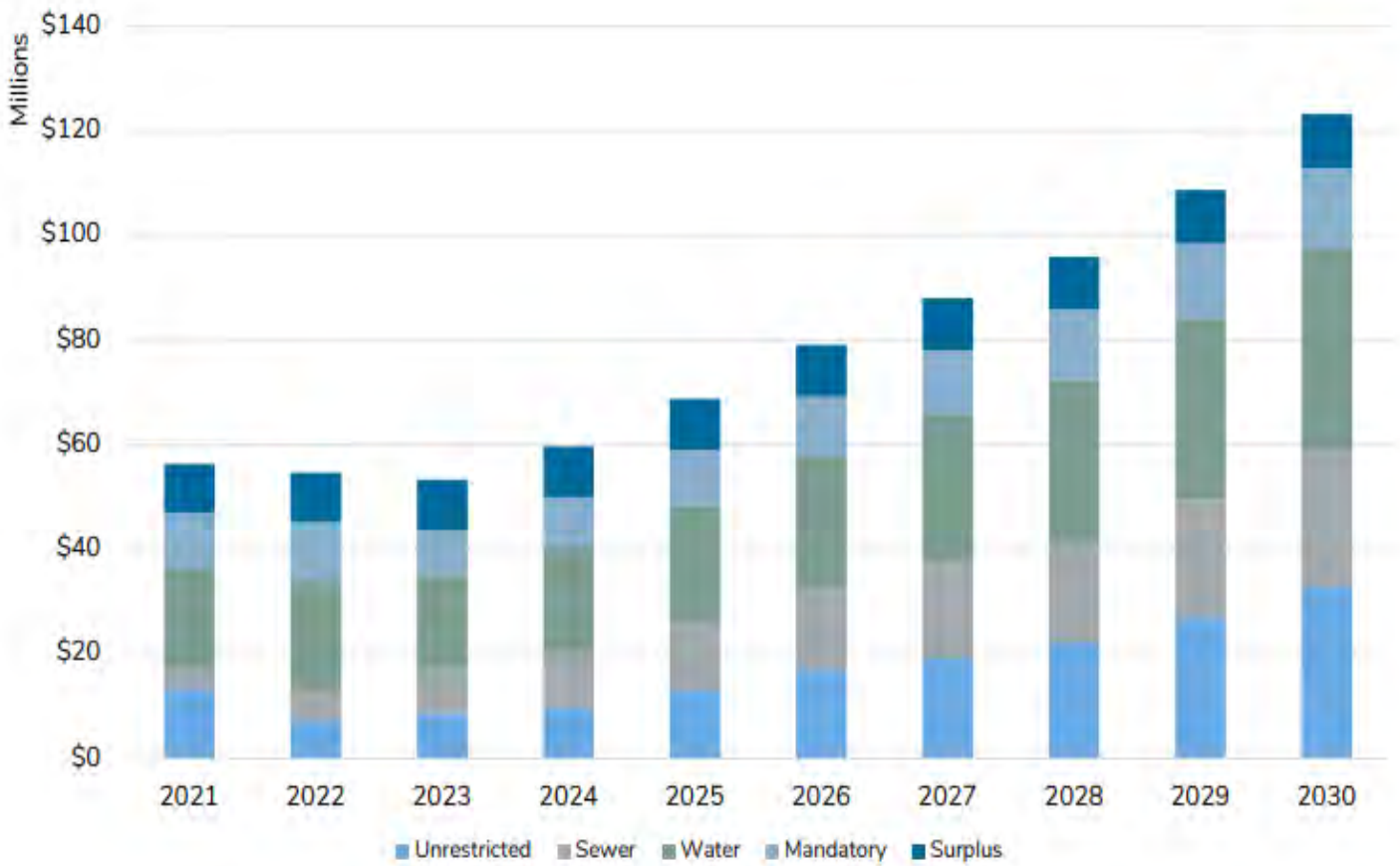
The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2011 through to the end of 2020

Reserves History



The below graph summarizes the projected reserve balances for 2021-2030 based on the current capital plan; note that as the future years of the capital plan are populated with significant strategic projects these balances will decrease.

Forecasted Reserve Balances



Long-Term Debt

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

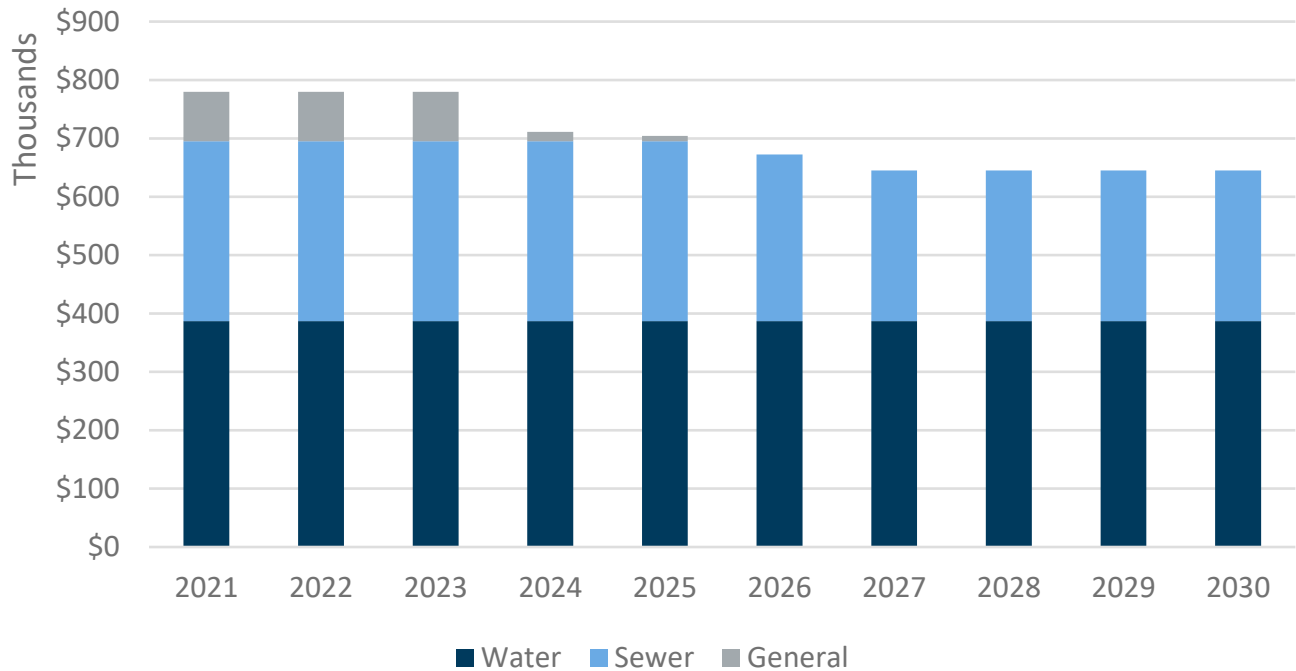
The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for water main renewal and the water supply project. The sewer debt was fully expended in 2019 as part of the waterfront forcemain project. Utilities has required significant infrastructure and capacity upgrades in recent years therefore the City is balancing the use of debt, DCCs and reserve funding to complete required works.

As note in the City's policy, the City's legislated debt servicing limit is 25 per cent of all ongoing revenues. However, the City's debt policy limits this to 15 per cent for general fund, and 20 per cent for each of the utility funds. This provides approximately \$65 million of borrowing capacity for the City, approximately \$50 million for general and \$10-15 million per utility. The City is within its borrowing limit for utilities, and has significant room to borrow for general projects. General debt is expected to increase in the next 10 years with Downtown Revitalization projects of \$2.2 million of debt, and an estimated \$21 million for the Fire Station Headquarters replacement, which is currently below the line in the capital plan (Appendix 4.1), pending further review and discussion.

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

Current debt levels for the City are low when compared to many other municipalities of Campbell River's size. Consequently, the debt servicing costs remain manageable and have little impact on the City's ability to fund operations and services to its citizens. As debt is retired, those funds budgeted for debt servicing flow into the City's net funding model to fund future infrastructure needs as per the Financial Stability and Resiliency policy.

Projected Debt Principal Payments 2021-2030



The chart above outlines the projected debt principal payments for the 2021-2030 period.

There are no above-the-line (funded) capital projects in the 2021-2030 capital plan which require debt financing. There are several below-the-line (unfunded) projects that may be initiated in the future which will require the City to take on debt financing.

Interest payments are paid semi-annually and principal payments are paid on an annual basis. The tables below, outline the schedule of payments for the duration of the term of the various loans. These payments have been built into the base operating budget, with consideration of impacts to sewer/water capital reserve funding and the net funding model for general capital to ensure debt repayment falls in line with the City’s stability program and incremental tax and user fee increases.

General Fund Bond Debt

Year	Principal	Interest	Total
2021	\$84,846	\$49,453	\$134,299
2022	\$84,846	\$49,453	\$134,299
2023	\$84,846	\$46,877	\$131,722
2024	\$15,928	\$9,920	\$25,848
2025	\$9,260	\$6,916	\$16,176
2026	-	-	-
2027	-	-	-
2028	-	-	-
2029	-	-	-
2030	-	-	-

Sewer Fund Bond Debt

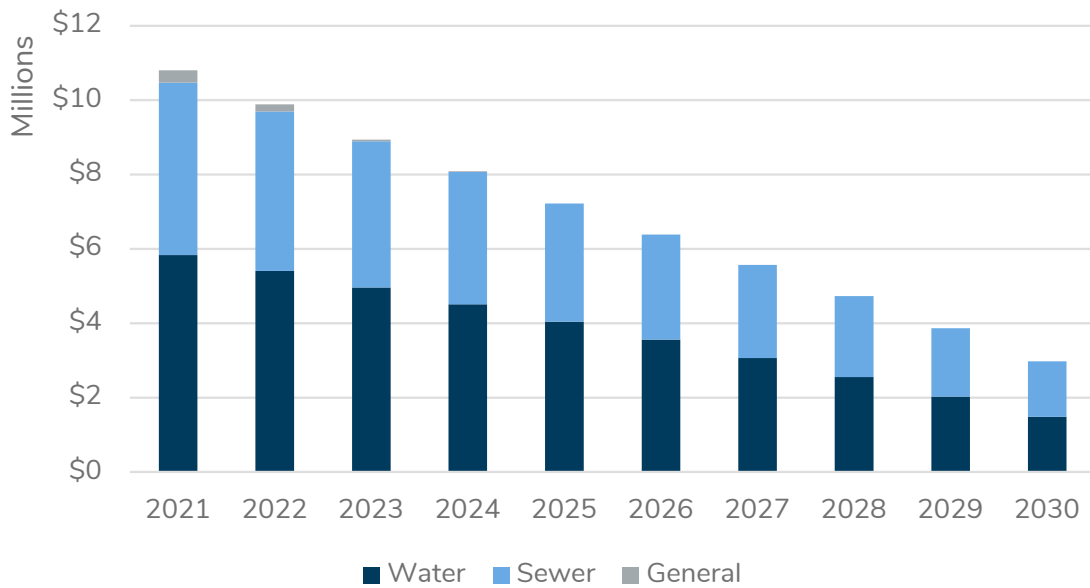
Year	Principal	Interest	Total
2021	\$307,971	\$162,308	\$470,279
2022	\$307,971	\$162,308	\$470,279
2023	\$307,971	\$162,308	\$470,279
2024	\$307,971	\$162,308	\$470,279
2025	\$307,971	\$162,308	\$470,279
2026	\$285,497	\$145,523	\$431,020
2027	\$258,080	\$127,680	\$385,760
2028	\$258,080	\$127,680	\$385,760
2029	\$258,080	\$127,680	\$385,760
2030	\$258,080	\$127,680	\$385,760
To Maturity 2034			

Water Fund Bond Debt

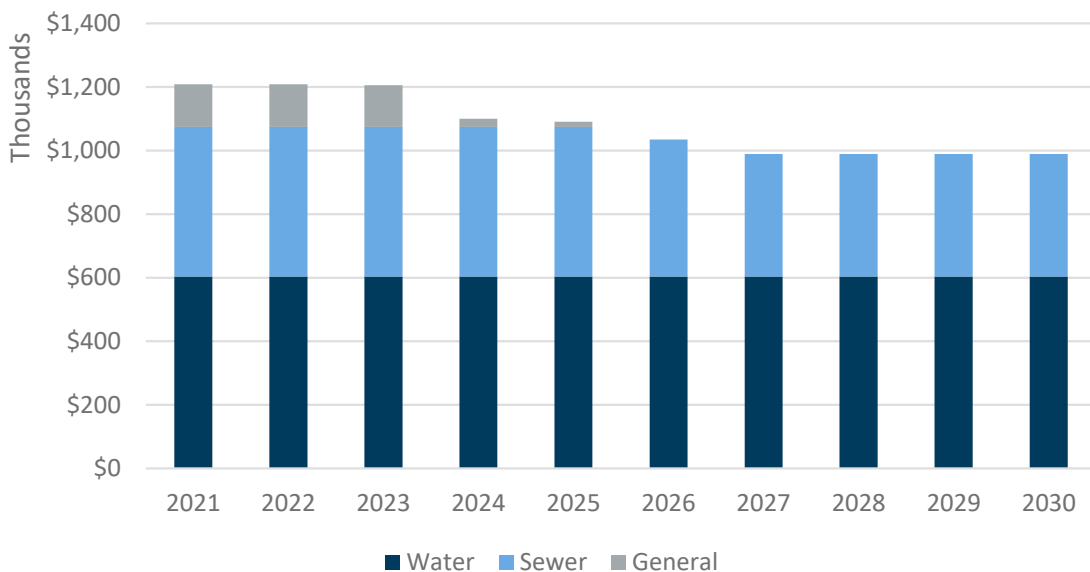
Year	Principal	Interest	Total
2021	\$387,119	\$216,650	\$603,769
2022	\$387,119	\$216,650	\$603,769
2023	\$387,119	\$216,650	\$603,769
2024	\$387,119	\$216,650	\$603,769
2025	\$387,119	\$216,650	\$603,769
2026	\$387,119	\$216,650	\$603,769
2027	\$387,119	\$216,650	\$603,769
2028	\$387,119	\$216,650	\$603,769
2029	\$387,119	\$216,650	\$603,769
2030	\$387,119	\$216,650	\$603,769
To Maturity 2032			

The following charts provide a breakdown of the outstanding debt levels and the associated debt servicing costs at the end of each respective year for the period of 2021-2030 and includes all existing and forecasted debt. The City’s debt servicing costs are expected to decline in 2025 when all current general debt is slated to be retired. Note that debt for projects such as the Fire Station Headquarters replacement, as noted above, are not included in these graphs as this project is “below the line” for future consideration.

Projected Debt Levels 2021-2030



Total Debt Servicing Costs by Fund



A young child with brown hair, wearing a white t-shirt and dark overalls, is seen from behind, looking at a large, vibrant tapestry. The tapestry depicts a variety of marine life, including a large orange crab, a blue and white jellyfish, and various colorful corals and sea anemones. The scene is set against a dark background, making the colors of the tapestry stand out. A semi-transparent blue overlay covers the left side of the image, containing the text.

Definitions and Acronyms



Definitions and Acronyms

Accumulated Surplus

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

Asset Infrastructure

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

AIM

Asset and Infrastructure Management.

AM

Asset management.

Annual Surplus

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

Assets

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

BC Assessment Authority

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

Capital Expenditure

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

CARIP

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

Community Charter

British Columbia Act that governs municipalities

Carry-forward (CFWD)

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

COW

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

CUPE

The Canadian Union of Public Employees.

CWF

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

DCC

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

Debt Servicing

Annual principal and interest payments on debt.

DM

Department Manager.

FCM

Federation of Canadian Municipalities.

Financial Plan

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

FTE

Full time equivalent.

Fund

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

GFOA

Government Finance Officers Association.

GM

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

Grant

A monetary contribution to or from governments.

IAFF

International Association of Fire Fighters.

LGMA

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

Mandatory Reserve Funds

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

MFA

Municipal Finance Authority of British Columbia.

NMC

Non-Market Change. Non-Market Change reflects changes in assessed values that are unrelated to market influences and is more commonly referred to as "new construction" assessments.

PILTs

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

PSAB

Public sector accounting board.

PSAS

Public sector accounting standards.

Definitions and Acronyms

Reserves

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

Reserve Funds

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

SMT

Means the senior management team of the City of Campbell River; this includes the City Manager, Deputy City Manager, GM Assets and Operations, and GM Community Development.

Tax Rates

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

TCA

Tangible Capital Assets.

SLCR

Service Level Change Request.

UBCM

Union of BC Municipalities.

2021 - 2030 Financial Plan Bylaw





2021 - 2030 TEN YEAR
FINANCIAL PLAN
BYLAW 3805, 2020

BYLAWS



DISCLAIMER

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Cover photo by Toni Falk



The “QR code” to the left provides quick access to the Campbell River website <http://www.campbellriver.ca> using a mobile QR code reader app.



2021 - 2030 Ten Year Financial Plan Bylaw 3805, 2020

ADOPTED **December 14, 2020**

PURPOSE

A Bylaw for the City of Campbell River to authorize the ten-year financial plan for the years 2021 to 2030.

The Council of the City of Campbell River enacts as follows:

PART 1: Title

1.0 This bylaw may be cited for all purposes as **2021 - 2030 Ten Year Financial Plan Bylaw No. 3805, 2020.**

PART 2: Ten Year Financial Plan Amendment

2.0 Schedules 'A', 'B', 'C', and 'D' attached hereto and being part of this Bylaw are hereby adopted and compromise the Ten Year Financial Plan for the years 2021 to 2030. This bylaw replaces the Financial Plan for the years 2020 to 2029 adopted by Bylaw No. 3797, 2020.

PART 3: Expenses

3.0 The expenses set forth in Schedule 'A' are hereby authorized.

READ THE FIRST TIME this 9th day of December 2020

READ THE SECOND TIME this 9th day of December 2020

READ THE THIRD TIME this 9th day of December 2020

ADOPTED this 14th day of December 2020

Signed by the Mayor and Corporate Officer this 15th day of December 2020

Original signed by Andy Adams

Andy Adams, MAYOR

Original signed by Elle Brovold

Elle Brovold, CORPORATE OFFICER

SCHEDULE 'A'

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
OPERATIONAL REVENUES										
Revenue from Property Taxes	35,981,987	37,888,014	39,435,968	41,046,970	42,481,428	44,035,991	45,596,458	47,231,281	48,914,637	50,637,570
Revenue from Parcel Taxes	2,098,100	2,281,300	2,294,300	2,307,100	2,320,100	2,333,000	2,346,000	2,359,000	2,372,000	2,385,000
Revenue from Fees & Charges	24,262,400	24,983,468	25,721,207	26,491,667	27,308,674	28,097,254	28,923,160	29,776,838	30,658,971	31,570,945
Revenue from Other Sources	5,849,935	6,379,712	6,394,949	6,409,786	6,426,224	6,361,225	6,353,406	6,368,151	6,386,500	6,404,953
Surplus/Reserve Accounts	2,655,533	1,427,323	1,139,023	936,500	851,191	899,253	858,897	903,041	855,685	851,086
Transfers from Other Funds	-	77,643	95,009	112,541	130,653	149,361	168,684	188,640	209,249	230,532
Amortization Offset	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800
	80,228,755	82,418,260	84,461,256	86,685,364	88,899,070	91,256,884	93,627,405	96,207,751	98,777,842	101,460,886
OPERATIONAL EXPENSES										
General Operating Expenses	45,533,780	46,542,393	47,763,741	49,070,621	50,449,955	51,913,357	53,257,136	54,754,900	56,284,627	57,834,789
Airport Operating Expenses	3,041,602	2,831,212	2,770,464	2,831,199	2,832,579	2,864,622	2,897,346	2,960,771	2,964,916	2,999,801
Sewer Operating Expenses	3,088,779	3,082,417	3,136,736	3,164,317	3,248,353	3,278,890	3,340,976	3,394,607	3,424,877	3,481,837
Water Operating Expenses	4,414,407	4,420,697	4,488,029	4,553,791	4,621,094	4,689,979	4,760,489	4,832,666	4,906,556	4,982,203
Interest Payment on Debt	412,844	412,844	410,267	373,311	370,306	362,173	344,330	344,330	344,330	344,330
Principal Payment on Debt	782,312	782,313	782,313	713,395	706,727	672,615	645,199	645,199	645,199	645,199
Transfers to Other Funds	13,574,231	14,965,584	15,728,906	16,597,930	17,289,256	18,094,448	19,001,129	19,894,478	20,826,537	21,791,927
Amortization	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800	9,380,800
	80,228,755	82,418,260	84,461,256	86,685,364	88,899,070	91,256,884	93,627,405	96,207,751	98,777,842	101,460,886
Annual Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL FUNDING										
Grants	10,434,700	1,971,000	1,410,000	8,300,000	685,000	595,000	760,000	670,000	685,000	595,000
DCC & Other Revenue	3,815,378	525,000	3,625,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Statutory Reserves	2,903,688	1,337,000	725,000	380,000	270,000	180,000	1,180,000	180,000	180,000	180,000
Surplus/Reserves	24,332,342	13,234,777	13,042,554	10,463,457	8,683,872	8,622,783	9,798,195	12,387,661	8,553,535	7,770,272
Proceeds from Borrowing	-	-	-	-	-	-	-	-	-	-
	41,486,108	17,067,777	18,802,554	19,268,457	9,763,872	9,522,783	11,863,195	13,362,661	9,543,535	8,670,272
CAPITAL EXPENSES										
General Capital Expenses	19,772,034	12,247,777	5,877,554	6,368,457	4,863,872	4,122,783	6,813,195	6,212,661	4,093,535	3,770,272
Airport Capital Expenses	3,123,070	115,000	-	8,000,000	-	500,000	-	-	550,000	-
Sewer Capital Expenses	12,562,896	1,775,000	1,900,000	2,250,000	2,250,000	2,250,000	2,400,000	4,500,000	2,250,000	2,250,000
Water Capital Expenses	6,078,108	2,930,000	11,025,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
	41,486,108	17,067,777	18,802,554	19,268,457	9,763,872	9,522,783	11,863,195	13,362,661	9,543,535	8,670,272
Net Capital	-	-	-	-	-	-	-	-	-	-
Financial Plan Balance	-	-	-	-	-	-	-	-	-	-

SCHEDULE 'B'

Financial Plan Objectives and Policies

A. Funding Sources

Over the term of the plan funding sources as defined in S(165)(7) of the Community Charter, are derived as shown in Table 1; amounts and proportions shown for fiscal 2021.

Table 1: Funding Sources, Fiscal 2021

Property taxes	35,981,987	44.9%
Parcel taxes	2,098,100	2.6%
Fees & charges	24,262,400	30.2%
Other sources	5,849,935	7.3%
Surplus/reserve accounts	2,655,533	3.3%
Transfers from other funds	-	0.0%
Amortization Offset	9,380,800	11.7%
	80,228,755	100.0%

Objectives and Policies:

-Refer to Schedule 'C' for the City's Financial Stability & Resiliency Policy

B. Distribution of Municipal Property Taxes Across Property Classes

Over the term of the plan municipal property taxes are distributed across eight property tax classes as shown in Table 2; amounts and proportions shown for fiscal 2021.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2021

Class 1 - Residential	26,446,760	73.5%
Class 2 - Utilities	1,187,406	3.3%
Class 4 - Major Industry	71,964	0.2%
Class 5 - Light Industry	359,820	1.0%
Class 6 - Business & Other	7,520,235	20.9%
Class 7 - Managed Forest	287,856	0.8%
Class 8 - Recreation/Non-Profit	107,946	0.3%
Class 9 - Farm	1,178	0.0%
	35,981,987	100.0%

Objectives and Policies:

-Refer to Schedule 'D' for the City's Property Taxation Policy

C. Permissive Tax Exemptions

The Annual Report for 2021 will contain a list of permissive exemptions granted for the taxation year and the amount of revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community.

Objectives and Policies:

- To ensure permissive exemptions are utilized to maximize the benefit to the municipality and citizens.
- To maintain permissive exemptions for religious institutions, recreational facilities, and service organizations.

SCHEDULE 'C'

Financial Stability & Resiliency Policy

Purpose

The purpose of the *Financial Stability & Resiliency Policy* is to guide the City's financial planning to meet financial obligations while providing high quality services.

Objectives

- To develop principles that guide so that taxpayers can look forward to predictable, stable, equitable and accountable property taxation.
- To support and guide decision-making, providing continuity and assurance to the City's financial management.

Policies

1. Financial Plan Bylaw Adoption – The City's Financial Plan Bylaw for the next fiscal year will be approved prior to December 31.
2. Long-Term Budgeting – At a minimum, the City will produce a 10-year financial plan.
3. Budget Parameters – Budget parameters will maintain service levels, provide an opportunity to enhance services, and invest in critical infrastructure. The parameters for each budget component, expressed in terms of a general tax increase, are:
 - 3.1 Operating costs of capital will be included as part of the base budget parameter unless funding pressure requires a tax levy increase.
 - 3.2 Debt servicing will be funded within the capital budget parameter unless funding pressure requires a tax levy increase.
 - 3.3 One-time operating projects will be funded by reserve in order to stabilize and smooth out tax increases.

BUDGET COMPONENT	Low (%)	High (%)
Base Budget	1.5	2.0
Capital Budget	0.5	1.0
Ongoing New Services	0.0	0.5
ALL SERVICES	2.0%	3.5%
TOTAL UTILITY FEE INCREASE (includes sewer, water, solid waste and storm water parcel tax)	3.5%	5.0%

4. Non-Market Change – Revenues from non-market change will be adjusted from general taxation levy calculations. To alleviate pressure to increase taxes, provide stability and maintain the integrity of the budget parameters non-market change revenue will first be applied to maintain the base budget parameter of 1.5-2 per cent and then allocated towards new services.

4.1 The City will budget 100% of BC Assessment’s mid-November NMC estimate.

5. Zero Base Operating Budget Increases – The base operating budget provides annual funding to ongoing City services. Any increases to base operating budgets outside of contractual obligations or utility increases will be considered a new ongoing service level increase and will be evaluated during financial planning proceedings against other priorities.

6. Investment in Critical Infrastructure – Continued investment in infrastructure is critical to ensure service levels are maintained. The capital budget parameter of an annual 0.5 to 1 per cent increase to taxation will be invested in the City’s capital program to support ongoing investment in infrastructure to ensure effective delivery of services and asset management.

6.1 Newfound revenue such as debt servicing for newly retired debt, will be allocated towards the capital program.

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer’s dollars.

8. Reserve Waterfall Structure – The City’s Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be

transferred into working capital accumulated surplus with excess balances transferred to the Financial Stabilization Reserve and then allocated to capital reserves to fund the capital program.

9. Debt Policy – The City’s long-term debt policy establishes borrowing limits and uses of debt for external borrowing.

10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.

11. Property Tax Increase – Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at current service levels and then consider other enhancements.

11.1 The City’s tax increase will be calculated based on additional revenue required to balance the budget as required by the *Community Charter* and communicated as a percent increase over the prior year’s general municipal revenue collected.

11.2 The City will phase in tax increases when known changes influencing City finances are known to promote stability for taxpayers.

12. Self Financed Programs –The City’s self financed programs include the Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling programs. The costs for self financed programs should be fully funded by user fees. Any surplus or deficit from these programs is to be transferred at the end of each year to or from each reserve. These funds will also follow policy clauses 2,3,5,6,7,8,9,10 and 11

SCHEDULE 'D'

Property Taxation Policy

Purpose

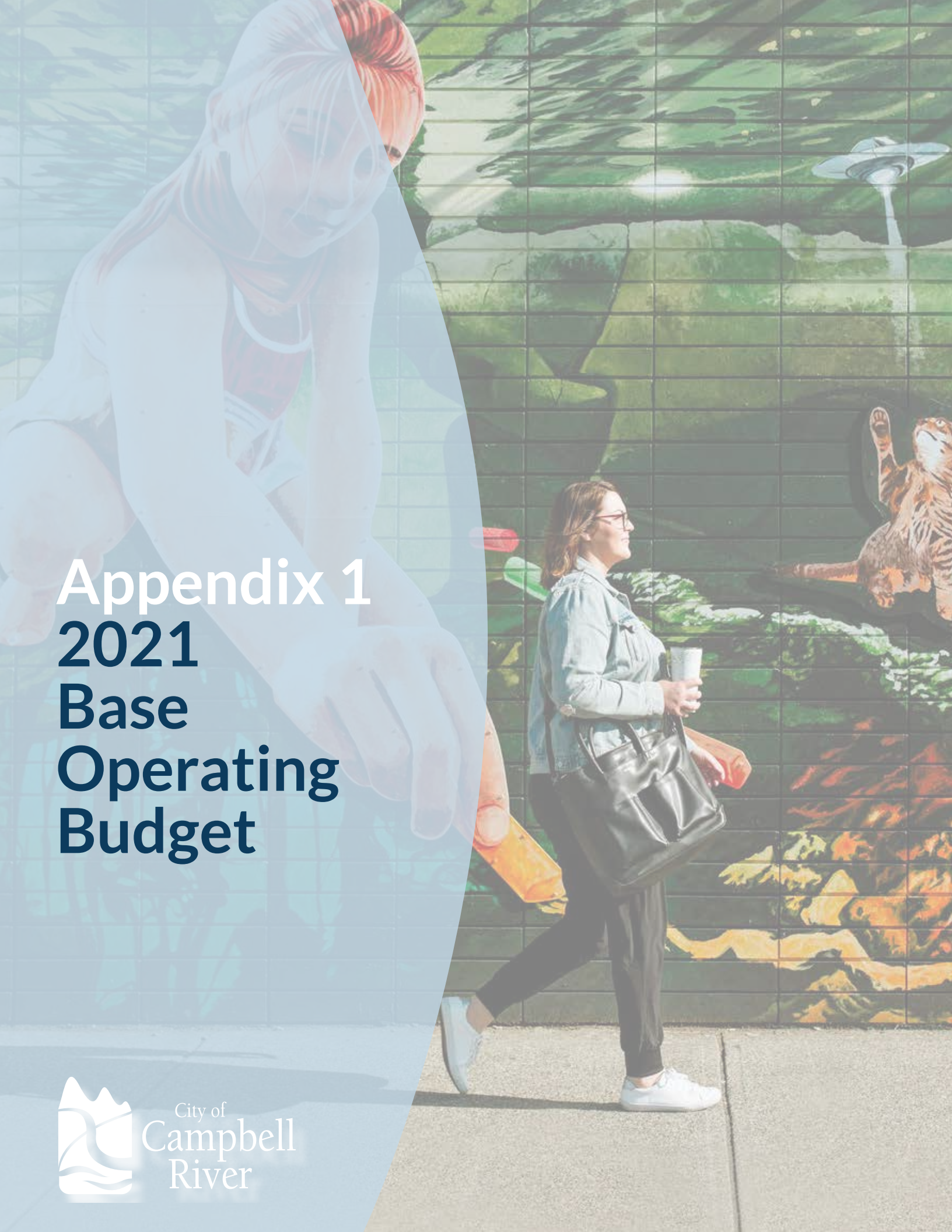
The purpose of the *Tax Policy* is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

Objective

- To provide City taxpayers with stable, equitable, and understandable property taxation while providing high quality services.

Policies


1. Tax rates will be adjusted annually to eliminate the impact of increases or decreases in assessment due to market changes, as identified by the British Columbia Assessment Authority.
2. Class 1 (Residential) taxes – the City will strive to maintain a residential tax rate that provides for average municipal taxation on a representative household with its comparator communities of similar size and of those Vancouver Island communities with a population between 10,000 and 50,000. All data used to compare Campbell River against other communities shall be sourced from Local Government Statistics provided by the Province of BC.
3. Class 3 (Supportive Housing) – the City will maintain a tax rate equal to Class 1 (Residential).
4. The City will strive to ensure all other classes of property receive an equal allocation of the percentage change in the annual tax levy.
5. The City may review its tax rates by property class as compared to the provincial average on a minimum three year basis to ensure rates are comparable and reasonable given assessed values in Campbell River as compared to other communities.
6. When necessary, tax class realignments will occur incrementally over a multi-year period.
7. New tax revenues related to the City's downtown revitalization tax exemption bylaw will be allocated to the downtown capital program
8. The City's tax increase will be communicated as a percent increase over the prior year's general municipal revenue collected and calculated based on total taxes required to balance the budget.



Appendix 1 2021 Base Operating Budget



City of
Campbell
River

A photograph of a worker in a high-visibility vest and blue pants standing on a metal bridge over a body of water. The worker is holding a long pole. The scene is reflected in the water below. The sky is blue with white clouds. A large blue semi-transparent shape is on the left side of the image, containing the text.

2021 Base Operating Budget



Segments

Governance

Mayor & Council
City Manager

Corporate Services

Deputy City Manager
Legislative & Property Services
Communications
Human Resources
Information Technology
Finance
Risk & Supply Management

RCMP

RCMP
Police Protection
Victim Services
Fire
Fire Protection
E911

Assets & Operations

GM Assets & Operations
Capital Works
Stores
Fleet
Facilities
Transportation & Roads
Public Transit
Parks & Cemeteries

Utilities

Water
Wastewater
Drainage
(Storm Drains)
Solid Waste

**Community
Development**

GM Community
Development
Long Range
Planning &
Sustainability
Development
Services
Bylaw Enforcement
Animal Control
Recreation & Culture

**Economic
Development
& Tourism**

Economic
Development &
Tourism

Airport

Airport
Airport Fiscal
Services

**Fiscal
Services**

Reserves
Fiscal Services
Debt Principal &
Interest
Taxation
Miscellaneous Other

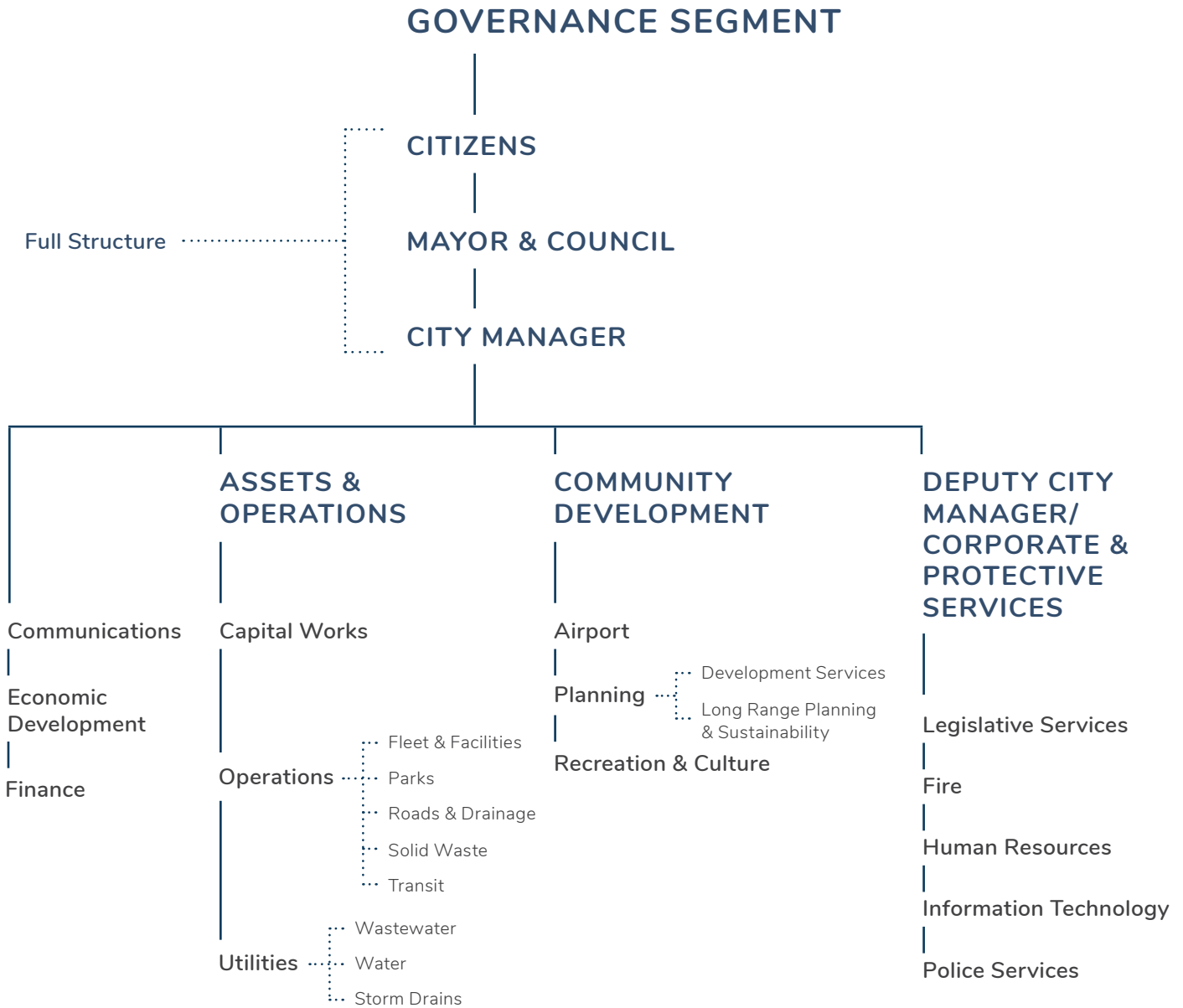
2021 BASE OPERATING BUDGET

Governance





Governance Structure



Governance Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
GOVERNANCE					
2 - Expense					
Contracted Services	42,194	64,000	64,000	-	0.0%
Other Operating Expenses	146,928	107,068	92,400	(14,668)	(13.7%)
Utilities	9,262	21,260	21,260	-	0.0%
Wages & Benefits	587,838	609,969	636,329	26,359	4.3%
2 - Expense Total	786,222	802,297	813,989	11,691	1.5%
GOVERNANCE Total	786,222	802,297	813,989	11,691	1.5%

Segment Variance

GOVERNANCE	
Increase in wages and benefits	26,359
Decrease to staff training & development	(14,668)
OVERALL SEGMENT VARIANCE	11,691
VARIANCE %	1.5%

Mayor and Council

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

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
310 - MAYOR & COUNCIL					
2 - Expense					
Contracted Services	16,307	8,000	8,000	-	0.0%
Other Operating Expenses	92,679	81,000	65,100	(15,900)	(19.6%)
Utilities	8,078	19,860	19,860	-	0.0%
Wages & Benefits	259,922	258,832	270,753	11,922	4.6%
2 - Expense Total	376,986	367,692	363,713	(3,978)	(1.1%)
310 - MAYOR & COUNCIL Total	376,986	367,692	363,713	(3,978)	(1.1%)

Summary of Budget Changes from 2020 to 2021:

- Temporary decrease in travel and training budget to offset additional cleaning requirements due to COVID-19.
- Increase in wages and benefits.

CITY MANAGER

EXECUTIVE ASSISTANT

City Manager

The City Manager continues to deliver Council’s strategic plan, drive forward the community’s vision and takes the lead in managing implementation of policy direction established by Council. The City Manager also provides managerial leadership, control and direction to all departments and is responsible for planning and implementing policies necessary for sustaining excellence in city operations and staffing.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
101 - CITY MANAGER					
2 - Expense					
Contracted Services	25,887	56,000	56,000	-	0.0%
Other Operating Expenses	54,248	26,068	27,300	1,232	4.7%
Utilities	1,184	1,400	1,400	-	0.0%
Wages & Benefits	327,916	351,138	365,575	14,438	4.1%
2 - Expense Total	409,236	434,606	450,275	15,670	3.6%
101 - CITY MANAGER Total	409,236	434,606	450,275	15,670	3.6%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 BASE OPERATING BUDGET

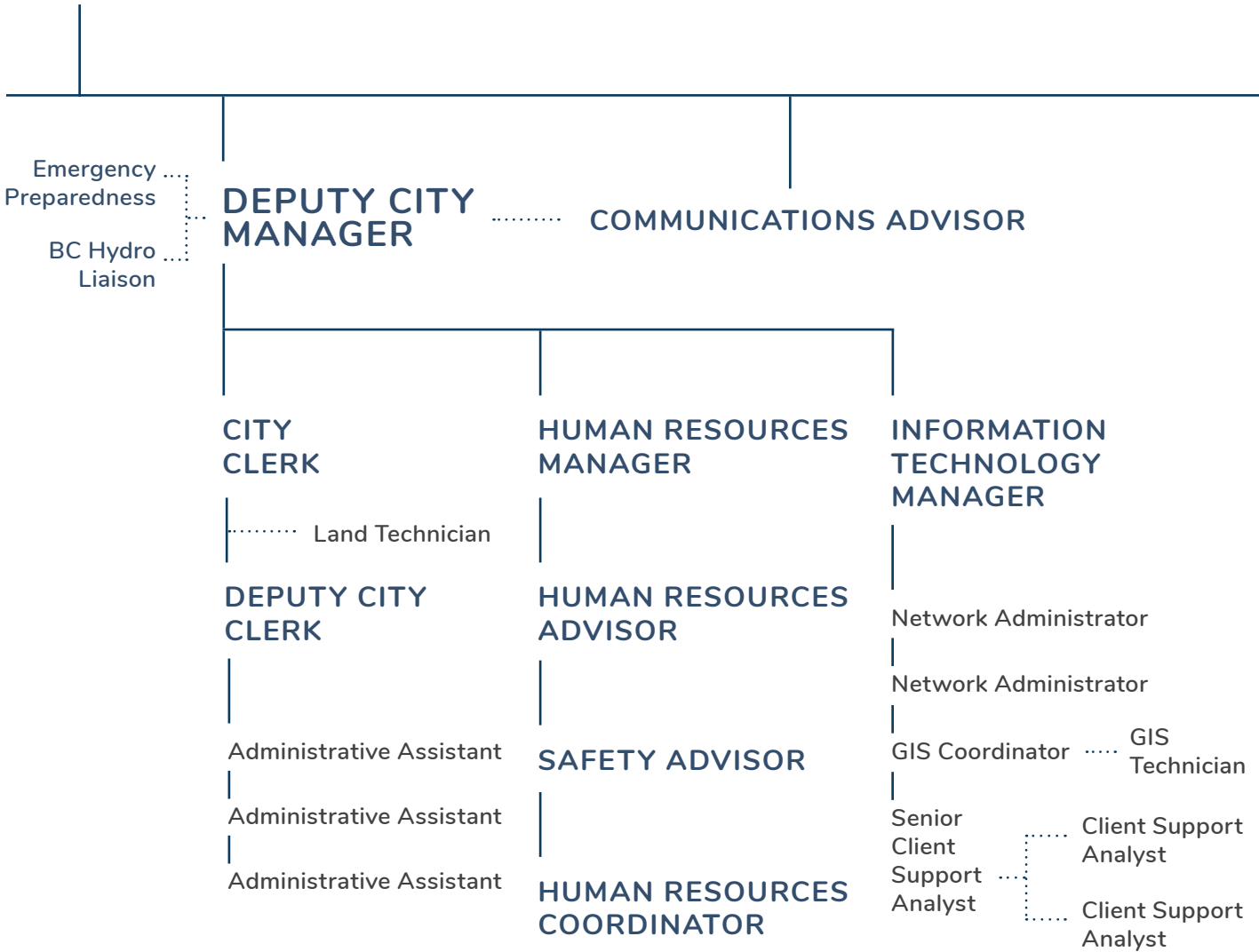
Corporate Services

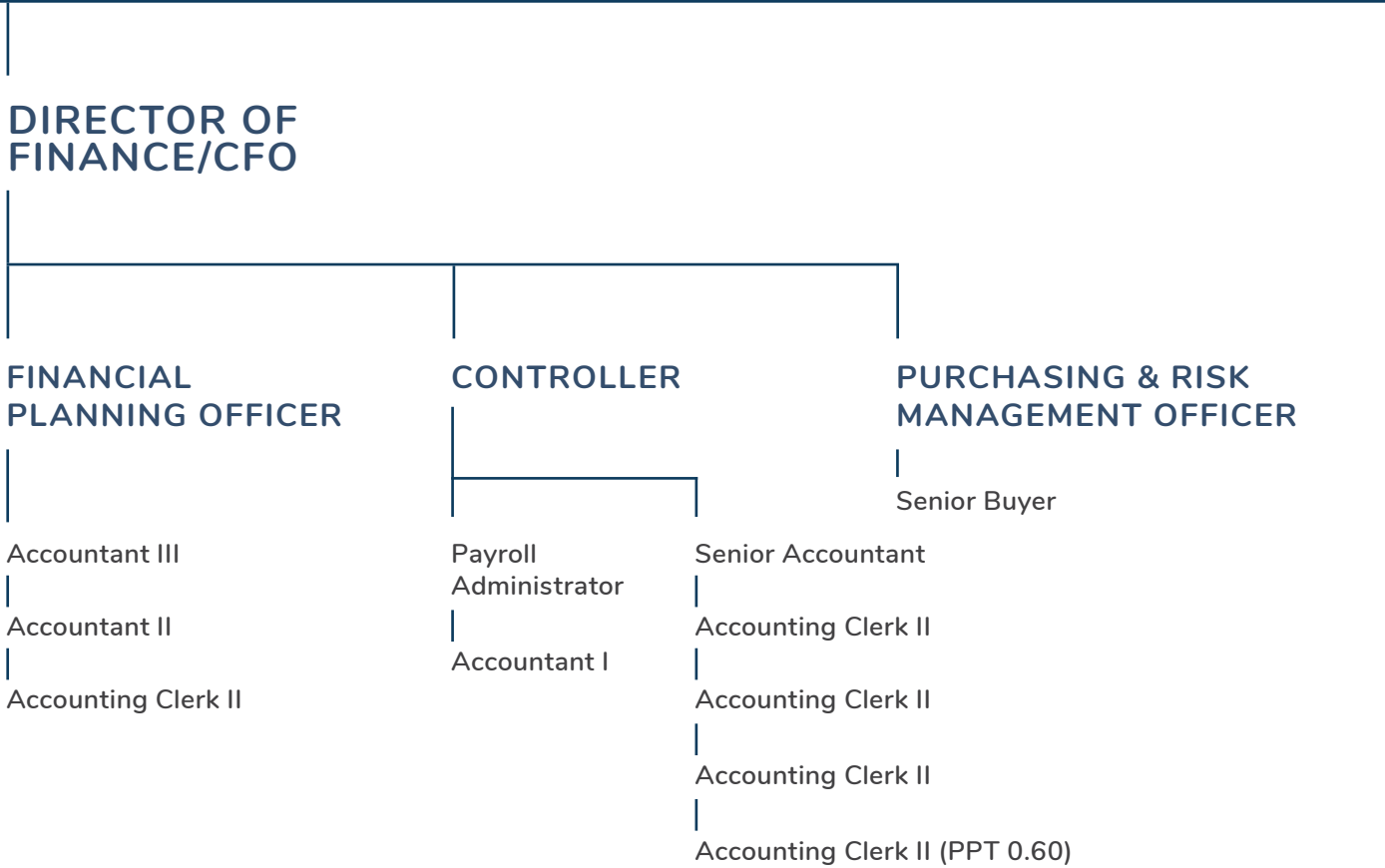




Corporate Services

CITY MANAGER





Corporate Services Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
CORPORATE SERVICES					
1 - Revenue					
Investment Income	(13,120)	(15,609)	(15,765)	(156)	1.0%
Other Revenue	(422,931)	(427,686)	(377,085)	50,601	(11.8%)
1 - Revenue Total	(436,051)	(443,295)	(392,850)	50,445	(11.4%)
2 - Expense					
Contracted Services	255,671	169,400	158,900	(10,500)	(6.2%)
Insurance	166,246	187,578	200,000	12,422	6.6%
Other Operating Expenses	844,460	853,342	841,347	(11,995)	(1.4%)
Utilities	77,610	84,419	84,419	-	0.0%
Wages & Benefits	3,406,070	3,523,567	3,585,744	62,178	1.8%
2 - Expense Total	4,750,057	4,818,305	4,870,411	52,105	1.1%
CORPORATE SERVICES Total	4,314,006	4,375,010	4,477,561	102,550	2.3%

Summary of Budget Changes from 2020 to 2021:

- Decrease in gaming revenue due to casino closure (COVID-19).
- Increase in tax penalties and interest on arrears & delinquent taxes (due to COVID-19).
- Increase to operating costs of capital and new ongoing service levels not yet allocated out to individual departments; partially offset by reductions to overall service levels to meet Council's base budget parameter of 2% - these reductions have not yet allocated to individual departments.

Segment Variance

CORPORATE SERVICES	
Decrease to library lease revenue	35,079
Decrease to rental house revenue	17,280
Other revenue changes	(1,914)
Decrease to vontracted services	(10,500)
Increase to insurance	12,422
Increase to wages & benefits	62,178
Decrease to HR legal fees	(23,880)
Miscellaneous	11,885
OVERALL SEGMENT VARIANCE	102,550
VARIANCE %	2.3%

Deputy City Manager

The Deputy City Manager oversees corporate and protective services and supports the City Manager on strategic issues, in particular, action related to management and governance, external relationships and corporate systems.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
500 - DEPUTY CITY MANAGER					
2 - Expense					
Other Operating Expenses	44,698	16,625	18,600	1,975	11.9%
Utilities	588	660	660	-	0.0%
Wages & Benefits	193,477	205,460	207,299	1,839	0.9%
2 - Expense Total	238,762	222,745	226,559	3,814	1.7%
500 - DEPUTY CITY MANAGER Total	238,762	222,745	226,559	3,814	1.7%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

Legislative Services

The Legislative Services Department and Corporate Officer’s Office is the primary communications link between City Council, staff and the community.

Core department services:

- Preparing agendas, minutes and action tracking reports for Council and Committee meetings
- Providing administrative support to Council and its Committees
- Managing corporate and official records, including Bylaws and policies
- Acting as Corporate Privacy Officer and processing Freedom of Information requests
- Conducting local government elections
- City Hall reception and switchboard services
- Administration of City correspondence
- Acting as the official signatory of the City
- Providing Legislative guidance and direction

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
311 - LEGISLATIVE SERVICES					
2 - Expense					
Contracted Services	8,803	11,200	11,200	-	0.0%
Other Operating Expenses	85,053	60,274	60,420	146	0.2%
Utilities	25,220	26,600	26,600	-	0.0%
Wages & Benefits	440,571	451,869	460,596	8,727	1.9%
2 - Expense Total	559,646	549,943	558,816	8,873	1.6%
311 - LEGISLATIVE SERVICES Total	559,646	549,943	558,816	8,873	1.6%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 Strategic Goals and Objectives:

- Continue to provide both virtual and in-person opportunities for community and Council engagement.
- Provide ongoing support for Council’s Advisory Committees.
- Implement recommendations for the City’s corporate records management review as resources permit.
- Preparing, updating and maintaining Council’s policies and Bylaws.

2020 Highlights:

- Transitioned to virtual Council and Committee meetings in response to the COVID-19 pandemic.
- Continued to implement the new advisory committee structure.
- Assisted various departments with the preparation of bylaws and legal agreements.

Property Management

This department maintains land inventory and land reserve funds through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future.

Management of real estate assets and civic properties includes leases, operating agreements, purchase and sale negotiations, rights-of-way, easements and acquisitions/disposal of real property as well as issues arising from occupants of City-owned property and property issues related to City capital projects.

2021 Strategic Goals and Objectives:

- Facilitate land transactions to for a variety of capital and community projects.
- Update the Land Management Plan for the Campbell River Airport.
- Assist with the development of the Campbell River Library.

2020 Highlights:

- Coordinated three land acquisitions in support of the Waterfront Acquisition Strategy.
- Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- Executed two property transfers to facilitate Affordable / Supportive Housing projects in partnership with BC Housing.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
446 - PROPERTY MANAGEMENT					
1 - Revenue					
Other Revenue	(365,704)	(357,254)	(304,895)	52,359	(14.7%)
1 - Revenue Total	(365,704)	(357,254)	(304,895)	52,359	(14.7%)
2 - Expense					
Contracted Services	21,100	10,000	10,000	-	0.0%
Other Operating Expenses	87,369	94,840	94,855	15	0.0%
Utilities	529	660	660	-	0.0%
Wages & Benefits	74,620	76,229	77,759	1,531	2.0%
2 - Expense Total	183,618	181,729	183,274	1,546	0.9%
446 - PROPERTY MANAGEMENT Total	(182,086)	(175,526)	(121,621)	53,905	(30.7%)

Summary of Budget Changes from 2020 to 2021:

- Decrease in property rental revenue due to demolition of structures.
- Increase in wages & benefits.

Communications

This department is responsible for corporate communications initiatives including comprehensive planning, materials development (news releases, website and social media postings, advertising, videos), citizen surveys, branding and in-house communications training to ensure that clear, consistent and complete information is distributed to employees and community members through multiple channels.

The goal: to share information about City programs, events and initiatives as well as the local government decision making process – and to encourage valuable feedback and positive working relationships that improve City services.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
111 - COMMUNICATIONS					
2 - Expense					
Contracted Services	480	5,000	5,000	-	0.0%
Other Operating Expenses	24,809	20,400	20,400	-	0.0%
Utilities	527	700	700	-	0.0%
Wages & Benefits	140,791	148,324	148,542	218	0.1%
2 - Expense Total	166,608	174,424	174,642	218	0.1%
111 - COMMUNICATIONS Total	166,608	174,424	174,642	218	0.1%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Citizen Satisfaction Survey
- Expand digital communications (video, online information)
- Refresh templates, website and photo library to maintain and reflect contemporary City appearance and branding.
- City Scorecard – increase use of key performance indicators in reporting.

2020 Highlights

- In response to COVID-19 pandemic
 - New webpage, increased social media campaigns, in-house video production
 - Weekly updates by Mayor and City Manager for three radio stations, video recordings for Shaw TV
 - New templates for signs, advertising, social media and print materials

Human Resources

This department delivers professional programs and services to attract, support, develop and retain City employees to serve the public and meet current and future corporate goals and objectives.

The City of Campbell River employs approximately 250 people in permanent positions and approximately 85 more in seasonal or auxiliary roles. The Canadian Union of Public Employees (CUPE) Local 401 represents 69 per cent of employees, the International Association of Fire Fighters (IAFF) Local 1668 represents 13 per cent, and 18 per cent are non-union positions.

Core department services:

- Workforce planning and talent management.
- Recruitment and labour retention.
- Employee and labour relations.
- Health, wellbeing and safety.
- Ability management.
- Learning and development.
- Human resources management program and policy development.
- Records management, metrics and reporting.
- Organizational relationships.
- Total rewards.
- Compensation, benefits program.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
114 - HUMAN RESOURCES					
2 - Expense					
Contracted Services	81,009	49,000	39,000	(10,000)	(20.4%)
Other Operating Expenses	62,416	109,409	85,820	(23,589)	(21.6%)
Utilities	1,736	2,400	2,400	-	0.0%
Wages & Benefits	578,614	486,026	486,351	325	0.1%
2 - Expense Total	723,775	646,835	613,571	(33,264)	(5.1%)
114 - HUMAN RESOURCES Total	723,775	646,835	613,571	(33,264)	(5.1%)

Summary of Budget Changes from 2020 to 2021:

- Temporary decrease in Employee Programs to offset expected decreases in Gaming Revenue.
- Permanent decrease in legal fees to offset overall base budget increase.

2021 Strategic Goals and Objectives

- Focus on strategic human resource management with emphasis on organizational development, talent management and workplace wellbeing.
- Workforce strategy development for post-COVID recovery: Navigating change and building organizational resiliency.
- Advance development of corporate strategic human resource management plan.
- Maintain and enhance workplace health, wellbeing & safety programs.

2020 Highlights

- Focused on Human Resources department strategic planning to align services with corporate objectives.
- Holistic workforce planning and active collaboration with departments to optimize organizational structure and performance.
- Played active role in COVID-19 response through EOC and providing leadership for fluid working arrangements to support continuance of City services.
- Renewed collective agreement with CUPE Local 401 resulting in a five-year agreement (expires December 31, 2023) and modernization of the vacation program.
- Developed new Council-endorsed policy for Management and Exempt Employee Compensation.
- Continued focus on talent management: There were 43 vacancies 2020, compared with 73 in 2019. Ongoing staff development has resulted in 58 percent of positions being filled internally.

Information Technology

As the central technology provider for the City of Campbell River, the Information Technology Department provides services encompassing enterprise-wide municipal applications, technology infrastructure and integration, IT security, geographic information systems, and local network and cloud strategic support.

Overall, the Information Technology Department serves as technical consultants and provides desktop, network, application and systems management services for all City Departments and for the City of Campbell River community at large.

The departmental objective is to provide secure, proven, innovative technologies that enhance operational efficiencies while providing convenient access to city information and services for citizens, visitors and businesses.

Core department services:

- Provide strategic planning and coordination for all City of Campbell River technology initiatives.
- Ensure network services operations so that staff can communicate internally and with residents.
- Maintain major business applications operational to meet City’s business requirements.
- Manage the development and implementation of City’s Municipal Broadband Network—CRadvantage.
- Maintain currency with new technology and implement enhancements to support efficiency.
- Support City website, mobile and cloud-based business requirements.
- Support geographical information system requirements including interactive maps and applications.
- Provide technology support for the Royal Canadian Mounted Police.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
213 - INFORMATION TECHNOLOGY					
1 - Revenue					
Other Revenue	(57,227)	(70,432)	(72,190)	(1,758)	2.5%
1 - Revenue Total	(57,227)	(70,432)	(72,190)	(1,758)	2.5%
2 - Expense					
Contracted Services	13,703	33,700	33,700	-	0.0%
Other Operating Expenses	311,706	373,539	383,202	9,663	2.6%
Utilities	46,570	51,460	51,460	-	0.0%
Wages & Benefits	718,638	758,468	773,917	15,449	2.0%
2 - Expense Total	1,090,617	1,217,167	1,242,279	25,112	2.1%
213 - INFORMATION TECHNOLOGY Total	1,033,390	1,146,735	1,170,089	23,354	2.0%

Summary of Budget Changes from 2020 to 2021:

- Increase in software licensing costs.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

Business Technology Support

- Create Information Technology 5 Year Strategic Plan.

Geographic Information Systems (GIS)

- Complete GIS 3-year Strategic Plan.
- Complete Tree Canopy inventory.
- Improve standing in Geomatics Maturity Index ranking.

CRAdvantage and Economic Development

- Continue participation and support in the Economic Development Tech hatchery and Tech Advisory committee.
- Develop new agreements/revenue streams for colocation and fiber leasing.
- Creation of a municipal Telecommunications Tower Siting Policy and master plan.

2020 Highlights

Business Technology Support

- Upgraded core software – Vadim and Tempest.
- Finalized Technical Support agreement for police services.

Geographic Information Systems (GIS)

- Continued support for finance for asset reporting requirements, logistical mapping support for emergency Planning exercises.
- Supported Sea Level Rise working group.
- Implemented phase one of Downtown 3D modeling to interactive web maps.

CRAdvantage and Economic Development

- Negotiated CRadvantage service provider agreement with iTel Communications, Established SRD hosting agreement.
- Completed CRadvantage Phase Two budgets and business cases.
- Negotiated Go-WiFi renewal and Airport cellular access agreement with SHAW Communications and negotiated tower infrastructure agreement with Rogers Communications.
- Completed broadband network expansion to Dogwood Street.

Finance

This department is responsible for all matters of financial administration, procurement, and risk management for the City of Campbell River. The department delivers services to the public, industry, and all City departments.

Core department services:

- Financial planning and budgeting
- Financial reporting
- Investment management
- Debt management
- Reserve management
- Grant management
- Corporate Asset Management Leadership
- Tangible capital assets management
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll
- Procurement
- Supply management
- Risk management
- Asset disposal

The department oversees an \$80 million annual operating budget and the \$41 million annual capital budget of 115 capital projects. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget. Financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities.

Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF. Employees' payroll and benefit administration totaled \$24.7 million in 2019.

The department manages approximately 26 grant files each year for funds received from external organizations, and monitored federal and provincial grant opportunities for all City departments to maximize grant funding for the City. Finance also manages the treasury function of the City, which includes reserve, debt, and investment funds, as well as tangible capital asset ledger maintenance.

The City is the tax collector for other governments and agencies such as the regional district, school District No. 72 and the hospital, resulting in 15,000 tax notices being prepared, mailed, and payments collected each year. The department also administers the provincial homeowner grant program.

People served at the department's front counter average 150-200 per week, and up to 1,500-2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually.

The City issues and collects approximately 2,500 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
212 - FINANCE					
2 - Expense					
Contracted Services	130,576	60,000	60,000	-	0.0%
Other Operating Expenses	119,653	73,373	74,200	827	1.1%
Utilities	2,440	1,939	1,939	-	0.0%
Wages & Benefits	1,058,493	1,184,045	1,211,257	27,212	2.3%
2 - Expense Total	1,311,162	1,319,357	1,347,396	28,039	2.1%
212 - FINANCE Total	1,311,162	1,319,357	1,347,396	28,039	2.1%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 Goals and Objectives

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2021-2030 budget and Financial Reporting for the 2020 Annual Report.
- Provide leadership for asset management activities, including: data review, asset inventory, condition assessments, strategy update and policy creation.
- Help foster relationships by assisting with updating municipal service agreements, through the development of a process and updated policy for community led projects, and supporting the administration of Social Grants.
- Review and update the City's cash and treasury management practices and policy.
- Review the Financial Stability and Resiliency policy tax parameters.
- Continue to provide increased financial reporting and continued support to meet legislative obligations.

2020 Highlights

- Recipient of the Distinguished Budget Presentation Award for the 2020-2029 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- Recipient of the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and United States.
- Responded to financial implications resulting from COVID-19, including: introduction of cost saving measures to integrate into the City's budget, presented options to assist taxpayers, provided Emergency Operations Centre support, and coordinated an accelerated financial planning process.
- Added additional, more flexible options for taxpayers including the introduction of credit card payments.
- Worked with departments to implement asset management activities, including the completion of the Asset Management Investment Plan.

Risk Management

This function coordinates the City's response to all property and liability claims by utilizing City staff, private adjusters, legal counsel and the City's insurers. It provides advice to all City departments on insurance requirements and agreement wording. It is responsible to develop and implement policies and procedures aimed at reducing exposure to the City. The City averages approximately 10-20 claims per year.

In addition, Risk Management oversees the placement of insurance and handles any related insurance claims and legal concerns.

Core services provided include:

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

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
316 - RISK MANAGEMENT					
1 - Revenue					
Investment Income	(13,120)	(15,609)	(15,765)	(156)	1.0%
1 - Revenue Total	(13,120)	(15,609)	(15,765)	(156)	1.0%
2 - Expense					
Insurance	166,246	187,578	200,000	12,422	6.6%
Other Operating Expenses	104,065	100,000	100,000	-	0.0%
2 - Expense Total	270,310	287,578	300,000	12,422	4.3%
316 - RISK MANAGEMENT Total	257,190	271,969	284,235	12,266	4.5%

Summary of Budget Changes from 2020 to 2021:

- Increase in insurance premiums.

2021 Goals and Objectives

- Update corporate-wide risk management framework/policy.

2020 Highlights

- Reviewed insurance coverage and conducted a gap analysis on all insurance policies.

Supply Management

Procurement is an essential professional service that ensures best value – without bias or favour – in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. As of September 2020, the City has awarded over \$11M in contractual awards, in 54 public competition projects achieving savings in excess of \$3M. This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
445 - SUPPLY MANAGEMENT					
2 - Expense					
Contracted Services	-	500	-	(500)	(100.0%)
Other Operating Expenses	4,691	4,882	3,850	(1,032)	(21.1%)
Wages & Benefits	200,867	213,146	220,023	6,877	3.2%
2 - Expense Total	205,558	218,528	223,873	5,345	2.4%
445 - SUPPLY MANAGEMENT Total	205,558	218,528	223,873	5,345	2.4%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 Goals and Objectives

- Complete purchasing process and policy review and to present to Council for adoption.
- Review cost saving opportunities for the City.
- Examine current procurement procedures to further automate and streamline processes.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Develop social value practices within the City's purchasing policy.
- Implement a vendor performance evaluation process.

2020 Highlights

- Conducted over 70 major competitions receiving over 160 bid submissions: 30% of competitions were for the purchase of goods, 48% of the competitions were for the purchase of services, and 22% for construction projects. Initiative a social procurement pilot project for trade services.
- Initiated a social procurement pilot project for trade services.
- Acquisitions include vehicles and equipment, Hwy 19A watermain and forcemain, waterfront sewer system upgrade, Centennial pool mechanical repairs and replacement, Painter, Barclay, Garfield watermain renewal, Shetland road PRV and Bathurst watermain, Hwy 19A & Maryland road traffic signal, downtown outdoor washroom, Discovery fishing pier repairs, airport taxiway installation, and fire department rescue pumper.
- Integrated the use of Bids and Tenders software for City procurement.
- Reviewed and updated the administration of procurement under trade agreements and City policy in response to COVID-19, as well as supporting Emergency Operations Centre needs.
- 2020 project award amounts to a value of approximately \$11.75 million.
- Annual savings achieved is approximately 3.48 million.





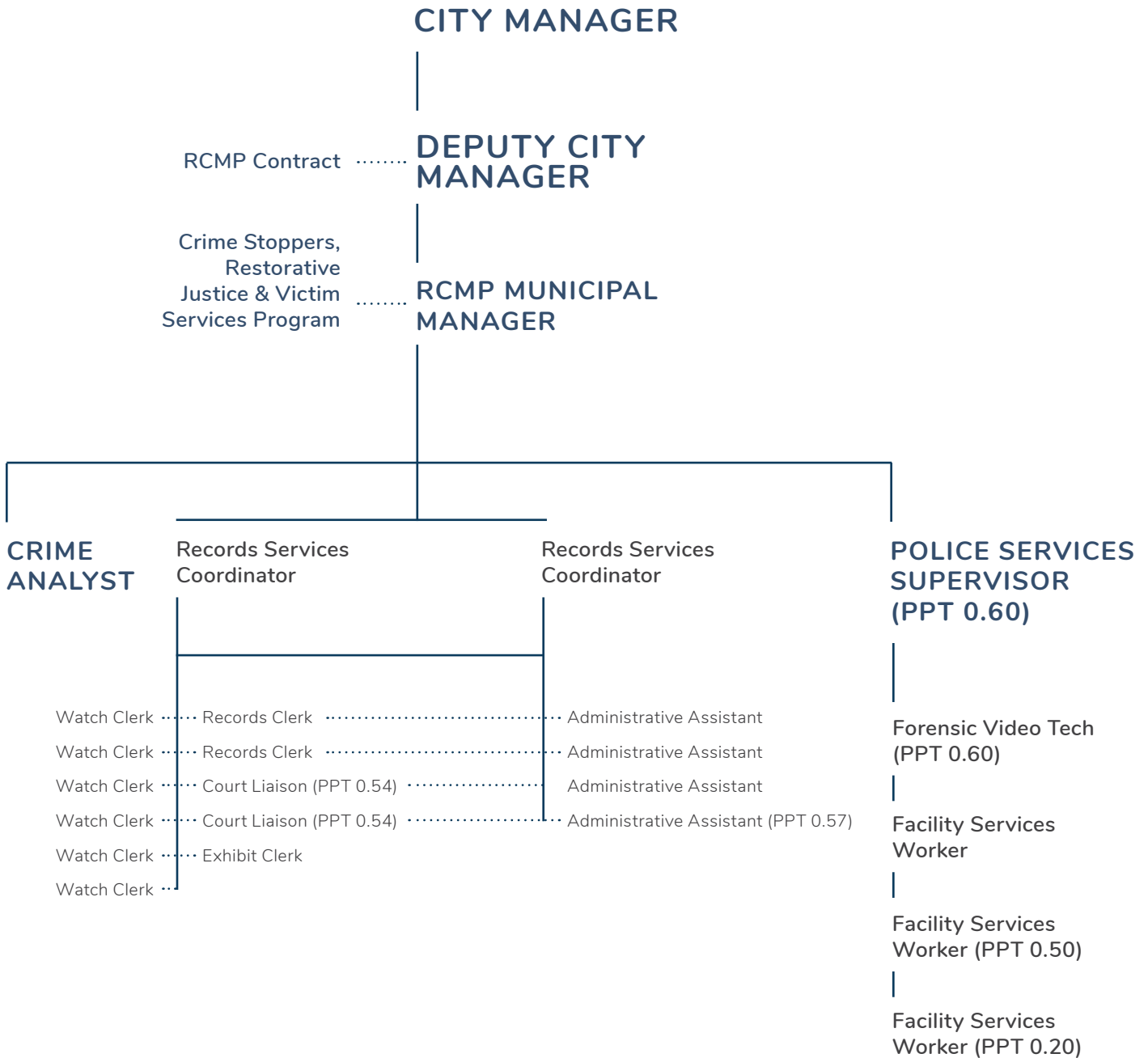
2021 BASE OPERATING BUDGET

RCMP





RCMP



RCMP Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
RCMP					
1 - Revenue					
Fees & Charges	(100,880)	(94,517)	(96,577)	(2,060)	2.2
Other Revenue	(563,483)	(612,638)	(577,514)	35,124	(5.7)
Sales of Goods & Services	(31,520)	(28,000)	(21,000)	7,000	(25.0)
1 - Revenue Total	(695,884)	(735,155)	(695,091)	40,064	(5.4)
2 - Expense					
Contracted Services	8,507,419	8,361,074	8,616,051	254,977	3.0
Insurance	13,280	13,781	14,470	689	5.0
Other Operating Expenses	65,441	118,017	121,185	3,169	2.7
Utilities	64,283	60,589	62,939	2,350	3.9
Wages & Benefits	1,770,987	1,864,191	1,978,275	114,085	6.1
2 - Expense Total	10,421,411	10,417,651	10,792,921	375,270	3.6
RCMP Total	9,725,527	9,682,496	10,097,830	415,334	4.3

Segment Variance

RCMP	
Decrease to Keep of Prisoner revenue	60,000
Increase to lease revenue	(23,000)
Increase to traffic fine sharing grant revenue	(3,876)
Net decrease to other revenue	6,940
Increase to RCMP contract	254,977
Increase to insurance	689
Increase to utilities	2,350
Increase to wages & benefits	114,085
Miscellaneous	3,169
OVERALL SEGMENT VARIANCE	415,334
VARIANCE %	4.3%

RCMP

The City funds 43 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property and traffic law enforcement, as well as crime reduction strategies.

Core department services:

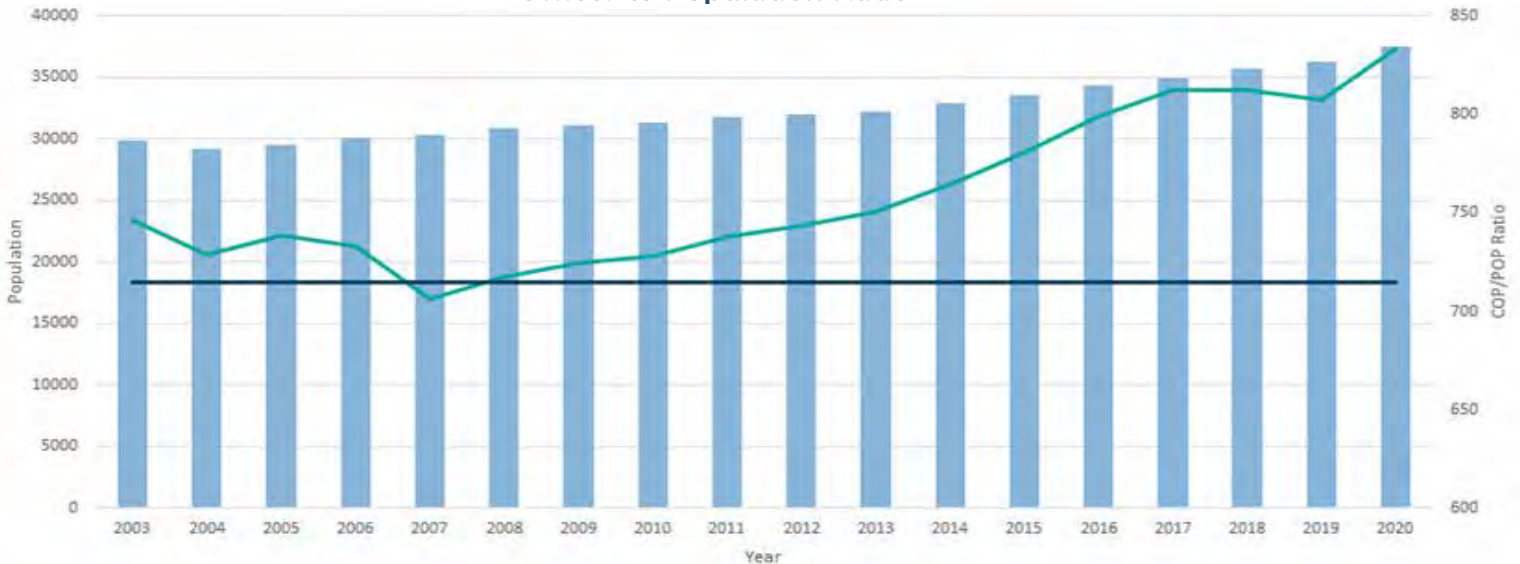
- Comprehensive policing and protective services.
- Enhanced community relations: RCMP members actively participate in community events.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
320 - RCMP					
1 - Revenue					
Other Revenue	(367,922)	(387,638)	(391,514)	(3,876)	1.0%
1 - Revenue Total	(367,922)	(387,638)	(391,514)	(3,876)	1.0%
2 - Expense					
Contracted Services	8,262,757	7,995,474	8,197,111	201,637	2.5%
Other Operating Expenses	500	3,730	3,850	120	3.2%
2 - Expense Total	8,263,257	7,999,204	8,200,961	201,757	2.5%
320 - RCMP Total	7,895,335	7,611,566	7,809,447	197,881	2.6%

Summary of Budget Changes from 2020 to 2021:

- Increase in Strategic Community Investment Fund (traffic fine revenue sharing) from the Province.
- Increase to RCMP contract with federal government.

Officer to Population Ratio

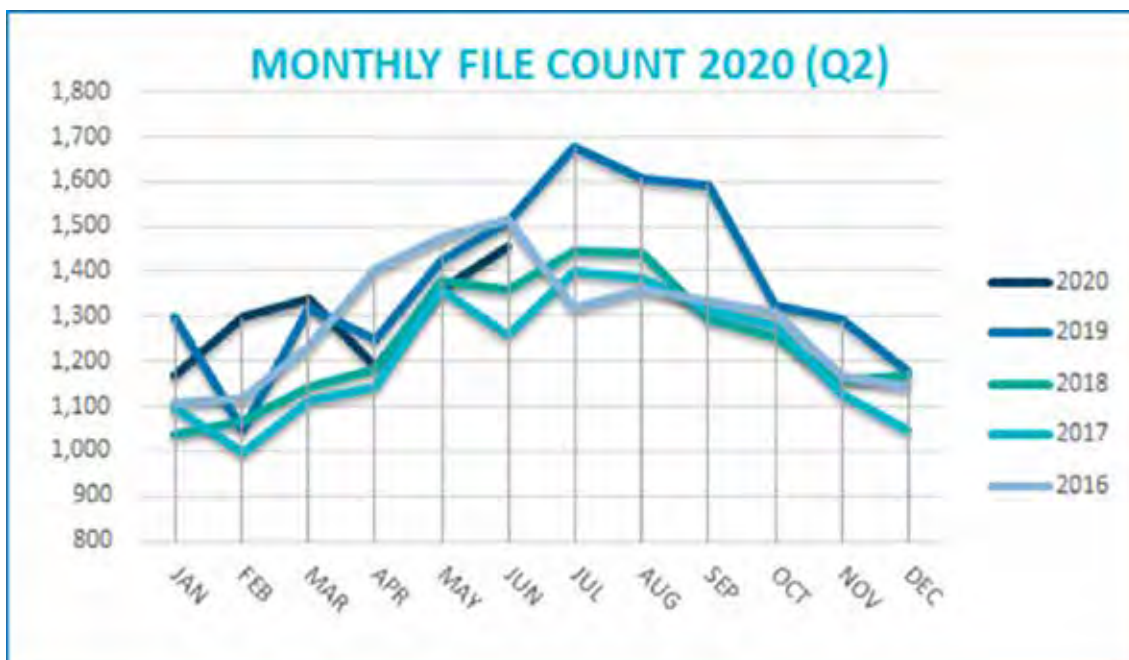


2021 Goals, Objectives and Work Plan

- The RCMP will continue to address strategic initiatives through development of the Annual Performance Plan in consultation with Mayor and Council.
- Police/Community Relations: continued active participation in community events.
- Drug Enforcement: continued teaching of DARE program to all Grade 6-7 students and targeted policing efforts individuals within the community who sell drugs.
- Traffic Enforcement: continued focus on distracted driving as well as impaired driving.
- First Nations Policing: continued proactive enforcement and cultural sensitivity training.
- Crime Reduction strategies specifically targeted within the downtown core in collaboration with the City's Downtown Safer Working Group.
- Crime Reduction: Strategies specifically target the downtown core. The RCMP aims to decrease the effects of alcohol abuse in this area by decreasing the number of incidents of Cause Disturbance/ Drunk in a Public Place. This will be achieved through a number of initiatives including foot and bike patrols, as well as participation in the Downtown Safety Working Group.

2020 Highlights

- The annual file count for 2019 was 16,518. As at Q2 of 2020, the file count was 7,810 and trending to align with 2019 numbers.
- The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.



Police Protection

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

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

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
321 - POLICE PROTECTION					
1 - Revenue					
Fees & Charges	(34,026)	(28,000)	(26,000)	2,000	(7.1%)
Other Revenue	(195,561)	(225,000)	(186,000)	39,000	(17.3%)
Sales of Goods & Services	(31,520)	(28,000)	(21,000)	7,000	(25.0%)
1 - Revenue Total	(261,107)	(281,000)	(233,000)	48,000	(17.1%)
2 - Expense					
Contracted Services	244,662	365,600	418,940	53,340	14.6%
Insurance	13,280	13,781	14,470	689	5.0%
Other Operating Expenses	59,515	98,517	100,424	1,908	1.9%
Utilities	63,696	60,189	62,539	2,350	3.9%
Wages & Benefits	1,686,389	1,765,747	1,874,891	109,145	6.2%
2 - Expense Total	2,067,542	2,303,833	2,471,265	167,432	7.3%
321 - POLICE PROTECTION Total	1,806,434	2,022,833	2,238,265	215,432	10.7%

Summary of Budget Changes from 2020 to 2021:

- Reduction in cost recovery for keep of prisoners due to decrease in provincial detainments.
- Reduction in revenues for fingerprinting and criminal record checks.
- Increase to Commissionaires contract for prison guard services.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

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

2020 Highlights

- In 2019, the department processed 239 requests for video evidence for court files representing a total of 476 hours; requests for video processing as at Q2 of 2020 were 152 representing a total of 549 hours and are expected to significantly exceed the service hours provided in 2019.
- The department processed 3,082 police information checks for 2019; as at Q2 of 2020, the department processed 62.5 per cent fewer PICs as compared to the same reporting period for 2019.
- In 2019 the department processed 580 fingerprint submissions; as at Q2 of 2020, fingerprint submissions were 144, a 75 per cent reduction from the same reporting period for 2019.
- The annual prisoner count for 2019 was 1,195; as at Q2 of 2020, the prisoner count was 532 and trending to be less than 2019 numbers. The ratio of prisoners is 86.5 per cent municipal, 13.4 per cent provincial, and 0.1 per cent federal.
- The City recovered \$80,830 from the provincial Keep of Prisoners program in 2019 for the keep of provincial prisoners in the Campbell River lock-up facility; revenues as at Q1 of 2020 were \$9,535 and are expected to be under budget by year end.

Victim Services

Provides services to victims and witnesses of all crimes and trauma.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
356 - VICTIM SERVICES					
1 - Revenue					
Fees & Charges	(66,855)	(66,517)	(70,577)	(4,060)	6.1%
1 - Revenue Total	(66,855)	(66,517)	(70,577)	(4,060)	6.1%
2 - Expense					
Other Operating Expenses	5,426	15,770	16,911	1,141	7.2%
Utilities	588	400	400	-	0.0%
Wages & Benefits	84,598	98,444	103,384	4,940	5.0%
2 - Expense Total	90,612	114,614	120,695	6,081	5.3%
356 - VICTIM SERVICES Total	23,758	48,097	50,118	2,021	4.2%

Summary of Budget Changes from 2020 to 2021:

- Increase in grant revenue from Province.
- Increase in training and development.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Provide crisis intervention and immediate and follow-up assistance to victims and witnesses of crime and trauma.
- Enhance the Victim Services volunteer program.

2020 Highlights:

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



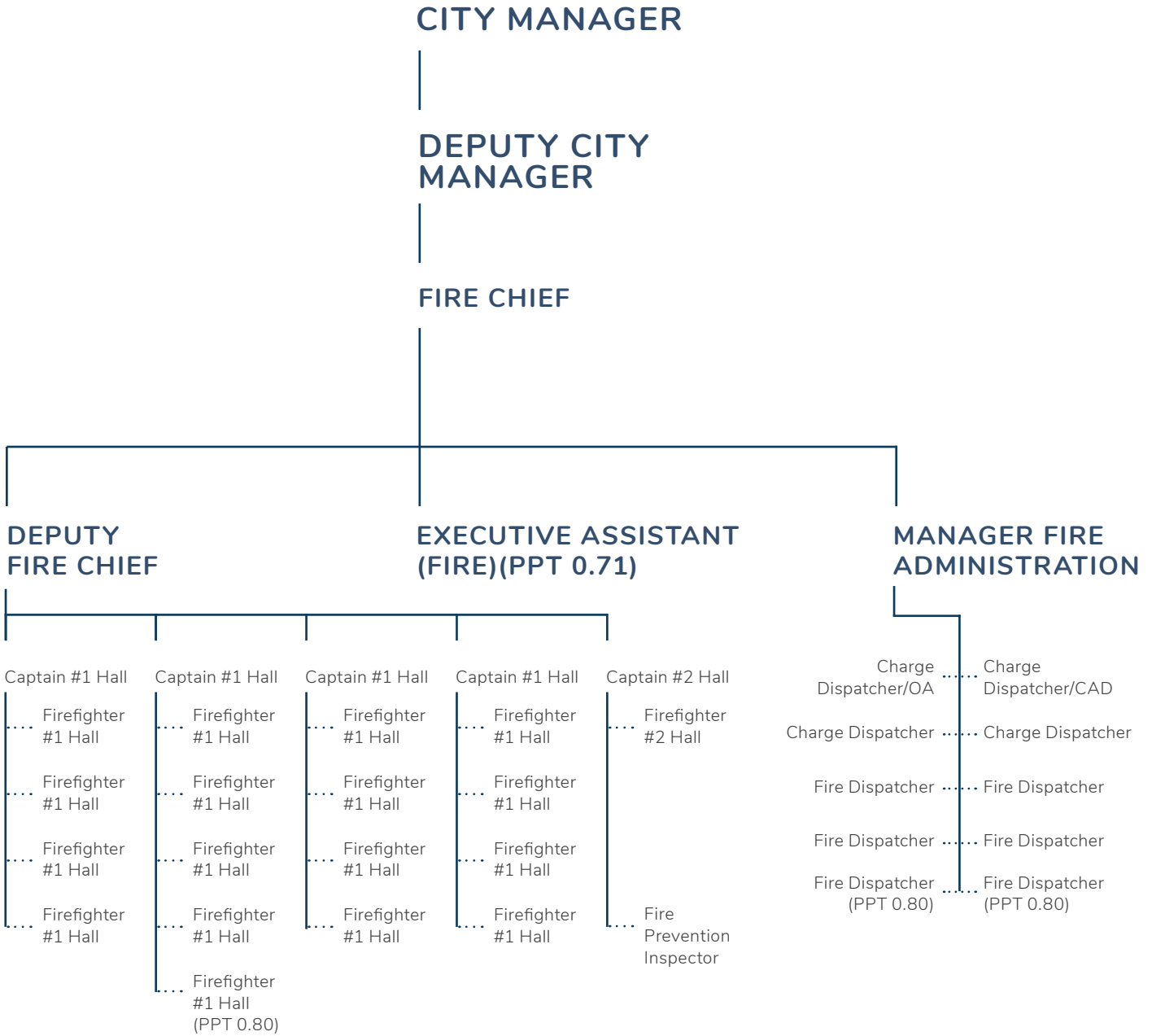
2021 BASE OPERATING BUDGET

Fire





Fire



Fire Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
FIRE					
1 - Revenue					
Fees & Charges	(1,768,257)	(1,880,200)	(1,936,100)	(55,900)	3.0%
Other Revenue	(109,844)	(20,683)	(20,896)	(213)	1.0%
1 - Revenue Total	(1,878,100)	(1,900,883)	(1,956,996)	(56,113)	3.0%
2 - Expense					
Contracted Services	311,866	328,797	247,506	(81,291)	(24.7%)
Insurance	38,152	40,131	50,463	10,332	25.7%
Other Operating Expenses	595,175	532,359	524,245	(8,114)	(1.5%)
Utilities	21,469	18,418	19,644	1,225	6.7%
Wages & Benefits	5,538,804	5,662,403	5,981,659	319,256	5.6%
2 - Expense Total	6,505,465	6,582,109	6,823,516	241,408	3.7%
FIRE Total	4,627,364	4,681,226	4,866,520	185,295	4.0%

Segment Variance

FIRE	
Increase to shared service revenues	(55,900)
Increase to other revenue	(213)
Decrease to contracted service (offset by increase in wages/benefits for new mechanic)	(81,291)
Increase to insurance (partially offset by decrease to Fleet insurance)	10,332
Decrease to other operating expenses (offset by increase from mechanic)	(8,114)
Increase to utilities	1,225
Increase to wages & benefits	319,256
OVERALL SEGMENT VARIANCE	185,295
VARIANCE %	4.0%

Fire Protection

Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities, and a portion of Area D of the Strathcona Regional District south of Campbell River from two fire stations. Fire protection services are maintained 24 hours a day by 25 career firefighters, 44 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

Core department services:

- Fire suppression, vehicle extrication, hazardous material response, environmental protection, pre-hospital emergency medical care, technical rescue (confined space rescue, low & high angle rope rescue, tower crane rescue, shore-based swift water rescue, elevator rescue)
- Airport fire and rescue services
- Fire inspections and code enforcement
- Pre-incident planning
- Fire and life safety public education
- Enforcement of Fire Services Bylaw, Building Bylaw, Clean Air Bylaw, Fireworks Regulation Bylaw and False Alarm Bylaw
- Fire investigation
- Development Plan Review
- Emergency Management
- Fire fleet maintenance

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
322 - FIRE PROTECTION					
1 - Revenue					
Fees & Charges	(489,730)	(547,200)	(558,100)	(10,900)	2.0%
Other Revenue	(109,844)	(20,683)	(20,896)	(213)	1.0%
1 - Revenue Total	(599,573)	(567,883)	(578,996)	(11,113)	2.0%
2 - Expense					
Contracted Services	311,223	328,032	246,741	(81,291)	(24.8%)
Insurance	37,762	39,690	50,000	10,310	26.0%
Other Operating Expenses	579,703	506,787	497,368	(9,419)	(1.9%)
Utilities	19,273	17,118	18,344	1,225	7.2%
Wages & Benefits	4,361,780	4,528,514	4,797,485	268,971	5.9%
2 - Expense Total	5,309,742	5,420,141	5,609,937	189,796	3.5%
322 - FIRE PROTECTION Total	4,710,168	4,852,258	5,030,941	178,683	3.7%

Summary of Budget Changes from 2020 to 2021:

- Increase to revenues for shared-service agreements with Strathcona Regional District, and local First Nations.
- Reduction in fleet charges due to addition of in-house mechanic position.
- Reduction in contracted services due to addition of in-house mechanic position.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Address strategic safety issues identified in the Fire Services Review.
- Complete wildfire evacuation route planning through UBCM Grant funding.
- Enhance work environment focused on wellness & positive culture so that all emergency service employees can feel supported physically and mentally.
- Identify and secure site location for new fire station headquarters.
- Enhance partnerships and collaboration with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- Increase FireSmart Public Education around interface areas.

2020 Highlights

- Recruited and trained eight new paid-on-call firefighters.
- Delivery of replacement fire apparatus for No. 2 fire station in Q4.
- Implemented 7-day a week staffing of No. 2 fire station during the day.
- Improved fire fleet maintenance program.
- Community Wildfire Protection Plan completed.
- Developed a FireSmart Guide to Landscaping specific to vegetation in the North Island Region.
- Received \$25,000 UBCM funding for fire equipment, \$25,000 UBCM grant funding for Emergency Operations Center equipment and training, and \$25,000 UBCM grant funding for Emergency Support Services (ESS) training.
- Application submitted to UBCM Community Resiliency Investment Program for wildfire fuel prescription and treatment of Beaver Lodge Lands.
- Application submitted to UBCM Community Emergency Preparedness Program to complete a Wildfire Evacuation Route Plan in partnership and support from the Wei Wai Kai, Wei Wai Kum and Homalco First Nations and the Strathcona Regional District (Area D) specified fire protection area.
- Maintained employee and public safety while continuing to deliver emergency response during the pandemic.
- Created and trained a Peer Support Team in support of our employee wellness program.

E-911

This department delivers emergency fire dispatch communications to seven regional districts (61 fire departments) throughout the North Island, qathet region, and Peace River region, encompassing a total service area of more than 176,000 square kilometres. Fire dispatch operations are maintained 24 hours a day. The City and fire dispatch centre has achieved many milestones in the course of our 25 years of providing service through the contract with the North Island 9-1-1 Corporation (NI911).

Core department services:

- Answer 9-1-1 and other emergency telephone calls from the general public & stakeholder agencies.
- Create incidents for dispatch in the Computer Automated Dispatch (CAD) system.
- Paging and two-way radio dispatch communication services to fire departments within the North Island 9-1-1 service area.
- Arrange for the provision of additional resources in response to an emergency when requested by fire departments.
- Provide radio communications training to fire agencies in the North Island 9-1-1 service area.
- Deliver high-quality, reliable, and continuous service that meets the needs of first responders and public safety.
- Alarm Bylaw.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
323 - E-911					
1 - Revenue					
Fees & Charges	(1,278,527)	(1,333,000)	(1,378,000)	(45,000)	3.4%
1 - Revenue Total	(1,278,527)	(1,333,000)	(1,378,000)	(45,000)	3.4%
2 - Expense					
Contracted Services	643	765	765	-	0.0%
Insurance	389	441	463	22	5.0%
Other Operating Expenses	15,472	25,572	26,877	1,305	5.1%
Utilities	2,195	1,300	1,300	-	0.0%
Wages & Benefits	1,177,023	1,133,890	1,184,174	50,284	4.4%
2 - Expense Total	1,195,723	1,161,968	1,213,579	51,611	4.4%
323 - E-911 Total	(82,804)	(171,032)	(164,421)	6,611	(3.9%)

- Summary of Budget Changes from 2020 to 2021:
 - Increase to revenues for E-911 contract with North Island 911 Corporation and Peace River Regional District
 - Increase in wages and benefits

2021 Strategic Goals and Objectives

- Deploy technology upgrades & training associated with Next Generation 9-1-1 (NG911).
- Improve business continuity plans to ensure that a single site disruption does not interrupt services.
- Review call-taking and dispatch practices to meet NG911 standards and provide sound change management to ensure a smooth transition to NG911 .
- Support Campbell River’s tech ecosystem by providing state of the art dispatch and Next Generation 9-1-1 technology.
- Collaborate with partners to develop and enhance the quality of Fire Dispatch and ensure a healthy and trusting relationship with the fire departments and regional districts we serve.
- Enhance the work environment focused on wellness & positive culture so that all emergency service employees can feel supported physically and mentally.
- Expand Fire Dispatch service area to include the Cowichan Valley Regional District.

2020 Highlights

- Provided dispatch services for an estimated 17,127 fire and medical emergency incidents to Fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 – Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as NFPA Standard 1061 – Professional.
- Continued to maintain qualifications for public safety telecommunications personnel.
- Purchased equipment and the technology required to meet NG911 standards.
- Continued to seek expansion of service delivery area for fire dispatch.
- Upgraded and expanded the SCOUT Radio backup system for fire dispatch service.

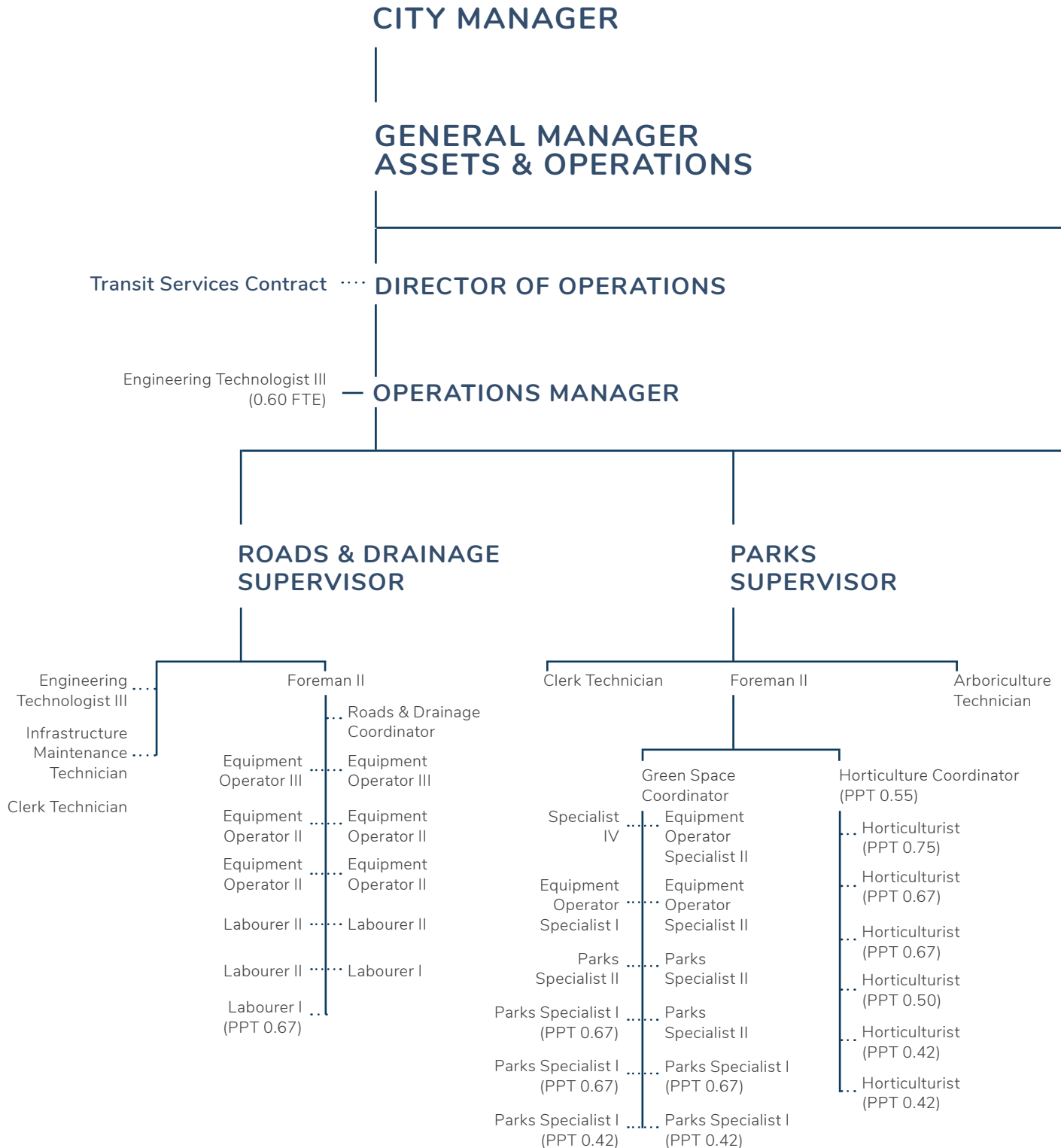
2021 BASE OPERATING BUDGET

Assets & Operations





Assets & Operations



**FLEET & FACILITIES
MANAGER**

- Contractor Coordinator
- Storekeeper
- Maintenance Coordinator
- Administrative Assistant
- Administrative Assistant (0.60 FTE)
- Fleet Services Coordinator/Mechanic
- Mechanic
- Mechanic

**CAPITAL WORKS
MANAGER**

**CAPITAL
WORKS
SUPERVISOR**

Engineering
Technologist III

Engineering Technologist III ...
Project Controls Technician ...
Administrative Assistant ...

Assets & Operations Budget Summary

ASSETS & OPERATIONS	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
1 - Revenue					
Fees & Charges	(971,577)	(988,075)	(1,021,934)	(33,859)	3.4%
Other Revenue	(74,556)	(87,400)	(88,400)	(1,000)	1.1%
Sales of Goods & Services	(63,565)	(51,357)	(50,800)	557	(1.1%)
1 - Revenue Total	(1,109,698)	(1,126,832)	(1,161,134)	(34,302)	3.0%
2 - Expense					
Contracted Services	3,883,363	3,755,403	3,783,435	28,032	0.7%
Insurance	194,450	220,432	194,013	(26,420)	(12.0%)
Other Operating Expenses	2,144,524	1,894,383	1,905,408	11,025	0.6%
Utilities	803,818	806,504	840,246	33,743	4.2%
Wages & Benefits	4,312,958	4,511,850	4,601,210	89,361	2.0%
2 - Expense Total	11,339,113	11,188,572	11,324,313	135,740	1.2%
ASSETS & OPERATIONS Total	10,229,414	10,061,741	10,163,179	101,438	1.0%

Segment Variance

ASSETS & OPERATIONS	
Increase to revenues	(34,302)
Increase to transit contracted service	98,032
Decrease to Centennial Pool facility maintenance	20,000
Decrease to other facility R&M (temporary cost saving measure)	(75,000)
Decrease to insurance (transfer to Fire Department)	(26,420)
Increase to wages & benefits	89,361
Increase to utilities for streetlight LED conversion (will result in future decreases)	19,958
Increase to other utilities	13,785
Miscellaneous	(3,976)
OVERALL SEGMENT VARIANCE	101,438
VARIANCE %	1.0%

General Manager of Assets & Operations

Working directly with the City Manager, the General Manager Assets and Operations assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for assets and operations (capital works, stores, fleet, facilities, transportation, roads, public transit, solid waste, parks, cemeteries, water, sewer and storm drains).

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
400 - GM ASSETS & OPERATIONS					
2 - Expense					
Other Operating Expenses	13,419	11,668	12,900	1,232	10.6%
Utilities	1,038	660	660	-	0.0%
Wages & Benefits	193,295	87,418	141,907	54,489	62.3%
2 - Expense Total	207,753	99,746	155,467	55,721	55.9%
400 - GM ASSETS & OPERATIONS Total	207,753	99,746	155,467	55,721	55.9%

Summary of Budget Changes from 2020 to 2021:

- Decrease in wages transferred to other departments.

Capital Works

This department focuses on the consistent delivery of all of the major capital projects approved for design and/ or construction in the long range Capital Plan. Services provided by the department align with the phases of major project delivery, evolving from a support role early on in the project life cycle to the lead role when the project enters detailed design and construction, followed by support during the maintenance period. The department work effort peaks during the construction process to ensure all necessary support and controls are in place and that the project is delivered in accordance with the objectives and constraints.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
448 - CAPITAL WORKS					
2 - Expense					
Contracted Services	249	500	500	-	0.0%
Other Operating Expenses	23,130	14,655	15,000	345	2.4%
Utilities	2,118	1,980	1,980	-	0.0%
Wages & Benefits	195,428	193,922	199,529	5,607	2.9%
2 - Expense Total	220,925	211,057	217,009	5,952	2.8%
448 - CAPITAL WORKS Total	220,925	211,057	217,009	5,952	2.8%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages & benefits.

2021 Strategic Goals and Objectives

- Highway 19A Phase 3 – complete construction of landscaping and overhead electrical.
- Waterfront Sewer Upgrades – complete construction of Lift Stations No 4-6.
- Seagull Walkway Repairs and Hilchey Watermain Renewal Phase 2 – complete design and construction.
- CIPP Sewermain Rehabilitation – complete design and construction of approximately 2,500m.
- NWECC Electrical Upgrades – complete detailed design and commence construction.
- Sportsplex Renovations – complete detailed design.
- Highway 19A Sewer Upgrade and Drainage System Rehabilitation 6th Avenue/Nunns Creek – complete design. Seagull Walkway – complete design and acquire necessary approvals.

2020 Highlights

- Highway 19A Phase 3 – construction of roadway and utility works completed.
- Waterfront Sewer Upgrades – sanitary forcemain construction completed.
- Larwood Erickson Sewermain Replacement – construction completed.
- Hilchey Road Watermain Phase 1, NWECC Bio Solids Field 2 rehabilitation, Rockland Road Watermain Emergency Repair and Municipal Broadband 11th Avenue – design and construction completed.
- Cured In-Place Pipe Sewermain Rehabilitation – 2,400 meters design and construction completed.
- Airport Taxiway C conceptual design and ACAP funding application completed.
- Sportsplex Phase 1 Renovations – preliminary design completed.
- Seagull Walkway – preliminary design completed and Land Tenure strategy developed.
- NWECC Electrical Upgrades – preliminary design completed.
- Robron Fieldhouse - civil construction work completed.

Fleet

This department is responsible for maintaining and managing the City's vehicle and equipment fleet. The department ensures safe operation and maintenance of the City's fleet (approximately 120 pieces of rolling stock), as well as approximately 100 additional pieces of auxiliary equipment, small engines, pumps, tow-behind equipment and small tools with a total replacement value of approximately \$10 million. The department also supports in house maintenance of small tooling, fabrication services, and standby generator maintenance.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
447 - FLEET					
2 - Expense					
Contracted Services	248,938	203,000	203,000	-	0.0%
Insurance	137,610	158,495	128,993	(29,502)	(18.6%)
Other Operating Expenses	581,626	491,664	496,520	4,856	1.0%
Utilities	3,119	2,800	2,800	-	0.0%
Wages & Benefits	446,565	478,301	485,934	7,634	1.6%
2 - Expense Total	1,417,859	1,334,260	1,317,248	(17,012)	(1.3%)
447 - FLEET Total	1,417,859	1,334,260	1,317,248	(17,012)	(1.3%)

Summary of Budget Changes from 2020 to 2021:

- Increase in fuel expenses for fleet.
- Reduction in insurance (transferred to fire department for fire fleet as part of the addition of the fire mechanic position).
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Work towards the implementation of a new fleet maintenance / asset management software package.
- Refine departmental standard operating practices and draft service level agreements with customer departments.
- Improve use of the City's fleet GPS/AVL location data to improve overall fleet efficiencies.

2020 Highlights

- Replacement of a number of important fleet units including a multi-purpose Toolcat, a commercial rough terrain mower, a backhoe, a plow/ice control truck for the Airport, and several light duty vehicles.
- Developed updated vehicle use and sanitizing protocols for all city vehicle operators in response to COVID-19 concerns.
- Heavily utilized the Airport operations shop to maintain preventative maintenance program through COVID-19.

Stores

Stores manages internal parts and materials and stocks approximately 1,700 stock keeping units (SKUs) at a value of \$325,000. Items include clamps, pipes, and fittings that are used in emergency repair and are not readily available locally. These are critical to providing uninterrupted City services.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
449 - STORES					
2 - Expense					
Other Operating Expenses	(28,488)	(28,568)	(29,249)	(681)	2.4%
Utilities	473	260	260	-	0.0%
Wages & Benefits	83,860	87,860	90,192	2,332	2.7%
2 - Expense Total	55,845	59,552	61,203	1,652	2.8%
449 - STORES Total	55,845	59,552	61,203	1,652	2.8%

Summary of Budget Changes from 2020 to 2021:

- Increase to wages and benefits

2021 Strategic Goals and Objectives

- Review stock movements in an effort to streamline stores inventory carryings and maximize available space for the function.
- Work with Purchasing Department to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.
- Continue to explore all options and sales channels for providing COVID-19 related Personal Protective Equipment and supplies for the safe provision of City services.
- Continue efforts to improve functionality of the Dogwood Operations Centre yard.

2020 Highlights

- Department was heavily leveraged in support of the COVID-19/Emergency Operations Centre response. This included the acquisition of Personal Protective Equipment, sanitizer, masks, and other critical response items for all departments as part of the City's ongoing COVID-19 business continuity plans.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.

Facilities

The department manages more than 300,000 square feet of a 30-plus mixed use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$100 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system.

Station one dispatch at the Dogwood Operations Centre, the City's primary operations reporting line, handles approximately 5,500 requests for service annually while also providing radio dispatch and other support functions for much of the City's operations crews.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
450 - FACILITIES					
2 - Expense					
Contracted Services	888,430	738,000	668,000	(70,000)	(9.5%)
Insurance	50,721	55,346	58,113	2,767	5.0%
Other Operating Expenses	201,150	140,110	141,424	1,314	0.9%
Utilities	170,986	171,909	178,475	6,566	3.8%
Wages & Benefits	513,115	441,968	452,894	10,925	2.5%
2 - Expense Total	1,824,402	1,547,333	1,498,905	(48,427)	(3.1%)
450 - FACILITIES Total	1,824,402	1,547,333	1,498,905	(48,427)	(3.1%)

Summary of Budget Changes from 2020 to 2021:

- Temporary decrease in unnecessary facility repairs & maintenance as one-time savings to offset reductions in gaming revenue.
- Increase in electricity/natural gas utilities.
- Increase in wages & benefits.

2021 Strategic Goals and Objectives

- Utilize data from the long range facilities capital plan to further advance the City's 10 year facilities capital plan.
- Work with other stakeholders to select long term facilities maintenance / asset management software.
- In conjunction with the Purchasing Department, standardize and refine trades contractor procurement processes, utilizing any Council directed social procurement policies that fit well with the department's need for local response times.
- Work with the Transportation and Long Range Planning & Sustainability Departments to develop a long range plan and new charging protocols for the City's network of publicly accessible Electric Vehicle (EV) charging stations.
- Finalize updating of a number of Fire Safety Plans for the portfolio.

2020 Highlights

- Department was heavily involved in the City's Emergency Operations Centre / COVID-19 response particularly around the modification of staff workstations and public service counters, redeploying staff as needed, updating signage, installation / acquisition of sanitizer dispensers, and developing various protocols for managing social distancing throughout the facility portfolio.
- Completed a number of major capital projects including rehabilitation of the Centennial Pool's gutter and basin, as well as replacement of the gymnasium floor and movable wall at the Sportsplex.
- Completed a rehabilitation of the City Hall 2nd floor foyer aimed at improving the overall customer experience.

Transportation Management

Providing operational department oversight for Roads, Drainage, Transit, Solid Waste, Water and Wastewater services through the Director of Operations in addition to transportation planning, engineering and support of capital projects and Roads operations.

Core department services:

- Operational departments oversight.
- Transportation planning and engineering.
- Management of BC Transit service delivery.
- Oversight of Traffic Orders and Traffic Bylaws.
- Community liaison regarding transportation issues.
- Oversight of active transportation services.
- Management of solid waste collection contracts.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
501 - TRANSPORTATION					
2 - Expense					
Other Operating Expenses	13,604	3,043	3,150	107	3.5%
Utilities	968	1,000	1,000	-	0.0%
Wages & Benefits	192,937	168,881	114,748	(54,133)	(32.1%)
2 - Expense Total	207,508	172,924	118,898	(54,026)	(31.2%)
501 - TRANSPORTATION Total	207,508	172,924	118,898	(54,026)	(31.2%)

Summary of Budget Changes from 2020 to 2021:

- Decrease in wages & benefits due to changes in wage allocations to other departments

2021 Strategic Goals and Objectives

- Continue to provide community reviews and evaluation of traffic concerns and issues.
- Work with BC Transit on the annual shelter program.
- Liaise with and obtain grants from ICBC for traffic improvements.
- Installation of new traffic and pedestrian lights.
- Initiate the review and updating of the Master Transportation Plan.
- Support Development Services on transportation matters.

2020 Highlights

- Tendering and installation of new traffic signals at 13th and Dogwood.
- Installation of new transit shelters.
- Community transportation committee led by ICBC.
- Annual traffic counting and evaluation.
- Issue Traffic Orders for the installation of regulatory markings and signage.
- Ongoing evaluation of community concerns relating to traffic.

Roads

The Roads Department is responsible for preservation and maintenance of the City's surficial infrastructure.

Core department services:

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

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
532 - ROADS					
1 - Revenue					
Other Revenue	-	(35,000)	(35,000)	-	0.0%
1 - Revenue Total	-	(35,000)	(35,000)	-	0.0%
2 - Expense					
Contracted Services	421,489	409,142	409,142	-	0.0%
Insurance	475	484	494	10	2.0%
Other Operating Expenses	714,015	683,422	684,693	1,271	0.2%
Utilities	499,669	505,442	525,400	19,958	3.9%
Wages & Benefits	1,133,149	1,226,058	1,249,687	23,629	1.9%
2 - Expense Total	2,768,798	2,824,548	2,869,415	44,868	1.6%
532 - ROADS Total	2,768,798	2,789,548	2,834,415	44,868	1.6%

Summary of Budget Changes from 2020 to 2021:

- Increase to utilities based on capital recovery fee levied by BC Hydro for conversion of streetlights to LED standard. Will result in future decreased operating expenses.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Complete annual asphalt overlay as per the pavement management plan developed in 2018.
- Install curb, gutter and sidewalk on Cheviot Road.
- Complete annual sidewalk inspection and repair program.
- Investigate options for on-line form for citizens to submit service requests.
- Initiate Master Transportation Plan and Dogwood corridor plan.

2020 Highlights

- Responded to more than 1,800 service requests.
- Completed road overlays on Quinsam, Detweiler, Charleville, Rainbow, and Chum.
- Installed new sidewalks on South McPhederan Street.
- Installation of Greenways Loop signage.
- Upgraded road marking to thermoplastic at a number of intersections.
- Installation of new bus shelters.

Public Transit

Public Transit is provided in Campbell River and portions of Area D to the south through a partnership between the City, Strathcona Regional District and BC Transit.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
536 - PUBLIC TRANSIT					
1 - Revenue					
Fees & Charges	(940,809)	(959,075)	(992,934)	(33,859)	3.5%
Other Revenue	(33,272)	(25,000)	(25,000)	-	0.0%
1 - Revenue Total	(974,081)	(984,075)	(1,017,934)	(33,859)	3.4%
2 - Expense					
Contracted Services	2,130,646	2,178,481	2,276,513	98,032	4.5%
Other Operating Expenses	67,333	58,712	59,848	1,136	1.9%
Wages & Benefits	30,864	35,197	35,928	731	2.1%
2 - Expense Total	2,228,843	2,272,390	2,372,289	99,899	4.4%
536 - PUBLIC TRANSIT Total	1,254,762	1,288,315	1,354,355	66,040	5.1%

Summary of Budget Changes from 2020 to 2021:

- Increase in transit fare revenues from 2020 fee review.
- Increase in contract costs with BC Transit.

Core department services:

- Conventional transit service.
- Custom (HandyDART) transit service.
- Transit partnerships with local First Nations Communities and Area D.
- Working with local operating company – PTW Transit.
- Local transit planning and promotion.
- Bus stops and shelters.
- BC Transit Liaison.

2021 Strategic Goals and Objectives

- Review and assess changes made to the system in the fall of 2017 and explore options to address further improvements to the system late in 2021/22.
- Expand transit shelters and improve stop locations both within the City and in Area D in partnership with Ministry of Transportation and Infrastructure.
- Implement short and medium term recommendations of the Transit Futures Plan.
- Explore opportunities to promote monthly/semester fare products.
- Promote the community's awareness of transit services such as Bus to Work week.
- Explore opportunities for Compressed Natural Gas transit fleet with Fortis and BC Transit.

2020 Highlights

- Implemented fare increases in April 2020.
- Completed minor changes to the routes and schedules, effective January 2020, in order to address some of the concerns from the 2017 change.
- Applied changes in April to the #7 Petersen route to better serve seniors in the Ironwood area and hospital site.
- Installed eight new shelters in partnership with BC Transit.
- New Transit Maintenance Facility was opened in April.
- Fleet change over completed for the new Vicinity buses.





Parks

This department implements parks improvements in accordance with the Strategic Parks Plan and Parks Parcel Tax projects and is responsible for cemetery operations, and day-to-day management of 337 acres of parks, sports fields, trails, public open spaces, urban forest and playgrounds. Parks facilities that are maintained by this department include Splashpark, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, soccer and baseball facilities, bike park and sand volleyball courts. Two cemeteries and 76 active parks require turf, irrigation and horticulture maintenance. The department also maintains oceanfront and McIvor Lake boat ramps, 240 garbage receptacles and 24 outdoor washrooms.

Core department services:

- Community banner program and decorative lighting.
- Oceanfront Seawalk maintenance plus 43 km of trails and subdivision walkways.
- Marine foreshore restoration.
- McIvor Lake beach maintenance.
- Park furniture donation program (243 benches, tables).
- Assessing City property, greenspace and street trees for hazards, sightlines (more than 3,325 street trees).
- Special events support (especially for Canada Day, Spirit Square).
- Vandalism repairs, graffiti removal, biohazard disposal.
- Invasive plant species removal and community beautification support (Broom Busters, Business Improvement Associations).

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
720 - PARKS					
1 - Revenue					
Fees & Charges	(30,768)	(29,000)	(29,000)	-	0.0%
Other Revenue	(27,780)	(15,000)	(15,000)	-	0.0%
1 - Revenue Total	(58,548)	(44,000)	(44,000)	-	0.0%
2 - Expense					
Contracted Services	191,180	216,640	216,640	-	0.0%
Insurance	5,598	6,064	6,367	303	5.0%
Other Operating Expenses	534,432	506,421	507,822	1,401	0.3%
Utilities	121,550	120,249	127,352	7,103	5.9%
Wages & Benefits	1,455,587	1,737,886	1,774,945	37,059	2.1%
2 - Expense Total	2,308,347	2,587,260	2,633,125	45,866	1.8%
720 - PARKS Total	2,249,799	2,543,260	2,589,125	45,866	1.8%

Summary of Budget Changes from 2020 to 2021:

- Increase in electricity and utility costs for park facilities.
- Increase in wages and benefits.

2021 Strategic Goals and Objectives

- Continue maintenance of Campbell River's greenspace and horticulture areas.
- Continue development of asset management plan for parks standards.
- Develop Parks Irrigation Strategy.
- Implement fence upgrades and replacements in Parks.
- Continue implementation of Asset Management – Park Infrastructure Renewal.
- Continue implementation of Urban Forestry Management Plan recommendations within the City.
- Continue upgrading the all-weather field at Willow Point Park to a natural grass lighted field.

2020 Highlights

- Installation of irrigation, landscaping, and underground electric was completed at Discovery walkway.
- Completion of Bike Skills Park at Willow Park.
- Upgrades to the Disc Golf course at Willow Point.
- Resurfacing and crack repairs at Willow Point Tennis Courts.
- Upgrades to the Skate Park at Willow Point Park.
- Arboriculture Technician initiated work on Urban Forestry Management Plan.
- Placement of bear proof garbage cans at McIvor Lake.
- Projected number of service requests for 2020 is approximately 275.

Cemeteries

Operation and maintenance of the Hwy 19 and Elk Falls cemeteries.

2021 Goals, Objectives and Work Plan

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 45 interments).

2020 Highlights

- Continued installation of cemetery frames at Elk Falls Cemetery.
- Continuing tree infill at Elk Falls Cemetery.
- Green Burial and Up Right plots available for purchase.
- Updated Cemetery Bylaw.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
752 - CEMETERIES					
1 - Revenue					
Other Revenue	(13,504)	(12,400)	(13,400)	(1,000)	8.1%
Sales of Goods & Services	(63,565)	(51,357)	(50,800)	557	(1.1%)
1 - Revenue Total	(77,069)	(63,757)	(64,200)	(443)	0.7%
2 - Expense					
Contracted Services	2,431	9,640	9,640	-	0.0%
Insurance	46	44	46	2	5.0%
Other Operating Expenses	24,303	13,257	13,300	43	0.3%
Utilities	3,898	2,204	2,320	116	5.3%
Wages & Benefits	68,157	54,358	55,446	1,087	2.0%
2 - Expense Total	98,834	79,503	80,752	1,249	1.6%
752 - CEMETERIES Total	21,765	15,746	16,552	806	5.1%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.



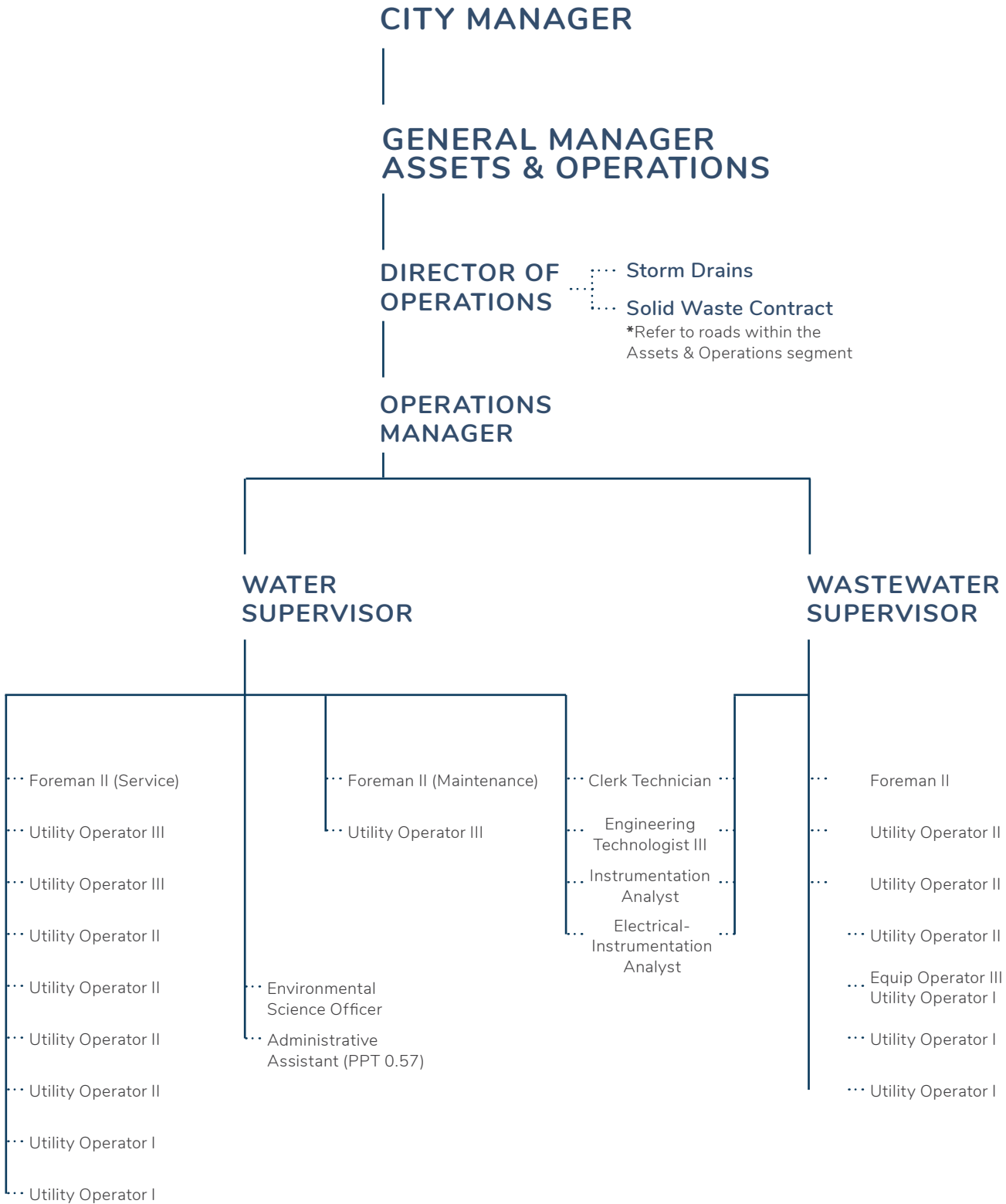
A close-up photograph of a worker in a grey hard hat and a high-visibility yellow safety vest. The worker is focused on a piece of industrial machinery, which appears to be a metal cutting or grinding tool. The background is slightly blurred, showing more of the machinery and the worker's hands wearing blue gloves. The overall scene is brightly lit, suggesting an outdoor or well-lit industrial environment.

2021 BASE OPERATING BUDGET

Utilities



Utilities



Utilities Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
UTILITIES					
1 - Revenue					
Fees & Charges	(16,460,843)	(17,247,824)	(17,931,486)	(683,662)	4.0%
Investment Income	(20,028)	(76,500)	(74,000)	2,500	(3.3%)
Other Revenue	(347,455)	(386,946)	(399,494)	(12,548)	3.2%
Sales of Goods & Services	(37,382)	(30,000)	(30,000)	-	0.0%
Tax Revenue	(729,542)	(756,000)	(730,500)	25,500	(3.4%)
1 - Revenue Total	(17,595,250)	(18,497,270)	(19,165,480)	(668,210)	3.6%
2 - Expense					
Contracted Services	2,682,000	2,727,955	2,839,799	111,844	4.1%
Insurance	102,392	87,139	91,012	3,873	4.4%
Other Operating Expenses	2,194,586	2,686,983	2,732,783	45,800	1.7%
Utilities	1,131,834	1,115,825	1,218,128	102,303	9.2%
Wages & Benefits	2,866,181	3,436,587	3,449,683	13,096	0.4%
2 - Expense Total	8,976,993	10,054,489	10,331,404	276,915	2.8%
UTILITIES Total	(8,618,257)	(8,442,781)	(8,834,076)	(391,295)	4.6%

Segment Variance

UTILITIES	
Increase to water user fees	(288,100)
Increase to sewer user fees	(252,600)
Increase to solid waste user fees	(139,963)
Decrease to investment revenues	12,752
Decrease to utility penalty revenues	25,500
Increase to solid waste contracted services	91,204
Increase to insurance	3,873
Increase to solid waste tipping fees	30,628
Increase to utilities	19,875
Increase to wages & benefits	13,096
Operating costs of new capital	91,800
Miscellaneous	640
OVERALL SEGMENT VARIANCE	(391,295)
VARIANCE %	4.6%

Water

This department is responsible for the delivery of high-quality potable water and water flow for fire protection to more than 38,000 people, including bulk water delivery to three First Nations and Area D of the Strathcona Regional District. This includes management of an 1,800-square-kilometre watershed, operation of dual-disinfection methods (ultra violet [UV] and chlorination), management of a 300 km water distribution system, and a comprehensive sampling and testing program to ensure high water quality.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
590 - WATER					
1 - Revenue					
Fees & Charges	(8,166,593)	(8,571,900)	(8,863,000)	(291,100)	3.4%
Investment Income	(7,174)	(12,500)	(11,000)	1,500	(12.0%)
Tax Revenue	(7,250)	(4,300)	(4,300)	-	0.0%
1 - Revenue Total	(8,181,017)	(8,588,700)	(8,878,300)	(289,600)	3.4%
2 - Expense					
Contracted Services	411,473	308,017	315,517	7,500	2.4%
Insurance	63,115	45,750	48,038	2,288	5.0%
Other Operating Expenses	1,296,608	1,640,699	1,656,273	15,574	0.9%
Utilities	218,747	187,712	194,054	6,342	3.4%
Wages & Benefits	1,680,329	1,983,391	2,026,317	42,926	2.2%
2 - Expense Total	3,670,272	4,165,569	4,240,199	74,630	1.8%
590 - WATER Total	(4,510,745)	(4,423,131)	(4,638,101)	(214,970)	4.9%

Summary of Budget Changes from 2020 to 2021:

- Increase in water user fees due to rate increase and new development.
- Increase in water supply cost agreement with BC Hydro.
- Increase in wages & benefits including increase due to transfer of administrative tasks from Sewer department.

Watershed Protection

The first step to protect drinking water quality is protection of the watershed to ensure the best quality source water. Source water monitoring provides:

- Ongoing confirmation that the source water is safe.
- Early identification of potential impacts to water quality.
- Data necessary to determine the level of treatment required.

The watershed-sampling program collects data at various depths and from nine locations, monitoring for long-term environmental change.

The City is able to avoid construction and operation of expensive treatment systems such as filtration by demonstrating effective watershed protection. We check for degradation by monitoring levels of turbidity and the presence of protozoan pathogens. In 2018, turbidity remained below 1.0 NTU (nephelometric turbidity unit) throughout the year, indicating that our source water continues to be of a high quality. More than 200 hours are spent annually monitoring erosion and illegal dumping in the watershed.

Water Sampling and Testing

To ensure that the City's drinking water is safe and that all disinfection processes are working properly, the Water Department regularly samples, tests and analyzes the results.

Due to the nature of our source water (Campbell River watershed), additional testing for specific organic and inorganic parameters are conducted as listed in the Guidelines for Canadian Drinking Water Quality published by Health Canada.

2021 Strategic Goals and Objectives

- Construction of main renewal – Phase 2 Hilchey Road.
- Renewal of lining of the Evergreen reservoir.
- Electrical upgrades to Evergreen reservoir.
- Complete conceptual design for Wei Wai Kum-City of Campbell River water connection improvements.
- Continue liaison and collaboration with BC Hydro on water security.

2020 Highlights

- Completion of main renewal – Phase 1 Hilchey Road.
- Connected the North Water System to the new Campbell River Water Supply Centre.
- Completed annual water conservation initiatives.
- Expanded high-resolution aerial imaging for the John Hart community watershed.
- Completed design and construction of Petersen/Shetland pressure reducing valve.
- Completed SCADA integration of Beaver Lodge Reservoir, Rockland and Hilchey pressure reducing valves.
- Renewed cathodic protection bed at Maple Street.

Wastewater

The Wastewater Department provides collection and treatment of sanitary sewage for the City of Campbell River, as well as hauled sewage waste from nearby Regional Districts, and our neighboring First Nation communities. Norm Wood Environmental Centre (NVEC) treats an average of 14 million liters of wastewater per day, collecting and transferring via 260 kilometers of pipe and 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
580 - SEWER					
1 - Revenue					
Fees & Charges	(6,230,094)	(6,481,000)	(6,733,600)	(252,600)	3.9%
Investment Income	(12,636)	(63,000)	(62,000)	1,000	(1.6%)
Tax Revenue	(722,292)	(751,700)	(726,200)	25,500	(3.4%)
1 - Revenue Total	(6,965,022)	(7,295,700)	(7,521,800)	(226,100)	3.1%
2 - Expense					
Contracted Services	392,348	391,360	404,500	13,140	3.4%
Insurance	39,277	41,389	42,974	1,585	3.8%
Other Operating Expenses	742,782	856,304	884,906	28,602	3.3%
Utilities	354,906	364,670	430,003	65,333	17.9%
Wages & Benefits	1,005,877	1,239,769	1,205,956	(33,813)	(2.7%)
2 - Expense Total	2,535,190	2,893,492	2,968,339	74,847	2.6%
580 - SEWER Total	(4,429,832)	(4,402,208)	(4,553,461)	(151,253)	3.4%

Summary of Budget Changes from 2020 to 2021:

- Increase in sewer user fees due to rate increase and new development.
- Increase to parcel taxes collected due to development.
- Increase in electricity and utilities.
- Decrease in wages & benefits due to transfer of administrative tasks to Water department.

2021 Strategic Goals and Objectives

- Complete NWECC Phase III Upgrades, which includes: generator installation, electrical and instrumentation, digester, and septage receiving station upgrades.
- Complete Hwy 19A Sewer Main Replacement design.
- Renewal of approx. 2500 m. of aging sewer mains.
- Completion of the waterfront sewer system upgrades phase III project (Installation of Lift stations # 4, 5, and 6).

2020 Highlights

- Completed waterfront sewer system upgrades Phase II (forcemain installation from Rockland Rd to 1st Avenue).
- Purchase of a sewer inspection truck and implementation of an in-house CCTV program.
- Chemical grouting of 14 sewer mains and replacement of eight forcemain air relief valves.
- Modifications of biosolids land application site Field #2.
- Completion of the Pinecrest sewer right-of-way clearing.
- Installation of automatic cleaners at Lift Stations #12, #13 and #14
- NWECC and Lift Station #11 roof replacements.
- Completion of the Erickson and Harrogate sewer system upgrade.
- Completion of the NWECC electrical assessment.
- Renewal of 2400 m. of sewer mains (various locations including 16th and Dogwood, 16th Avenue, Shoppers Row).

Drainage (Storm Drains)

This department is responsible for collection and conveyance of the storm water systems throughout the community that include pipes, ditches and detention ponds.

Core department services:

- Maintenance of detention ponds, storm pipes, manholes, ditches, catch basins and outfalls
- Culverts cleaning and inspection
- Bridge cleaning and inspection
- Annual ditch mowing
- Line inspection and preventative maintenance

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
550 - STORM DRAINS					
1 - Revenue					
Fees & Charges	-	(1,000)	(1,000)	-	0.0%
Investment Income	(219)	(1,000)	(1,000)	-	0.0%
1 - Revenue Total	(219)	(2,000)	(2,000)	-	0.0%
2 - Expense					
Contracted Services	97,728	123,750	123,750	-	0.0%
Other Operating Expenses	70,457	96,920	96,920	-	0.0%
Utilities	661	660	660	-	0.0%
Wages & Benefits	121,598	163,228	166,565	3,337	2.0%
2 - Expense Total	290,445	384,558	387,895	3,337	0.9%
550 - STORM DRAINS Total	290,226	382,558	385,895	3,337	0.9%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages & benefits.

2021 Goals and Objectives

- Lower Nunns Creek drainage improvements.
- 6th Ave storm main replacement.
- Expand downtown storm mitigation planning.

2020 Highlights

- Responded to approximately 380 drainage service requests, performed maintenance at all 17 detention ponds including removal of excess sediment from Candy Lane, and in conjunction with the Capital Works department, installed new storm mains on sections of both Fir and Larwood.
- With the assistance of the wastewater department completed flushing of 1.7 kilometers of storm drains in the area south of the downtown core.
- Almost 3,800 catch basins were inspected resulting in over 110 catch basins being repaired and 1000 being cleaned.

Solid Waste

Waste reduction programs along with curbside collection of garbage, recyclables and yard waste service are provided for single family and duplex residential properties, with optional services for triplexes and fourplexes. This department also works with the Comox Strathcona Waste Services on regional services such as landfill and future organics.

Core department services:

- Weekly curbside garbage and recycling collection.
- Yard waste collection (beginning of March through November).
- Year-round yard waste drop-off centre.
- Public education.
- Liaison with Comox Strathcona Solid Waste Services.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
539 - SOLID WASTE					
1 - Revenue					
Fees & Charges	(2,064,156)	(2,193,924)	(2,333,886)	(139,962)	6.4%
Other Revenue	(347,455)	(386,946)	(399,494)	(12,548)	3.2%
Sales of Goods & Services	(37,382)	(30,000)	(30,000)	-	0.0%
1 - Revenue Total	(2,448,993)	(2,610,870)	(2,763,380)	(152,510)	5.8%
2 - Expense					
Contracted Services	1,780,450	1,904,828	1,996,032	91,204	4.8%
Other Operating Expenses	84,739	93,060	94,684	1,624	1.7%
Utilities	557,519	562,783	593,411	30,628	5.4%
Wages & Benefits	58,377	50,199	50,845	646	1.3%
2 - Expense Total	2,481,086	2,610,870	2,734,972	124,102	4.8%
539 - SOLID WASTE Total	32,093	(0)	(28,408)	(28,408)	100.0%

Summary of Budget Changes from 2020 to 2021:

- Increase in solid waste revenues based on annual user fee and increasing home count.
- Increase in curbside collection contract with Emterra Environmental.
- Increase in tipping fees at landfill.

2021 Strategic Goals and Objectives

- Commence a new contract for delivery of enhanced curbside garbage, recycling and organics services starting in 2022.
- Promote waste diversion and recycling initiatives through the Recycle BC recycling program.
- Liaise and collaborate with CVRD in development of new regional organics facility in Campbell River.
- Participate in Regional Solid Waste Management Advisory Committee.

2020 Highlights

- Ongoing collaboration with the Comox Valley Regional District for the establishment of an organics processing facility in Campbell River.
- Entered into a new agreement with Recycle BC (previously Multi Material BC) for community subsidies to assist with the cost to provide recycling services.
- Renewed existing curbside and yard waste contract for the community.
- Enhanced partnerships with Recycle BC for enhanced community recycling programs.







2021 BASE OPERATING BUDGET

Community Development

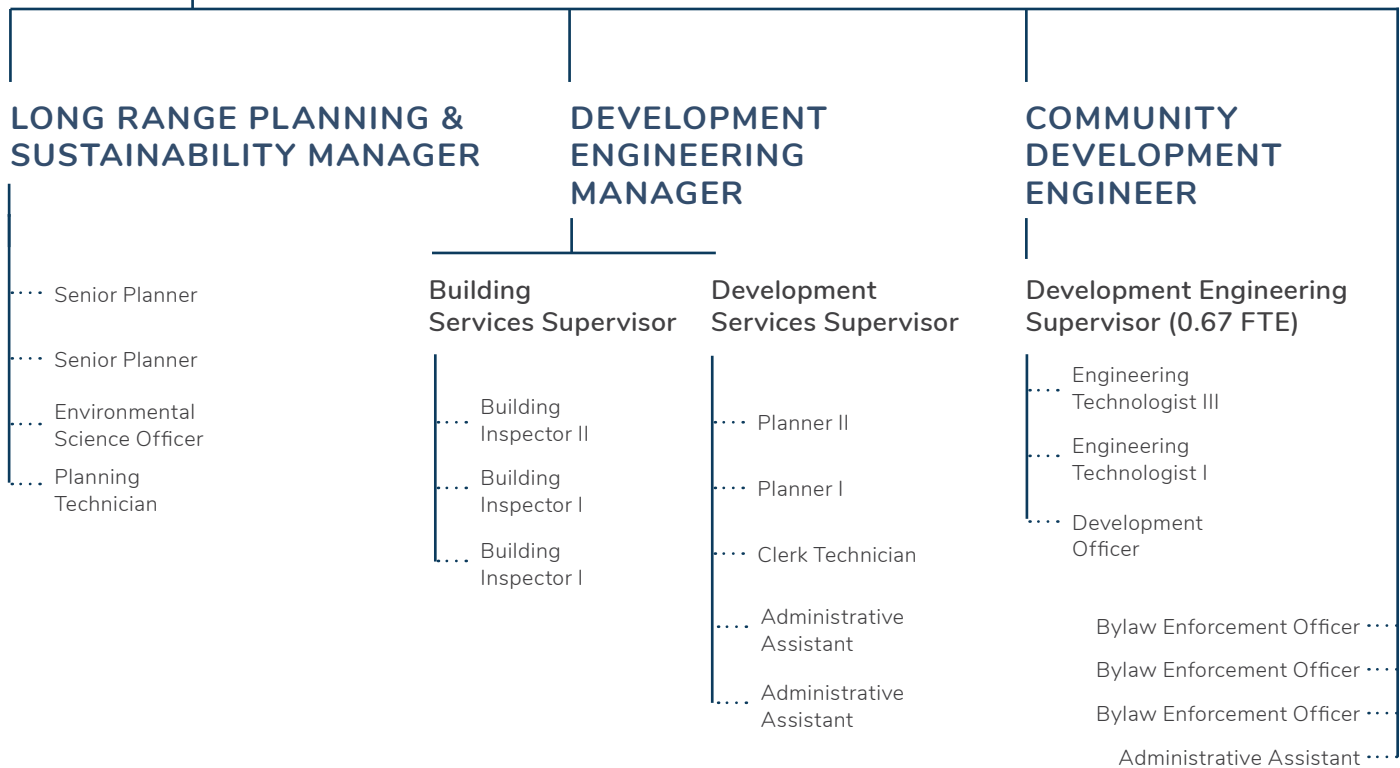


Community Development

CITY MANAGER

GENERAL MANAGER COMMUNITY DEVELOPMENT

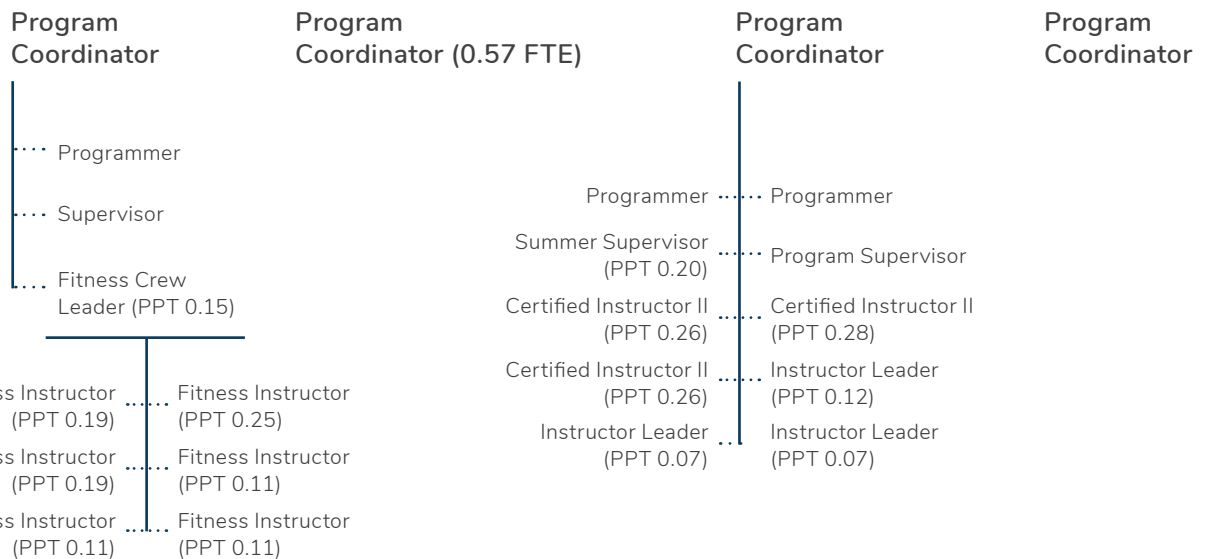
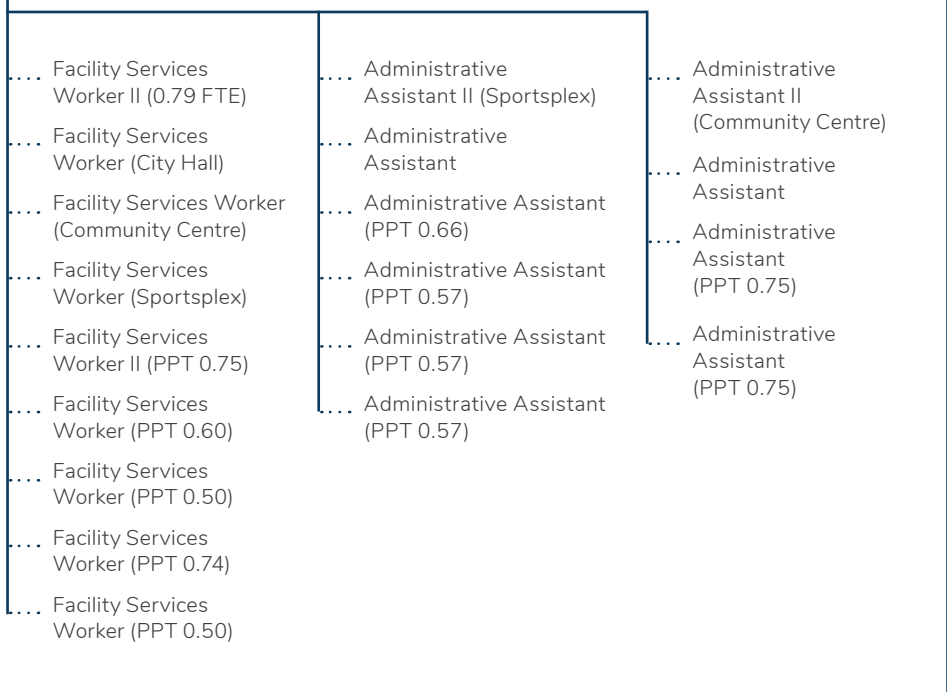
DIRECTOR OF PLANNING ... Bylaw Enforcement & Animal Control Contract



RECREATION & CULTURE MANAGER

RECREATION & CULTURE SUPERVISOR (OPERATIONS)

RECREATION & CULTURE SUPERVISOR (PROGRAMS)



Community Development Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
COMMUNITY DEVELOPMENT					
1 - Revenue					
Fees & Charges	(2,214,405)	(1,859,750)	(1,433,487)	426,263	(22.9%)
Other Revenue	(92,577)	(178,074)	(229,964)	(51,890)	29.1%
Sales of Goods & Services	(41,792)	(22,135)	(24,300)	(2,165)	9.8%
1 - Revenue Total	(2,348,773)	(2,059,960)	(1,687,751)	372,208	(18.1%)
2 - Expense					
Contracted Services	583,852	705,815	713,225	7,411	1.0%
Insurance	18,364	20,756	21,752	996	4.8%
Other Operating Expenses	608,727	538,840	540,666	1,826	0.3%
Utilities	136,779	142,997	149,299	6,302	4.4%
Wages & Benefits	5,300,590	5,517,255	5,515,430	(1,825)	(0.0%)
2 - Expense Total	6,648,312	6,925,663	6,940,372	14,709	0.2%
COMMUNITY DEVELOPMENT Total	4,299,538	4,865,704	5,252,621	386,917	8.0%

Segment Variance

COMMUNITY DEVELOPMENT	
Decrease to revenues - Recreation programs/facility rentals	263,833
Decrease to revenues - Centennial Pool	24,000
Decrease to business license revenues	25,000
Increase to development permit revenues	(30,000)
Decrease to sea level rise grant revenues	89,375
Increase to contracted services	7,411
Increase to insurance	996
Increase to utilities	6,302
OVERALL SEGMENT VARIANCE	386,917
VARIANCE %	8.0%

General Manager Community Development

Working directly with the City Manager, the General Manager Community Development assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for community development (long range planning and sustainability, development services, bylaw enforcement, animal control, airport and recreation and culture).

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
300 - GM COMMUNITY DEVELOPMENT					
2 - Expense					
Other Operating Expenses	38,033	18,414	17,550	(864)	(4.7%)
Utilities	593	660	660	-	0.0%
Wages & Benefits	184,165	191,936	193,653	1,717	0.9%
2 - Expense Total	222,791	211,010	211,863	853	0.4%
300 - GM COMMUNITY DEVELOPMENT Total	222,791	211,010	211,863	853	0.4%

Summary of Budget Changes from 2020 to 2021:

- Increase to wages and benefits.

Long Range Planning & Sustainability

This department provides a centralized, coordinated resource for long-range and social planning, sustainability and environmental health, and public art. The department aims to ensure that the City's actions and decisions consider social, environmental, economic and cultural community values. While an important focus is the City's corporate actions, the department also provides a support and educational role in influencing community actions and decisions.

The department is the liaison for the City's Community Planning Advisory Committee, Environmental Advisory Committee and Youth Action Committee, as well as a variety of external community-based committees.

Development Services

This department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects. Over the past three years the department has processed an average of 350 building permits applications each year with an annual construction value averaging over \$125 million dollars. Land use & development applications involve the preparation of reports and recommendations for City Council's consideration and often involve public consultation.

Core department services:

- Building permits, inspections & compliance.
- Development & land use planning applications (OCP & zoning amendments, development permit, and variance permit applications).
- Subdivision.
- Engineering infrastructure review and approvals related to both current and future development.
- Information & support for the local real estate industry.
- Business licensing & compliance.
- Engineering infrastructure review and approvals related to subdivision, development and building.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
502 - COMMUNITY PLANNING & DEVELOPMENT SERVICES					
1 - Revenue					
Fees & Charges	(1,153,121)	(903,100)	(908,100)	(5,000)	0.6%
Other Revenue	(9,062)	(108,500)	(206,500)	(98,000)	90.3%
Sales of Goods & Services	(31,018)	(10,000)	(20,000)	(10,000)	100.0%
1 - Revenue Total	(1,193,201)	(1,021,600)	(1,134,600)	(113,000)	11.1%
2 - Expense					
Contracted Services	70,758	209,500	309,500	100,000	47.7%
Other Operating Expenses	158,554	152,214	150,900	(1,314)	(0.9%)
Utilities	3,571	6,620	6,620	-	0.0%
Wages & Benefits	1,976,066	2,191,795	2,282,661	90,866	4.1%
2 - Expense Total	2,208,948	2,560,129	2,749,681	189,552	7.4%
502 - COMMUNITY PLANNING & DEVELOPMENT SERVICES Total	1,015,747	1,538,529	1,615,081	76,552	5.0%

Summary of Budget Changes from 2020 to 2021:

- Increase in subdivision fee revenues.
- Decrease in grant revenues; increase in community land development fund revenues (offset by increase in community land development contracted services). This is a net zero impact to the operating budget and was done to accommodate Council's approval of waiving the Fir Street housing development permit and development application fees.
- Increase in wages & benefits.

2021 Long Range Planning & Sustainability Strategic Goals and Objectives

- Coordinate the City's Affordable Housing initiatives, including partnerships with BC Housing, the Coalition to End Homelessness and local not-for-profit organizations.
- Continue to progress a program of amendments to the Official Community Plan to reflect Council policy, and update the Zoning Bylaw to achieve consistency with the Official Community Plan.
- Coordinate the implementation of the City's Climate Action efforts including the: Community Energy and Emissions Plan, Carbon Neutral Plan, Sea Level Rise Strategy and complete the development of the Climate Adaptation Strategy.
- Develop the Public Art Plan.
- Reduce environmental impacts and support stewardship services to the community through development permit reviews, environmental policy/regulation updates, liaising with community organizations, invasive species removal, and supporting the City's restoration projects.
- Support social planning, including addressing downtown safety, homelessness, community opioid crisis response efforts, child care needs, and working towards reconciliation.
- Coordinate and enhance the City's Downtown Revitalization programs including: the Downtown Small Initiatives Fund, Crime Prevention through Environmental Design and Beautification Programs.

2020 Long Range Planning & Sustainability Highlights

- Recipient of two National Awards (Federation of Canadian Municipalities and Canadian Association of Municipal Administrators) and one Provincial Award (Community Energy Action Award) for Rising Seas – the City’s Sea Level Rise Action Plan.
- Developed strong partnerships with BC Housing, Strathcona Health Network, the Coalition to End Homelessness and the Urban Indigenous Housing Dialogue group to facilitate innovative solutions to address housing challenges.
- Partnered with BC Housing to facilitate a range of affordable housing projects for Campbell River. Highlights include:
 - Supportive Housing Development – 50 units (\$11M capital; \$1.2 M annual operating costs) - City support included donation of land, and covering servicing and development fees
 - Riverside Village – 41 units (\$4.1 M capital)
 - Bridge to Housing – 20 units (\$1.5 M capital/ renovations; \$1 M annual operating costs)
 - Rose Harbour Expansion (Eagle Harbour) – 57 units (\$22 Million Capital; \$500,000 annual operating costs) – City support included donation of land in support of the project
- Adopted the Sea Level Rise Action Plan, and completed the Campbell River Housing Needs Report (funded by UBCM).
- Provided support for social initiatives such as downtown safety, community opioid response through the Community Action Team (CAT) and obtained and administered funding for the Get the Point program (\$35,000) in partnership with Kwakiutl District Council and the CAT to assist with community clean-ups and stigma reduction.
- Completed the Campbell River Child Care Needs Assessment and Space Creation Plan highlighting the significant need for additional childcare spaces.
- Provided environmental and stewardship services including development reviews, liaising with community organizations, invasive species removal, and supporting the City’s restoration projects.
- Developed the City’s Climate Adaptation Strategy (to be reviewed by Council).
- Administered the Social Grants Program - \$100,000 disbursed to 13 organizations.
- Supported Campbellton Neighbourhood Association in the implementation of the Aircraft Entrance Feature on Highway 19, and development of parkette and wayfinding signage projects.

2021 Development Services Strategic Goals and Objectives

- Maintain levels of service amid the COVID-19 pandemic.
- Adopt Building, Planning Procedures and Zoning Bylaw amendments.
- Complete revisions of the development permit design guidelines.

2020 Development Services Highlights

- Implemented COVID-19 measures to maintain service levels for the construction industry.
- Completed recruitment and successfully filled all vacant staff positions.
- Processed approximately 120 development, land use & subdivision applications, 350 building permits applications & 2,000 business license applications.
- Implemented new development application form and procedures.
- Updated building permit fees.



Bylaw Enforcement & Animal Control

Bylaw Enforcement is responsible for administering and enforcing the City's regulatory bylaws, including management of the animal control, parking enforcement and downtown security patrol contracts. The Bylaw Department works out of the Downtown Safety Office and is actively engaged in efforts to improve the downtown.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
327 - BYLAW ENFORCEMENT					
1 - Revenue					
Fees & Charges	(69,215)	(52,310)	(52,572)	(262)	0.5%
Other Revenue	(37,524)	(2,552)	(2,564)	(13)	0.5%
1 - Revenue Total	(106,739)	(54,862)	(55,136)	(274)	0.5%
2 - Expense					
Contracted Services	73,968	113,495	115,122	1,627	1.4%
Other Operating Expenses	35,541	26,339	26,500	161	0.6%
Utilities	3,918	2,220	2,220	-	0.0%
Wages & Benefits	292,421	274,920	285,353	10,433	3.8%
2 - Expense Total	405,848	416,974	429,196	12,222	2.9%
327 - BYLAW ENFORCEMENT Total	299,109	362,112	374,059	11,948	3.3%

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
328 - ANIMAL CONTROL					
1 - Revenue					
Fees & Charges	(108,428)	(92,500)	(92,500)	-	0.0%
1 - Revenue Total	(108,428)	(92,500)	(92,500)	-	0.0%
2 - Expense					
Contracted Services	145,121	146,670	149,603	2,933	2.0%
Insurance	2,068	2,455	2,536	81	3.3%
Other Operating Expenses	8,866	9,573	9,724	151	1.6%
Utilities	358	265	271	5	2.0%
Wages & Benefits	41,172	41,442	42,921	1,479	3.6%
2 - Expense Total	197,585	200,405	205,054	4,650	2.3%
328 - ANIMAL CONTROL Total	89,157	107,905	112,554	4,650	4.3%

Summary of Budget Changes from 2020 to 2021:

- Increase in contracted services for parking enforcement and animal control
- Increase in wages and benefits

2021 Strategic Goals and Objectives

- Participate in Downtown Safety Working Group.
- Daily downtown foot patrols and regular cleanup of encampments to promote downtown safety, cleanliness and address bylaw violations, consumption of liquor, and other issues.
- Secondary suite inspections to address illegal suites and health and safety issues.
- Prompt response to all bylaw complaints and prioritization of health and safety issues.
- Continue to build relationships with downtown businesses, the Heart of the Downtown Business improvement Association, and social service providers to address downtown issues, homelessness and social issues.
- Continue to provide Animal Control services & administer the Animal Control Bylaw including licensing of dogs and urban hens, and overseeing animal control regulations.

2020 Highlights

- Completed daily downtown foot patrols and regular cleanup of encampments.
- Active engagement in Downtown Safety Working Group.
- Proactive outreach with Heart of the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues, and assist in information sharing on new BC Housing projects (Bridge to Housing & Supportive Housing).
- Assisted with public education and compliance with Provincial Health Orders during COVID-19.
- Responded to over 1200 bylaw complaint files ranging from public nuisance issues to violations under the Traffic and Highway Bylaw, Zoning Bylaw, Building Bylaw and a wide range of other bylaws.
- Reduced Dog License fees for dog licenses purchased midway through the year.
- Updated the Animal Control Bylaw to require muzzling of vicious dogs in public spaces.
- Provided Animal Control Services & administered the Animal Control Bylaw.

Recreation & Culture

This department provides a variety of quality recreation and culture services for people of all ages, stages and abilities. The department focuses on community engagement and partners with many different organizations to provide services to keep residents active and healthy. It oversees operation of the Sportsplex, Community Centre and Centennial Pool, provides park and field booking services as well as custodial services for all recreation facilities, City Hall and the Enterprise Centre.

The Recreation and Culture Department aims to provide accessible recreation that fosters individual wellbeing, community wellbeing and the wellbeing of Campbell River's natural and built environments. In accordance with the Sustainable Official Community Plan objectives and policies (section 12) the Recreation and Culture Department provides opportunities that increase social inclusion, accessibility, and improve health and well-being. The Department accomplishes these goals by providing programs and services that promote active living, create inclusion, connect people to one another and their community and to nature.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
740 - RECREATION & CULTURE					
1 - Revenue					
Fees & Charges	(883,641)	(811,840)	(380,315)	431,525	(53.2%)
Other Revenue	(45,991)	(67,023)	(20,900)	46,123	(68.8%)
Sales of Goods & Services	(10,773)	(12,135)	(4,300)	7,835	(64.6%)
1 - Revenue Total	(940,405)	(890,998)	(405,515)	485,483	(54.5%)
2 - Expense					
Contracted Services	294,005	236,150	139,000	(97,150)	(41.1%)
Insurance	16,296	18,302	19,216	914	5.0%
Other Operating Expenses	367,734	332,300	335,992	3,692	1.1%
Utilities	128,340	133,232	139,528	6,297	4.7%
Wages & Benefits	2,806,765	2,817,162	2,710,842	(106,320)	(3.8%)
2 - Expense Total	3,613,140	3,537,145	3,344,578	(192,567)	(5.4%)
740 - RECREATION & CULTURE Total	2,672,735	2,646,148	2,939,063	292,915	11.1%

Summary of Budget Changes from 2020 to 2021:

- Decrease in revenues due to effect of COVID-19 on programming and facility rentals.
- Temporary decrease in contracted services due to limited program offerings as a result of COVID-19.
- Temporary decrease in supplies purchases and advertising due to limited program offerings as a result of COVID-19.
- Temporary decrease in wages & benefits due to limited program offerings as a result of COVID-19.

2021 Strategic Goals and Objectives

- To meet Council's Strategic Plan objective of Community Input Recreation and Culture will continue engagement with the community to ensure programs, events and services are meeting community needs.
- Operate the Robron Fieldhouse.
- Prepare a clientele impact plan for the future Sportsplex renovation project.
- To support good governance the Recreation and Culture Department will continue to develop performance measurement and reporting tools for department with a focus on impact assessment.
- To build regional health the Recreation and Culture Department will continue to work with the education and health sectors to develop physical literacy education and programming for our region.
- To ensure a safe and livable community the Recreation and Culture Department will work with staff and community groups to ensure that all activities and events are following COVID-19 safe practices.
- Create new, fun and smaller events in the community that create engagement and community connection in a safe way.
- To ensure that the most vulnerable people in our community have access to recreation services the department will continue to work with the Ministry for Children and Families, Family Services, School District 72 and the Health Authority to provide safe recreation opportunities year round.

2020 Highlights

- In response to the COVID-19 pandemic, the department quickly pivoted to online programming and implemented a successful series of virtual programs and events with a reach of over 100,000 views.
- Developed tools to support community groups and staff in the development of their COVID-19 Safety Plans.
- Through partnerships provided summer programs for some of the more vulnerable children in our community at no cost to the participants and no additional funding from the City.
- Slowly and successfully reintroduced in-person programs that meet the Provincial Guidelines and Health Orders.
- Focused internally on employee resiliency, succession planning and a coach approach.
- Began Phase 2 of the PLAY Campbell River initiative.
- Continued to work with, and support, the Seniors Network and Seniors Information HUB.
- Provided enhanced cleaning for other departments in the City.
- During facility shut down found safe ways to provided spaces for health and community safety initiatives such as the Blood Donor Clinic and immunization clinics. As well as providing spaces for essential health and safety training.







HUMAN RESOURCES

PLANNING & SUSTAINABILITY

DEPUTY CITY MANAGER

ASSETS & OPERATIONS

COMMUNITY DEVELOPEMENT

EVEN VIEW MEETING ROOM

2021 BASE OPERATING BUDGET

Economic Development

DEVELOPMENT SERVICES →

DISCOVERY PASSAGE MEETING ROOM →





Economic Development

CITY MANAGER



ECONOMIC DEVELOPMENT
OFFICER



..... Tourism

ECONOMIC DEVELOPMENT
ANALYST

Economic Development & Tourism Services Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
ECONOMIC DEVELOPMENT & TOURISM					
1 - Revenue					
Other Revenue	(590,149)	(475,000)	(475,000)	-	0.0%
1 - Revenue Total	(590,149)	(475,000)	(475,000)	-	0.0%
2 - Expense					
Contracted Services	1,073,202	874,800	874,800	-	0.0%
Other Operating Expenses	34,168	21,009	21,300	291	1.4%
Utilities	1,694	1,200	1,200	-	0.0%
Wages & Benefits	200,827	216,479	219,227	2,749	1.3%
2 - Expense Total	1,309,890	1,113,488	1,116,527	3,040	0.3%
ECONOMIC DEVELOPMENT & TOURISM Total	719,742	638,488	641,527	3,040	0.5%

Segment Variance

ECONOMIC DEVELOPMENT & TOURISM	
Increase to wages & benefits	2,749
Miscellaneous	291
OVERALL SEGMENT VARIANCE	3,040
VARIANCE %	0.5%

Economic Development

This department aligns with Council's mandate to support the economic health of Campbell River by encouraging local investment and innovative entrepreneurship while helping the city grow to meet the demands of the global marketplace.

The Department oversees a number of initiatives and collaborates with organizations and community partners to meet annual goals within the Economic Development framework. This framework encompasses business retention and expansion, investor readiness, collaboration, opportunities and communication. Departmental activities are oriented around Economic Development's commitment to cultivating a flourishing, sustainable local economy.

Core department services:

- Offering programs and services that contribute to a distinctive, vibrant downtown.
- Encouraging the diversification of the local economy. This is achieved partly through targeted sector development.
- Supporting local businesses and industries by connecting them with relevant information, support and skill-building opportunities.
- Marketing Campbell River to attract potential businesses, investors and newcomers.
- Developing programs and initiatives that support local economic growth and diversification; assisting local businesses and industries; and promoting Campbell River as an attractive business and tourist destination.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
264 - ECONOMIC DEVELOPMENT					
1 - Revenue					
Other Revenue	(590,149)	(475,000)	(475,000)	-	0.0%
1 - Revenue Total	(590,149)	(475,000)	(475,000)	-	0.0%
2 - Expense					
Contracted Services	1,073,202	874,800	874,800	-	0.0%
Other Operating Expenses	34,168	21,009	21,300	291	1.4%
Utilities	1,694	1,200	1,200	-	0.0%
Wages & Benefits	200,827	216,479	219,227	2,749	1.3%
2 - Expense Total	1,309,890	1,113,488	1,116,527	3,040	0.3%
264 - ECONOMIC DEVELOPMENT Total	719,742	638,488	641,527	3,040	0.5%

Summary of Budget Changes from 2020 to 2021:

- Increase in wages and benefits.

2021 Goals and Objectives

- Update the investment portal that was created in 2017 to refresh its content and increase its scope. This mobile-friendly portal offers investors, entrepreneurs and newcomers easy access to information about Campbell River to assist them with their business decisions.
- Continue bolstering local economic growth through business retention and expansion initiatives. This includes visiting business owners to address their specific business needs; connecting people with resources and skill-building opportunities, such as the Modern Entrepreneur workshop series; and offering programs—including the CR Streaming Forward Business Resiliency Program—to help businesses prepare for unexpected challenges, like the COVID-19 pandemic.
- Continue promoting and supporting the CRadventure municipal broadband network, TECHatchery and NexStream Tech Competition, which contribute to Campbell River’s growing technology ecosystem and support the Department’s strategy of diversifying the city’s economy; they also provide value for existing businesses and industries.
- Continue participating in the BC Provincial Nominee Program, which aims to support economic immigration to British Columbia by attracting foreign entrepreneurs. Applications for Campbell River are focused on professional, scientific and technical services; wood-product manufacturing; and food and beverage services.
- Continue developing the Department’s communication strategy.
- Participate in the Chamber of Commerce’s annual Business Walk to collect up-to-date baseline data and a synopsis of the local business climate.
- Collaborate with North Island College to offer workforce-development initiatives. Continue collaborating with local, regional, provincial and federal organizations to create opportunities to nurture and grow Campbell River’s economy.

Collaboration:
 - Continue to work with other City departments to further Council’s strategic initiatives.
 - Collaborate at a regional level with Vancouver Island Coastal Economic Development Association, Vancouver Island Economic Alliance, and the Province on new initiatives.
 - Collaborate with local partners including the Chamber of Commerce, Immigrant Welcome Centre, and First Nation partners.
 - EDO to continue roll as Vancouver Island Coast Economic Developers Association president.
 - Continue collaboration with the City’s tourism service provider.



2020 Highlights

- Sat on the advisory board of the Foresight Cleantech Accelerator Centre, and held the positions of president of VICEDA and chair of the VICEDA Regional Tech Attraction Committee.
- Spoke at the BC Economic Development Association's conference in Richmond, BC. Staff also attended the #BCTECHSummit in Vancouver, BC, and the Smart City conference in Denver, Colorado.
- Partnered with CRAAG to develop the NexStream Tech Competition. The inaugural event attracted international attention. Thirty-seven teams entered the competition; five teams became finalists, and two winners received prizes. All entrants received mentorship and support to develop their ideas and businesses. NexStream aligns with the Department's goal of fostering economic growth, diversifying the local economy and promoting

Campbell River.

- Received a BC Economic Development Association 2019–2020 Economic Development Marketing Innovation Award for the NexStream Tech Competition.
- The Department pivoted in response to the COVID-19 pandemic to deliver programs that would help businesses — and the local economy — through the resulting economic downturn. Activities included partnering with spring to offer the CR Streaming Forward Resiliency Program; Campbell River was the first city on Vancouver Island to offer this sort of resiliency program for free.



- Developed new branding, including a new logo, brand colours and slogan (“Naturally, Campbell River”). The branding emphasizes Campbell River’s reputation as a city that is enriched by land and sea.
- Launched a “What’s in the Box?” shop-local initiative to promote local retailers. This included creating a new promotional item (a branded and artfully designed box) and developing a marketing campaign (with support from Postmedia and Community Futures). The box will be used for additional promotional activities.
- Offered workshops and skill-building opportunities through the Modern Entrepreneur series.
- Partnered with North Island College to offer workshops through Futurpreneur Canada.

2021 BASE OPERATING BUDGET

Airport





Airport

CITY MANAGER



GENERAL MANAGER
COMMUNITY DEVELOPMENT



AIRPORT MANAGER



Airport Coordinator



Airport Specialist/Electrician



Airport Specialist



Airport Specialist



Airport Specialist



Airport Specialist



Administrative Assistant

Airport Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
AIRPORT					
1 - Revenue					
Fees & Charges	(769,592)	(857,911)	(428,501)	429,410	(50.1%)
Other Revenue	(273,034)	(279,765)	(317,934)	(38,169)	13.6%
Sales of Goods & Services	(655,957)	(902,522)	(1,981,500)	(1,078,978)	119.6%
Transfers from own funds	(607,907)	(345,374)	(441,377)	(96,003)	27.8%
1 - Revenue Total	(2,306,489)	(2,385,571)	(3,169,312)	(783,741)	32.9%
2 - Expense					
Contracted Services	140,789	104,408	89,280	(15,128)	(14.5%)
Insurance	9,312	38,808	25,810	(12,998)	(33.5%)
Other Operating Expenses	1,004,759	1,109,891	2,134,355	1,024,463	92.3%
Utilities	80,994	83,577	84,896	1,320	1.6%
Wages & Benefits	770,773	757,489	657,261	(100,228)	(13.2%)
Transfers from own funds	299,862	291,398	177,710	(113,688)	(39.0%)
2 - Expense Total	2,306,489	2,385,571	3,169,312	783,741	32.9%
AIRPORT Total	-	-	-	-	0.0%

Segment Variance

AIRPORT	
Net decrease to airport operating revenues	391,240
Increase to fuel sales	(1,078,978)
Decrease to wages & benefits	(100,228)
Decrease to contracted services	(15,128)
Decrease to insurance	(12,998)
Increase to utilities	1,320
Increase to fuel purchases	1,023,361
Miscellaneous	1,102
Net change in transfers between funds	(209,691)
OVERALL SEGMENT VARIANCE	-
VARIANCE %	0.0%

Airport

The Campbell River Airport (YBL) is owned by the City, and operates 24 hours a day, seven days a week. City Council has appointed an Airport Advisory Committee that recommends initiatives that will benefit existing and future growth on airport and adjacent lands. Maintenance staff is on site from 5:30 a.m. to 10 p.m. daily and ensures the airport operates in compliance with Canadian Aviation Regulations.

Core department services:

- Runway maintenance.
- Snow and ice control.
- Pavement sweeping, painting and edging.
- Runway lighting.
- Provision of Jet “A”.
- Wildlife control.
- Field maintenance.
- Ditch maintenance
- Drainage management.
- Safety and security, including security for commercial apron, airside lands.
- Field checks.
- Airport buildings maintenance.
- Terminal building.
- Airport administration.
- Maintenance shops.

2021 Strategic Goals and Objectives

- Maintain existing commercial airlines.
- Work with existing tenants to maintain or increase service to the community.
- Lease out remaining infill properties.
- Receive ACAP funding for Lighting, Visual Aids, Apron, and Taxiway Rehabilitation.

2020 Highlights

- PAL Aerospace new hanger completed, August 2020 daily service.
- Applied for ACAP funding for new runway spreader.
- Runway, lighting, repair and maintenance completed early summer.
- Applied for ACAP funding for replacement loader.
- New airline Cascadia Air began service.

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
570 - AIRPORT					
1 - Revenue					
Fees & Charges	(769,592)	(857,911)	(428,501)	429,410	(50.1%)
Other Revenue	(273,034)	(279,765)	(317,934)	(38,169)	13.6%
Sales of Goods & Services	(655,957)	(902,522)	(1,981,500)	(1,078,978)	119.6%
1 - Revenue Total	(1,698,582)	(2,040,197)	(2,727,935)	(687,738)	33.7%
2 - Expense					
Contracted Services	140,789	104,408	89,280	(15,128)	(14.5%)
Insurance	9,312	38,808	25,810	(12,998)	(33.5%)
Other Operating Expenses	1,004,759	1,109,891	2,134,355	1,024,463	92.3%
Utilities	80,994	83,577	84,896	1,320	1.6%
Wages & Benefits	770,773	757,489	657,261	(100,228)	(13.2%)
2 - Expense Total	2,006,628	2,094,173	2,991,602	897,429	42.9%
570 - AIRPORT Total	308,046	53,976	263,667	209,691	388.5%

Summary of Budget Changes from 2020 to 2021:

- Decrease in airport revenues due to declining passenger counts from decreased travel and international border closure.
- Increase in property lease revenues, primarily due to new PAL Aerospace lease.
- Increase in contract jet fuel sales to PAL Aerospace, offset by overall decrease in fuel sales due to lower air traffic at the airport.
- Decrease in contracted services and insurance as temporary cost savings measure approved by Council due to declining revenues.
- Decrease in jet fuel purchases due to declining overall jet fuel sales.
- Decrease in wages & benefits

Airport continued

- The Airport has prepared the 2021 – 2030 financial plan for Councils consideration focusing on four principles of the strategic plan. Focus on Management and Governance, Focus on Economic Health, Focus on Growth Management and Focus on Livability.
- Focus on Management and Governance: the Airport Advisory Committee provides Council recommendations as directed within their scope as outlined in policy, the 2021 financial plan proposed is a bare bones submission considering the global pandemic and the significant impact within the entire Aviation industry.
- Focus on Economic Health: the airport serves as a gateway to our community, customer service will be reduced.
- Focus on Growth Management: land management and infrastructure work will continue in a reduced capacity.
- Focus on Livability: maintenance of the airport will continue to meet the regulatory requirements at a reduced capacity by delaying or pushing out numerous small initiatives of field maintenance.



Airport Fiscal Services

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
579 - AIRPORT FISCAL SERVICES					
1 - Revenue					
Transfers from own funds	(607,907)	(345,374)	(441,377)	(96,003)	27.8%
1 - Revenue Total	(607,907)	(345,374)	(441,377)	(96,003)	27.8%
2 - Expense					
Transfers from own funds	283,328	291,398	177,710	(113,688)	(39.0%)
2 - Expense Total	283,328	291,398	177,710	(113,688)	(39.0%)
579 - AIRPORT FISCAL SERVICES Total	(324,580)	(53,976)	(263,667)	(209,691)	388.5%

Summary of Budget Changes from 2020 to 2021:

- Increase in transfer from general operating fund to offset the airport deficit.
- Decrease in Airport Improvement Fee revenue due to decrease in passenger traffic.



2021 BASE OPERATING BUDGET

Corporate Fiscal Accounts





Corporate Fiscal Accounts Budget Summary

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
FISCAL SERVICES					
1 - Revenue					
Fees & Charges	(1,108,928)	(1,225,400)	(1,225,400)	-	0.0%
Investment Income	(1,467,338)	(560,000)	(560,000)	-	0.0%
Other Revenue	(1,360,487)	(1,240,050)	(470,050)	770,000	(62.1%)
Tax Revenue	(34,396,598)	(36,110,175)	(37,674,734)	(1,564,559)	4.3%
Transfers from own funds	(400,000)	(400,000)	(490,000)	(90,000)	22.5%
1 - Revenue Total	(38,733,351)	(39,535,625)	(40,420,184)	(884,559)	2.2%
2 - Expense					
Contracted Services	80,821	56,700	57,800	1,100	1.9%
Debt Servicing	930,157	1,353,619	1,195,157	(158,463)	(11.7%)
Other Operating Expenses	(2,057,616)	(1,857,752)	(1,708,444)	149,308	(8.0%)
Transfer to Airport Fund	543,884	281,351	(0)	(281,351)	(100.0%)
Transfers from own funds	11,505,327	12,699,791	13,396,521	696,730	5.5%
2 - Expense Total	11,002,573	12,533,709	12,941,033	407,324	3.2%
FISCAL SERVICES Total	(27,730,778)	(27,001,916)	(27,479,151)	(477,235)	1.8%

Segment Variance

CORPORATE FISCAL ACCOUNTS	
Increase in parcel tax revenue	(180,500)
Increase in payment in lieu of taxes	(20,620)
Increase in tax penalties	(31,847)
Increase in property value taxes	(1,331,592)
Increase in credit card recovery fees to offset merchant fees	(15,000)
Decrease in gaming revenue	785,000
Decrease in debt servicing	(158,463)
Elimination of airport deficit with COVID relief funds	(281,351)
Net change in cost allocations	149,308
Net change in transfers between funds	(607,830)
OVERALL SEGMENT VARIANCE	(477,235)
VARIANCE %	1.8%

Reserves

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
218 - RESERVES					
1 - Revenue					
Transfers from own funds	(400,000)	(400,000)	(490,000)	(90,000)	22.5%
1 - Revenue Total	(400,000)	(400,000)	(490,000)	(90,000)	22.5%
2 - Expense					
Transfers from own funds	6,304,042	5,332,000	5,269,665	(62,335)	(1.2%)
2 - Expense Total	6,304,042	5,332,000	5,269,665	(62,335)	(1.2%)
218 - RESERVES Total	5,904,042	4,932,000	4,779,665	(152,335)	(3.1%)

Summary of Budget Changes from 2020 to 2021:

- Net decrease in transfers from reserves to fund operating projects.

Fiscal Services

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
219 - FISCAL SERVICES					
2 - Expense					
Transfer to Airport Fund	543,884	281,351	(0)	(281,351)	(100.0%)
2 - Expense Total	543,884	281,351	(0)	(281,351)	(100.0%)
219 - FISCAL SERVICES Total	543,884	281,351	(0)	(281,351)	(100.0%)

Summary of Budget Changes from 2020 to 2021:

- Increased transfer to Airport to fund operating deficit due to declining airport revenues.

Water Fiscal Services

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
599 - WATER FISCAL SERVICES					
2 - Expense					
Transfers from own funds	216,027	3,726,262	4,034,332	308,070	8.3%
2 - Expense Total	216,027	3,726,262	4,034,332	308,070	8.3%
599 - WATER FISCAL SERVICES Total	216,027	3,726,262	4,034,332	308,070	8.3%

Summary of Budget Changes from 2020 to 2021:

- Increase in water user fees due to rate increase and new development.
- Increase in water supply cost agreement with BC Hydro.
- Increase in wages & benefits including increase due to transfer of administrative tasks from Sewer department.

Sewer Fiscal Services

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
589 - SEWER FISCAL SERVICES					
2 - Expense					
Other Operating Expenses	-	170,000	-	(170,000)	(100.0%)
Transfers from own funds	4,985,258	3,641,529	4,092,524	450,995	12.4%
2 - Expense Total	4,985,258	3,811,529	4,092,524	280,995	7.4%
589 - SEWER FISCAL SERVICES Total	4,985,258	3,811,529	4,092,524	280,995	7.4%

Summary of Budget Changes from 2020 to 2021:

- Reduction in new ongoing service levels.
- Increase in transfer to sewer capital reserve.

Debt

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
220 - DEBT					
2 - Expense					
Debt Servicing	136,809	163,483	130,450	(33,033)	(20.2%)
2 - Expense Total	136,809	163,483	130,450	(33,033)	(20.2%)
220 - DEBT Total	136,809	163,483	130,450	(33,033)	(20.2%)

Summary of Budget Changes from 2020 to 2021:

- Decrease in debt servicing due to retirement of debt (offsetting transfer to reserves in Dept 218 as per Financial Stability & Resiliency Policy).

Sewer Debt

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
585 - SEWER DEBT					
2 - Expense					
Debt Servicing	189,578	402,080	460,937	58,857	14.6%
2 - Expense Total	189,578	402,080	460,937	58,857	14.6%
585 - SEWER DEBT Total	189,578	402,080	460,937	58,857	14.6%

Summary of Budget Changes from 2020 to 2021:

- Increase in debt servicing costs related to waterfront forcemain sewer project. This debt was authorized by Council and has been transferred from short-term financing to long-term debt.

Water Debt

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
595 - WATER DEBT					
2 - Expense					
Debt Servicing	603,769	788,056	603,769	(184,287)	(23.4%)
2 - Expense Total	603,769	788,056	603,769	(184,287)	(23.4%)
595 - WATER DEBT Total	603,769	788,056	603,769	(184,287)	(23.4%)

Summary of Budget Changes from 2020 to 2021:

- Decrease in debt servicing to correct an error in 2020 budget.

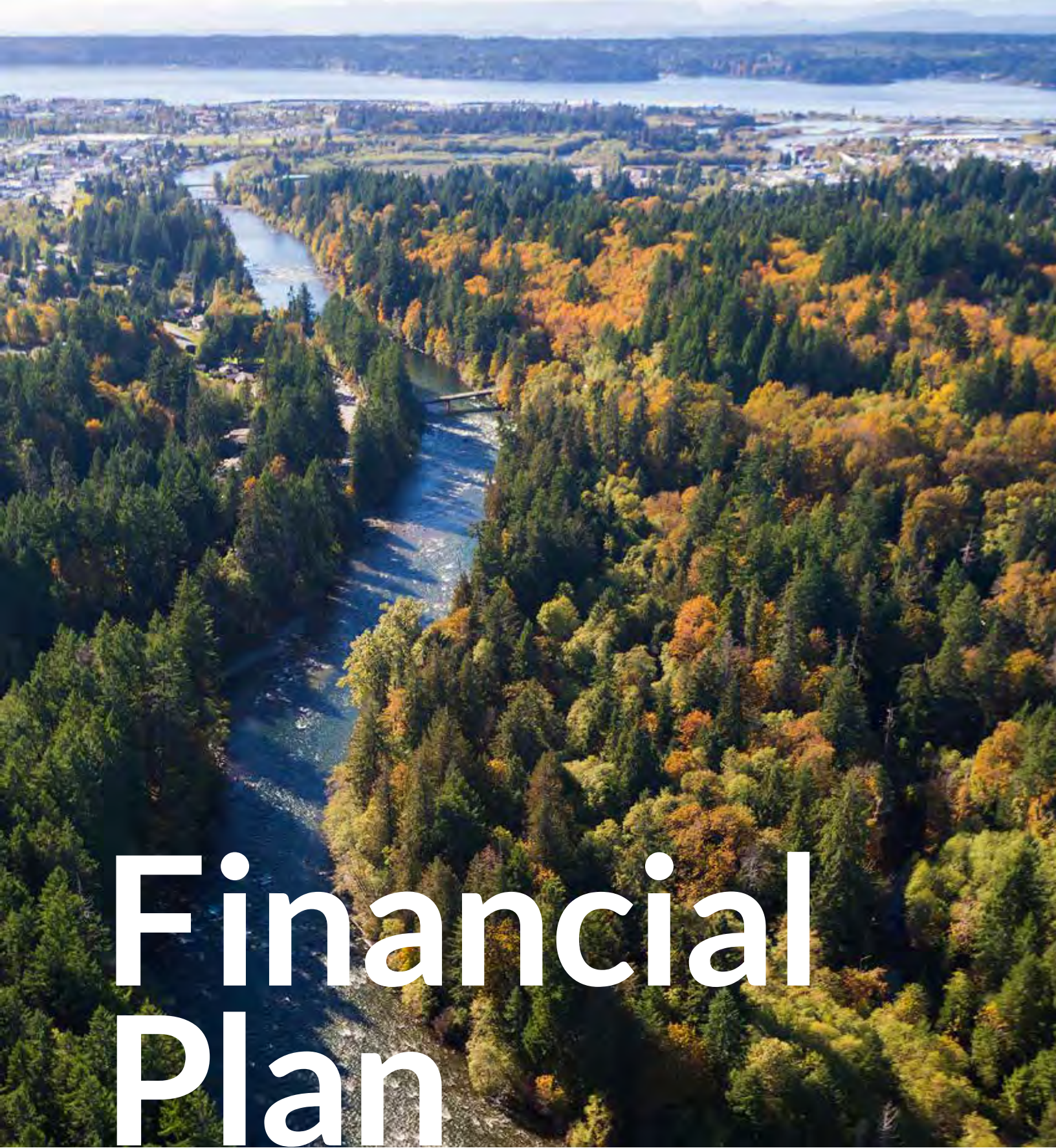
Taxation

	2019 Actual	2020 Budget	2021 Budget	Variance (\$)	Variance (%)
230 - TAXATION					
1 - Revenue					
Tax Revenue	(34,104,616)	(35,810,175)	(37,357,887)	(1,547,712)	4.3%
1 - Revenue Total	(34,104,616)	(35,810,175)	(37,357,887)	(1,547,712)	4.3%
2 - Expense					
Other Operating Expenses	-	80,300	83,700	3,400	4.2%
2 - Expense Total	-	80,300	83,700	3,400	4.2%
230 - TAXATION Total	(34,104,616)	(35,729,875)	(37,274,187)	(1,544,312)	4.3%

Summary of Budget Changes from 2020 to 2021:

- Increase in general taxation for base budget increases.
- Increase in storm parcel tax revenues as per bylaw (\$12 annual increase through 2022).

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Financial Plan



We value your feedback.

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**2021-2030 FINANCIAL PLAN
APPROVED ONGOING NEW SERVICE LEVELS**

Index	Department	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
Non-Market Change (NMC) and New Revenues													
		Non-Market Change (NMC) Estimate	(610,200)	(400,000)	(350,000)	(300,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		NMC Applied to Base Budget as per FSRP Policy	539,000	380,900	151,700	104,200	21,000	89,100	81,800	30,400	4,300	-	
		0-0.5% Taxation Parameter for Ongoing New Services	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	Taxation
TOTAL PROPOSED REVENUES TO FUND NEW ONGOING SERVICE LEVELS			\$ (236,200)	\$ (184,100)	\$ (363,300)	\$ (360,800)	\$ (344,000)	\$ (275,900)	\$ (283,200)	\$ (334,600)	\$ (360,700)	\$ (365,000)	
Taxation Funded													
1	111 - Communications	Next Level Communications (Business Case incl.)		88,300	52,400								Taxation
2	114 - Human Resources	Strategic HR Management (Business Case incl.)	121,000										Taxation
3	310 - Mayor & Council	Gardening & Landscaping at Sybil Andrews Heritage Property	8,000										Taxation
4	321 - Police Protection	Major Case Management			39,100								Taxation
5	321 - Police Protection	Increase Police Resources			160,000			180,000					Taxation
6	322 - Fire Protection	Staffing No. 2 Fire Station				256,800			283,200				Taxation
7	502 - Development Services	Invasive Species Management Plan Implementation		15,000	15,000								Taxation
8	External Request	Bike Park Operating Funds	31,000										Taxation
9	External Request	Robron Fieldhouse Operating Funds	50,000										Taxation
10	720 - Parks	Discovery Pathway Landscaping Maintenance(3.5 Acre Site)	19,000										Taxation
11	720 - Parks	Median and Boulevard landscape maintenance at Willow Creek Road	7,200										Taxation
12	720 - Parks	Urban Forest Management Plan Implementation		75,000	75,000	75,000	60,000						Taxation
13	Future Growth Related Services (leftover NMC for new services or to be applied to Base Budget)			5,800	21,800	29,000	284,000	95,900		334,600	360,700	365,000	Taxation
TOTAL PROPOSED NEW ONGOING SERVICE LEVELS			\$ 236,200	\$ 184,100	\$ 363,300	\$ 360,800	\$ 344,000	\$ 275,900	\$ 283,200	\$ 334,600	\$ 360,700	\$ 365,000	
TOTAL INCREASE TO OPERATING BUDGET FROM NEW SERVICE LEVELS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Index	Department	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
BELOW THE LINE (UNFUNDED / EXCLUDED FROM FINANCIAL PLAN)													
14	310 - Mayor & Council	Increase Bylaw Enforcement efforts in the downtown through extended hours	35,000										Taxation
15	310 - Mayor & Council	Additional Bylaw Enforcement	82,000										Taxation
16	310 - Mayor & Council	Coordination of the delivery of security, bylaw and downtown security	82,500										Taxation
17	310 - Mayor & Council	Increased Downtown Security Patrols	150,000										Taxation
18	310 - Mayor & Council	Encampment Removals	97,200										Taxation
19	310 - Mayor & Council	Vulnerable Population Drop-In Centre	261,000										Taxation
20	322 - Fire Protection	Increase to Fire Prevention Services		141,000									Taxation
21	502 - Planning & Development	Administrative Support - Building Services/Development Engineering	80,000										Taxation
22	720 - Parks	Integrated Pest Management Program	45,000										Taxation
23	720 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights.		14,100									Taxation
TOTAL UNFUNDED NEW SERVICE LEVELS			\$ 832,700	\$ 155,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
BASE BUDGET REALIGNMENTS													
1	212 - Finance	Increase Bank Charges Expense	5,000	5,000									Taxation
2	212 - Finance	Financial Plan Design	1,500										Taxation
3	502 - Planning & Development	Development Service - Core Service Continuity			10,000								Taxation
4	502 - Planning & Development	Carbon Neutral Increase on Provincial Carbon	5,000	5,000	5,000								Taxation
5	720 - Parks	New Neighbourhood Park (Glen Eagle Area)	950										Taxation
5	720 - Parks	Danger Tree Management	10,000										Taxation
6	720 - Parks	Willow Point Skate Park Maintenance and Repairs		14,200									Taxation
7	111-Communications	Photography and Design Upgrades	2,000	5,000	5,000	5,000							Taxation
8	114-HR	CivicInfo Advertising	5,000										Taxation
9	322-Fire	Fire Emergency Program	3,300										Taxation
10	502-Dev Svcs	Building Inspector Realignment	5,500	9,000									Taxation
11	502-Dev Svcs	Cell phone for Social Planner	660										Taxation
TOTAL BASE BUDGET REALIGNMENTS			\$ 38,910	\$ 38,200	\$ 20,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Index	Department	Project Name	Project Description	Project Justification
1	111 - Communications	Next Level Communications (Business Case incl.)	Year 1 - full time digital communications assistant; Year 2 - part time graphic design position	Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications. The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and service. Campbell River has been growing at a significant rate over the past eight years, and as it continues to grow, so will the demand for this service. The City's communications budget has remained essentially unchanged since 2010. Communications is also the only remaining department-of-one function, a known vulnerability in the event of a community emergency.
2	114 - Human Resources	Strategic HR Management (Business Case incl.)	Full-time permanent position in the HR department.	Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications.
3	310 - Mayor & Council	Gardening & Landscaping at Sybil Andrews Heritage Property	Gardening & Landscaping at Sybil Andrews Heritage Property	There will be requirement for additional staff time to undertake the basic maintenance of gardens. City staff can undertake the work for approximately \$4,000 a year. This will not include any planning or liaison with the existing group that maintains the garden. Note: additional work to undertake an enhance landscaping plan and the costs to supply and maintain additional plantings will need further evaluation and budget. This could range from \$5,000 to \$20,000 in plants/trees and supplies and annual labour costs of \$4,000 - \$8,000 a year.
4	321 - Police Protection	Major Case Management	Additional major case management and transcription services of 20 hours per week.	The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and service.
5	321 - Police Protection	Increase Police Resources	Improve police protection resources	Campbell River has been growing at a significant rate over the past eight years, and as it continues to grow, so will the demand for this service.
6	322 - Fire Protection	Staffing No. 2 Fire Station	Improvements to fire service levels.	The City's communications budget has remained essentially unchanged since 2010.
7	502 - Development Services	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (adopted by Council in July 2015).	Communications is also the only remaining department-of-one function, a known vulnerability in the event of a community emergency.
8	External Request	Bike Park Operating Funds	Funding for the operating and maintenance of the bike park.	Operating costs for the next extension of the bike skills park is estimated to cost \$31,000.
9	External Request	Robron Fieldhouse Operating Funds	Funding for the operating and maintenance of the Robron Fieldhouse.	Total estimated costs to operate the facility are \$75,000 annually. \$28,400 was added to the budget in 2020.
10	720 - Parks	Discovery Pathway Landscaping Maintenance(3.5 Acre Site)	Maintenance to trees and landscaping along pathway.	The walkway is 300m long and is bordered on each side by 2m of landscaping. The landscaping consisted of 4,620 plants, 20 trees and 2.3km of irrigation lines of which there is 2.3km of drop irrigation that needs to be maintain.
11	720 - Parks	Median and Boulevard landscape maintenance at Willow Creek Road Entrance off of Jubilee Parkway.(Parkway Properties)	Maintenance to trees, grass blvds and centre median along road.	With the new 240m entrance into Parkway Properties, the new green infrastructure needs to be maintained. The new infrastructure consists of 31 trees, 170m of median maintenance, and 960 m2 of grass to mow/trim and an irrigation system to maintain which includes 2.5 km of pipe, 87 irrigation heads and a sentinel controller.

Index	Department	Project Name	Project Description	Project Justification
12	720 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	<p>The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 400 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.</p> <p>The next phase projected items are:</p> <ul style="list-style-type: none"> • \$30,000 for park/street tree maintenance (falls under tree maintenance program section) • \$20,000 for a co-op student to update tree inventory (falls under tree bylaw/tree policy section) • \$20,000 for tree planting to continue with tree canopy for the City of Campbell River (falls under tree planting program section) • \$5,000 for outreach program with Greenways Land Trust (falls under outreach program section)
13	Future Growth Related Services (leftover NMC for new services or to be applied to Base Budget)		Future services to be determined.	The City's Financial Stability & Resiliency Policy allocates up to 0.5% of new taxation annually for new and enhanced services.
14	310 - Mayor & Council	Increase Bylaw Enforcement efforts in the downtown through extended hours	Increase bylaw enforcement efforts in the downtown through extended hours	<p>Increase the Bylaw Enforcement Departments efforts in the downtown through extended hours (subject to CUPE agreement). The current work week consists of 35 hours (8:30am to 4:30pm). Expanding the work day to run between 8am and 5pm would yield a 40 hour work week and would increase the bylaw enforcement capacity by 15 hours per week (assuming this applies to all three bylaw enforcement positions). The impacts include:</p> <ul style="list-style-type: none"> • 15 hours of additional time to spend on downtown behavioural issues/week • Earlier morning shifts resulting in addressing downtown issues earlier in the morning • Added capacity for removal of encampments downtown and in other areas in the community (especially in the AM)
15	310 - Mayor & Council	Additional Bylaw Enforcement	Re-distribute bylaw enforcement hours to what is permitted through the existing collective agreement across longer service hours	<p>With further investigation into Work Safe requirements, it has become evident that varying the Bylaw Enforcement Officer hours to provide longer service hours is not feasible. It is a work safety requirement that a minimum of two Bylaw Officers be on duty at the same time to ensure that officers are not working alone. Currently the City has three Bylaw Enforcement Officers, and varying the hours to include Saturday or evening shifts would result in an officer working alone during several shifts. Achieving additional coverage during evenings or weekends would require the addition of a part-time or full-time Bylaw Enforcement Officer to ensure adequate coverage. A full-time Bylaw Officer costs \$82,000 per year.</p>

Index	Department	Project Name	Project Description	Project Justification
16	310 - Mayor & Council	Coordination of the delivery of security, bylaw and downtown security	Improve coordination of the delivery of security, bylaw enforcement and downtown security services	Better alignment, coordination and oversight of City enforcement efforts with those of the RCMP can be achieved by centralizing all City enforcement activities under the City management support structure provided to the RCMP. This can be accomplished by transferring the responsibility for Bylaw enforcement, contracted security services, contracted parking enforcement and contracted animal control services under the existing RCMP Municipal Manager. A portion of the existing Manager's duties would in turn be transferred to the existing Police Services Supervisor. The Supervisor position is currently part-time and would need to be increased to full time in order to manage the down-loaded responsibilities. The additional level of responsibilities to both the Manager and Supervisor position is anticipated to trigger reclassification under the City's job-family model. Accordingly, the base budget would need to be increased accordingly to assure successful implementation
17	310 - Mayor & Council	Increased Downtown Security Patrols	Increased downtown security patrols outside of the existing hours	The City could pursue security 24/7 hours per day downtown. This would require renegotiation of the City's existing security contract and would essentially double the hours of security patrol downtown. Currently Footprints Security operates 8 a.m. to 8 p.m. daily with expanded evening hours on Friday until 10 p.m. Another option is for the City to add a smaller number of additional hours. The current cost for security personnel is approximately \$22.88/hour (a premium is paid on statutory holidays).
18	310 - Mayor & Council	Encampment Removals	Increase the level of funding for additional operational staff and bylaw enforcement staff to focus on early morning encampment removals and cleanup	Increase the level of funding for additional operational staff and bylaw enforcement staff to focus on early morning encampment removals and cleanup. This approach would see an additional early shift of both bylaw and operational staff working from 7am to 10:30am (subject to CUPE agreement) to remove and cleanup encampments that have been established overnight. While encampments would likely be re-established at nightfall, this approach, is expected to significantly improve cleanliness during normal business hours. From a logistics perspective, recruiting and retaining a person with the appropriate qualifications as a part-time Bylaw Enforcement Officer may prove difficult, but could be pursued.
19	310 - Mayor & Council	Vulnerable Population Drop-In Centre	Collaborate with existing community social services partners to support a basic drop-in centre response	In many communities, daytime support services are offered for people in vulnerable situations: those experiencing homelessness, food insecurity and/or challenges associated with substance use. Typical drop-in services can include: <ul style="list-style-type: none"> • an indoor furnished space where people can get out of the elements • hygiene services – showers, bathroom, laundry • food service – snacks and/or meals • provision of supplies and clothing • health and wellness services – first aid, counselling, medical support, spiritual guidance, elder support, coordinated access to services • leisure activities, WiFi, computer access, device charging • lockers to store belongings (short-term) Each of the above noted services is a factor in establishing venue space needs, capital costs and overall operating costs. Drop-in centres are typically operated by a variety of non-profit organizations, friendships centres or faith-based organizations and funding sources vary – often consolidated from numerous sources. In addition to leasing/acquiring a facility (~\$36,000 for leasing), operating costs are estimated to be approximately \$225,000/year (staffing/utilities/maintenance). To encourage the development of a Day Centre in Campbell River, the City would need to collaborate with existing community social service partners, including the Coalition to End Homelessness. Next steps include: <ul style="list-style-type: none"> • outreach and consultation with existing service providers • further researching existing service models in other communities • identifying a potential service provider to operate a facility or expand an existing service • identifying a potential facility (if necessary)

Index	Department	Project Name	Project Description	Project Justification
20	322 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire Inspector/Firefighter.	The current fire inspector is unable to meet the specialized fire prevention needs of the community. Specialized fire prevention activities include development review, fire safety plan review, fire investigation, and public education programs (which have been compromised due to prioritized high risk property code compliance inspections). The lack of appropriate numbers of fire prevention staff requires chief officers to defer imperative management activities in order to provide essential development reviews and fire investigations when staff is unavailable. Proactive specialized fire prevention activities lay the groundwork for reduced fire operational needs in the future.
21	502 - Planning & Development	Administrative Support - Building Services/Development Engineering	Additional administrative resources for engineering and building services to align with the development community needs.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There were a number of small process improvements found, which included administrative staff assisting in foundation permit-only issuance. Overall, the review recognized a shortage in administrative support to Building Services. In order to adequately respond to the development community's activities, it is requested that services levels are increased by a half time (0.6) administrative position. Technical staff are taking time away from technical reviews and approvals and are performing administrative duties that are required. The proposed 0.6 position will allow for dedicated building services administration, which will increase our customer service, support the building inspectors, and align with the recommendations in our recent Building Services Review. It would also increase response times for counter inquiries and increase technical staff time for reviewing and processing applications by shifting the administrative workload from technical staff onto administrative staff. (Building Services Review Info available and could be turned into a separate business case if necessary.)
22	720 - Parks	Integrated Pest Management Program	Maintenance to trees, grass blvds and centre median along road.	With the new 240m entrance into Parkway Properties, the new green infrastructure needs to be maintained. The new infrastructure consists of 31 trees, 170m of median maintenance, and 960 m2 of grass to mow/trim and an irrigation system to maintain which includes 2.5 km of pipe, 87 irrigation heads and a sentinel controller.
23	720 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights.	Maintenance to trees, grass blvds, resident grass blvd and landscape pathway.	Jubilee heights development has a main entrance blvd that now needs to be maintain by city staff. The blvd has grass, irrigation and street trees that will need to be maintain. As part of phase one development, the grass, irrigation system and street trees in the resident area is to be maintain by the City also. The area is between the curb and sidewalk. Also their a landscape pathway that will need to be maintain by the City.

Index	Department	Project Name	Project Description	Project Justification
BASE BUDGET REALIGNMENTS				
1	212 - Finance	Increase Bank Charges Expense	Increase to finance bank charges to cover costs of ongoing increases in EFT Accounts Payable and PAWS payments.	Ongoing increases in enrolment in PAWS/EFT payments, \$17K actuals at end of September 2017 compared to \$11K budget. Bank charges budget increased from \$11K to \$13K from other line items. Requesting \$5K budget increase to put budget up to \$18K; expect another increase in future years. PAWS/EFTS continues to grow in participation, and volume of AP payments with increased capital and operating activity.
2	212 - Finance	Financial Plan Design	Increase for financial plan updates, design and printing	Refresh and revisions to the extensive financial plan package needs to be input by a graphic designer. Printing costs have never been budgeted and cause supplies to be over budget.
3	502 - Planning & Development	Development Service - Core Service Continuity	This can be deferred until a future year, as our priority is the Building Inspector realignment. Additional auxiliary admin resources for development services to ensure service continuity during staff absences	Base budget increase requested: Development Services is currently unable to maintain service levels during peak season and staff absence for several key services. Currently, Development Services has three front counter staff including two administrative assistants and one clerk technician. Each of these position is assigned a core function of the department such as, business licensing and reception, building permits and inspections, and development applications and administration. There is no administrative support for engineering at this time. The lack of staff redundancy means that some services can not be completed during staff absences such as sickness or vacations. Additional auxiliary budget will enable coverage during vacations, prolonged absences or times of extremely heavy workloads to ensure core services can continue to be provided.
4	502 - Planning & Development	Carbon Neutral Increase on Provincial Carbon	To increase the Carbon Neutral Reserve Fund contributions on an annual basis to align with the Provincial Carbon Tax, which is increasing by \$5/tonne/year to a total of \$50/tonne by 2021	Base budget increase: \$40K currently exists as the base contribution to the CNRF each year. We are looking at approximately a \$10,000 base budget increase each year to fund the Carbon Neutral Reserve Fund (slightly higher in 2018 to catch us up to our current GHG emissions). This is based on the Provincial Carbon Tax Pricing as per the recent Provincial announcements, and ensures that the Carbon Neutral Reserve Fund aligns with Provincial Carbon Tax pricing. The City's Carbon Neutral Reserve Fund was set-up to meet the Climate Action Charter commitments and the City invests in it each year for local GHG reduction projects in lieu of purchasing offsets. The contribution calculation includes the assumption that the City's emissions will increase by 50 tonnes/year, which despite reduction efforts, with a growing and expanding community is ambitious (see notes spreadsheet for calculation).
5	720 - Parks	New Neighbourhood Park (Glen Eagle Area)	A new neighbourhood park in the Glen Eagle subdivision area.	A new greenspace for the City has been added in the Glen Eagle subdivision area. Until such time when the park is developed, monthly mowing will be needed to ensure the city park is kept clean and to make sure no invasive plants (broom) take over the park.
5	720 - Parks	Danger Tree Management	To provide level of safety to the citizens of Campbell River with management of danger trees on City property.	In 2014 the Parks department was given the responsibility for the management of all trees on City owned property. While the Parks department had a small budget of \$26,000 for trees in parks, there was no budget in place to deal with danger trees on other City properties and road right-of-ways. In 2014 the tree budget was overspent by \$32,300, in 2015 the tree budget was overspent by \$26,402, in 2016 the tree budget was overspent by \$39,604 and presently for 2017 (September) we are already \$21,500 over budget. The Parks department averages more than 100 service requests related to danger trees per year, with 124 in 2014, 102 in 2015, 98 in 2016 and 103 as of September 2017, with the winter storm season yet to come.
6	720 - Parks	Willow Point Skate Park Maintenance and Repairs	Perform ongoing maintenance and repairs to the Willow Point Skate Park.	The skate park was constructed 10 years ago and there was never an operating maintenance budget approved. The facility has only had liability issues dealt with over the years. The skate park is starting to having more and more a liability issues due to no regular maintenance. The request is for regular inspections, maintenance and repairs so liability issues can be dealt with before they become a serious hazard and stop minor repairs from becoming very costly.
7	111-Communications	Photography and Design Upgrades	Increase in Contracted Services for communication enhancements.	For photography services, design upgrades on City templates, video and in 2022, an online engagement platform.

Index	Department	Project Name	Project Description	Project Justification
8	114-HR	CivicInfo Advertising	To cover the annual CivicInfo advertising cost rather than reallocating to departments at year end.	Purchasing an annual subscription rather than paying for each advertisement is more economical.
9	322-Fire	Fire Emergency Program	The Fire Emergency Program currently has no budget.	Establish an annual budget to support the City's emergency planning functions.
10	502-Dev Svcs	Building Inspector Realignment	Building Inspector Level 3 & Level 2 upgrades to correspond to certifications	In recent years, the City has had a substantial increase in building permits for Part 3 (complex buildings such as multi-family developments and new commercial facilities). The Provincial legislation and requirements of BOABC are that the City has building inspectors certified and categorized according to the level of inspections and reviews they are required to undertake. To temporarily address this issue we have been paying upgrade pay to our Level 2 inspector to do Level 3 work (the funds for this upgrade pay have been temporarily covered through other vacancies in Development Services which are now filled). We need to formalize this in 2021 to formally upgrade this building inspector position to Level 3 to correspond with the job and legislative requirements to undertake this work. Similarly, in mid 2021, our Level 1 inspector will be certified as a Level 2 inspector and will be able to do Level 2 inspection work, which will enable the Building Department to better keep up with the demands of the building community. As such, in 2022 we will require an additional \$9,000 to upgrade our Level 1 inspector to a Level 2 inspector.
11	502-Dev Svcs	Cell phone for Social Planner	Cell phone for Social Planner position	When this new position was created, no cell phone budget was granted.

Index	Department	Project Name	2020-CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
Strategic Projects														
1	218 - Reserves	Centennial Pool and Operating Budget Funding		170,000	113,000	56,000								Gaming Reserve
2	264 - Economic Development	CR Restart - Economic Development Resources		38,000										Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Annual Allocation	104,084	75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	Gaming Reserve
4	310 - Mayor & Council	Qwalayu House	50,720											Storm/Sewer/Water
5	310 - Mayor & Council	Ishikari Anniversary Celebration				25,000					25,000			Ishikari Anniversary Reserve
6	310 - Mayor & Council	Downtown Initiatives		205,000										Gaming Reserve
7	310 - Mayor & Council	Downtown Safety Task Force		20,000										Gaming Reserve
8	310 - Mayor & Council	Advisory Committees for Aquaculture & Forestry		40,000										Gaming Reserve
9	310 - Mayor & Council	Coastal Communities Social Procurement Initiative		4,000	4,000	4,000								Gaming Reserve
10	327 - Bylaw Enforcement	Safer Downtown		29,000										Gaming Reserve
11	450 - Facilities	Expanded Facility Cleaning & Sanitizing Protocols		186,400										Temporary Reduction to Training/Travel
12	502 - Long Range Planning & Development Services	Housing Growth Review	59,334											Gaming Reserve
13	502 - Long Range Planning & Development Services	Social Grants	29,913	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Gaming Reserve
14	502 - Long Range Planning & Development Services	580 Dogwood - BC Housing	9,166											Gaming Reserve
15	502 - Long Range Planning & Development Services	Fir Street - BC Housing Project		163,700										Gaming Reserve
16	502 - Long Range Planning & Development Services	Façade Revitalization & CPTED Improvements		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Gaming Reserve
17	502 - Long Range Planning & Development Services	Downtown Small Initiatives Fund			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Gaming Reserve
18	502 - Long Range Planning & Development Services	Beautification Grants		30,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	Gaming Reserve
19	502 - Long Range Planning & Development Services	Public Art				25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
20	720 - Parks	Tree Protection Bylaw		12,500										Gaming Reserve
21	740 - Recreation & Culture	Senior's HUB		5,000										Gaming Reserve

Index	Department	Project Name	2020-CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
22	740 - Recreation & Culture	CR Live Streets			44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	Gaming Reserve
TOTAL STRATEGIC PROJECTS			\$ 253,217	\$ 1,078,600	\$ 531,000	\$ 524,000	\$ 439,000	\$ 439,000	\$ 439,000	\$ 439,000	\$ 464,000	\$ 439,000	\$ 439,000	

Corporate Projects

23	111 - Communications	Next Level Communications (Business Case incl.)		88,300										Financial Stabilization
24	111 - Communications	Statistically Valid Community Survey		12,000		12,500		13,000		13,500		14,000		Financial Stabilization
25	114 - Human Resources	Exempt Salary Survey				15,000				15,000				Financial Stabilization
26	114 - Human Resources	CUPE Agreement Renewal				15,000				15,000				Financial Stabilization
27	213 - IT	Network Security Audit		25,000		25,000			25,000			25,000		IT Reserve
28	264 - Economic Development	Economic Development Strategic Planning		75,000										Financial Stabilization
29	311 - Legislative Services	Municipal By-Election		69,000										Financial Stabilization
29	311 - Legislative Services	Municipal Election				58,550			61,000					Financial Stabilization
30	500 - Deputy City Manager	DCC Review	20,111											Financial Stabilization
31	502 - Long Range Planning & Development Services	Enviro Monitoring - Big Rock Boat Ramp	625	5,000		11,000								Financial Stabilization
32	502 - Long Range Planning & Development Services	Energy Rebate & EV Programs		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Carbon Neutral Reserve
33	570 - Airport	Update Airport Land Use & Development Strategy				91,250								Airport Reserve
34	740 - Recreation & Culture	Parks and Rec Strategic Plan				150,000								Financial Stabilization
TOTAL CORPORATE PROJECTS			\$ 20,736	\$ 289,300	\$ 314,800	\$ 93,500	\$ 15,000	\$ 28,000	\$ 101,000	\$ 58,500	\$ 15,000	\$ 54,000	\$ 15,000	

Operational Projects

35	502 - Long Range Planning & Development Services	Zoning/OCP Update	48,699											Financial Stabilization
36	502 - Long Range Planning & Development Services	Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek	3,395											Financial Stabilization
37	502 - Long Range Planning & Development Services	Environmental Benchmarking	3,200											Financial Stabilization



**2021-2030 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	2020-CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
38	502 - Long Range Planning & Development Services	Development Process Update		20,000										Financial Stabilization
39	502 - Long Range Planning & Development Services	Environmentally Sensitive Areas policy			25,000									Financial Stabilization
40	502 - Long Range Planning & Development Services	E-Bike & Bike Share Strategy			20,000									Financial Stabilization
41	532 - Roads	Bridge Inspections			20,000		20,000		20,000		20,000		20,000	Financial Stabilization
42	570 - Airport	Flight Way Clearing	30,000				30,000				30,000			Airport Reserve
43	570 - Airport	Crack Sealing		20,000		20,000		20,000		20,000		20,000		Airport Reserve
44	570 - Airport	Runway Line Painting			20,000		20,000		20,000		20,000		20,000	Airport Reserve
45	570 - Airport	Wings & Wheels Event			15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Airport Reserve
46	580 - Sewer	Sewer Right of Way Clearing	36,168	50,000	50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000	Sewer Reserve
47	580 - Sewer	Confined Space Entry Alternate Procedures	14,590											Sewer Reserve
48	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring		10,000	20,000	20,000		25,000	5,000	5,000	35,000			Sewer Reserve
49	580 - Sewer	Lift Station 11 Transformer Inspection		5,000		5,000		5,000		5,000		5,000		Sewer Reserve
50	590 - Water	Confined Space Entry Alternate Procedures	20,150											Water Reserve
51	590 - Water	Water Conservation Program			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Water Reserve
52	590 - Water	Drinking Water Source Protection Plan		75,000										Water Reserve
53	740 - Recreation & Culture	Enhanced Skate park Environment		22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	Financial Stabilization
54	740 - Recreation & Culture	PLAY Campbell River		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Financial Stabilization
TOTAL OPERATIONAL PROJECTS			\$ 156,202	\$ 207,500	\$ 272,500	\$ 212,500	\$ 237,500	\$ 217,500	\$ 212,500	\$ 197,500	\$ 242,500	\$ 162,500	\$ 177,500	
TOTAL FUNDED OPERATING PROJECTS			\$ 430,155	\$ 1,575,400	\$ 1,118,300	\$ 830,000	\$ 691,500	\$ 684,500	\$ 752,500	\$ 695,000	\$ 721,500	\$ 655,500	\$ 631,500	

Index	Department	Project Name	2020-CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Funding Source
BELOW THE LINE PROJECTS (UNFUNDED)														
55	111-Communications	75th Anniversary Video		40,000										TBD
56	111-Communications	Retirement/New Hire Transition			36,000									TBD
57	114 - Human Resources	Workplace Cultural Assessment			15,000			15,000			15,000			TBD
58	114 - Human Resources	Recruitment/Selection Tools			10,000									TBD
59	114 - Human Resources	Leadership Development Program			10,000									TBD
60	114 - Human Resources	Certificate of Recognition (COR) - Safety Achievement				25,000								TBD
61	114 - Human Resources	Job evaluation for CUPE positions				20,000	20,000							TBD
62	212 - Finance	Asset Retirement Obligations PSA 3280 Implementation			390,000									TBD
63	310 - Mayor & Council	Donate NIC Development Fees To Endowment		65,700										TBD
64	310 - Mayor & Council	Additional KDC Funding & Downtown Cleanup		65,000										TBD
65	310 - Mayor & Council	Agriculture Plan Update		20,000										TBD
66	310 - Mayor & Council	Community Social Service Partnerships		20,000										TBD
67	310 - Mayor & Council	Good Neighbour Agreements		-										TBD
68	502 - Long Range Planning & Development Services	Downtown Signage Incentive Program		35,000										TBD
69	502 - Long Range Planning & Development Services	5 Year Visioning for BIAs/Pier Street Beautification		30,000										TBD
70	502 - Long Range Planning & Development Services	Natural Asset Planning				100,000								TBD
TOTAL BELOW THE LINE PROJECTS			\$ -	\$ 275,700	\$ 461,000	\$ 145,000	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	
TOTAL BELOW THE LINE PROJECTS			\$ -	\$ 275,700	\$ 461,000	\$ 145,000	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	

Index	Department	Project Name	Project Description	Project Justification
1	218 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this, with the remaining balance of \$130,000 used to balance the City's general operating budget. The funding transfer from the Gaming Reserve increased to \$375,000 in 2017. In 2021 Financial Planning, Council provided direction to gradually eliminate this transfer over the next three years.
2	264 - Economic Development	CR Restart - Economic Development Resources	Additional support for Economic Communications Department.	Economic Development is a key function during the CR Restart phase of the COVID-19 Pandemic.
3	310 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items. \$150K per year.	Required to ensure funding is available for annual Council projects and community grants that arise during the year.
4	310 - Mayor & Council	Qwalayu House	A safe and welcoming home-like environment for children, their families, and expectant parents from the outer region of the health district. The home will be located off 2nd Avenue, behind Yuculta Lodge.	City servicing of water, sewer and storm.
5	310 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations.	2023 and 2028 are milestone years for the City's twinning relationship with Ishikari.
6	310 - Mayor & Council	Downtown Initiatives	Funding for Downtown Safety Initiatives	This budget was created by Council to fund various downtown safety initiatives.
7	310 - Mayor & Council	Downtown Safety Task Force	Create a downtown safety task force with broad community representation and a timeline to develop recommended solutions to specifically prescribed downtown issues	<p>A Select Committee established by Council / or a Task Force is a formal working group to consider or inquire into a matter and report findings and opinions to Council. Select Committees must include at least one member of Council. Council will generally establish a short term Select Committee to inquire into a specific issue within a limited time period, in this case Downtown Safety Actions. Once the committee reports its findings and opinions to Council, they will have concluded their work and will be disbanded. The plus side of a Select Committee is they will be accountable to Council and have transparent publicly published meeting, which would be important in terms of engaging the downtown business community. In order to action this direction, staff will draft and bring forward draft Terms of Reference for Council's consideration.</p> <p>There would be staff resources required to provide strategic and administrative support and oversight to this group. Additionally, the City has historically provided funding to a Task Force to assist with commissioning reports / studies on the area assigned.</p>

Index	Department	Project Name	Project Description	Project Justification
8	310 - Mayor & Council	Advisory Committees for Aquaculture & Forestry	Create two new advisory committees, for aquaculture and forestry, with a membership consisting of industry experts	<p>1. If Council chooses to form two new on-going advisory committees, Council can determine what the membership structure will be, and appoint subject matters experts to sit on the committees. Budget Implications: Low - Typically advisory committees do not receive any budget. All recommendations that would have budgetary implications would be forwarded to Council for approval. Resource Implications: Medium/High - Advisory Committees require the following staff resources; 1 staff liaison, 1 committee administrative clerk and ongoing participation by other staff as needed.</p> <p>2. Creation of New Select Committees of Council (Task Force) for Aquaculture / Forestry: A Select Committee established by Council / or a Task Force is a formal working group to consider or inquire into a matter and report findings and opinions to Council. Budget Implications – Will vary depending on the terms of reference development. Historically, these groups have been given funds to commission reports or hire consultants to assist with their task. Eg. funding of \$30,000 for Forestry , or \$100,000 for Waterfront. Resource Implications - Medium / High - Will vary depending on the terms of reference and goals identified. Typically these committees generate new work for staff rather than reviewing / commenting on work that is already being undertaken for/ on behalf of Council so can be labour intensive.</p> <p>3. Appoint a Council or Staff liaison to an existing sector organization / committee These types of appointment are typically used by City staff / Council to help community groups with their initiatives or seek input into City initiatives. Budget Implications – Low</p>
9	310 - Mayor & Council	Coastal Communities Social Procurement Initiative	The CCSPI supports local governments and First Nations on Vancouver Island and the Sunshine Coast Region in implementing social procurement to improve the health of their communities and the strength of their economies by changing the culture of public sector procurement.	Renewing and funding the City's membership for the next three years will enable the City to continue to work with the CCSPI government members and partners to continue to develop social procurement initiatives, which align with Council's Strategic Plan.
10	327 - Bylaw Enforcement	Safer Downtown	Lease of Downtown Safety Office.	A three-year trial program is in place to operate and staff a downtown safety office.
11	450 - Facilities	Expanded Facility Cleaning & Sanitizing Protocols	95 hours of cleaning per week for the Airport, DOC, City Hall, Bylaw office, Enterprise Centre and Downtown Security Office.	Ensure that the BC Centre for Disease Control (BCCDC) standards for sanitizing of public settings continues to occur until phase 4 of restart BC is realized.
12	502 - Long Range Planning & Development Services	Housing Growth Review	Carry out and commission various analyses associated with options for expanding the City's Urban Containment Boundary and for infill development.	To provide a full assessment of the opportunities and constraints associated with potential new growth locations, it is necessary to examine the infrastructure implications of such growth. Expenses associated with this have largely been incurred in 2020; however the funding approved by Council did not get carried forward from 2019.
13	502 - Long Range Planning & Development Services	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2019. A CFwd is required due to COVID project delays from the prior year.
14	502 - Long Range Planning & Development Services	580 Dogwood - BC Housing	Site servicing for new supportive housing development at 580 Dogwood.	BC Housing is investing in a major supportive housing project to serve the vulnerable population in Campbell River.
15	502 - Long Range Planning & Development Services	Fir Street - BC Housing Project	\$ 163,700 DCC's + \$111,500 development fees including BP (\$108,000)/dev apps (\$3,500) as per Council resolution ic #19-0089 and ic#19-0090.	BC Housing is investing in a major supportive housing project to serve the vulnerable population in Campbell River

Index	Department	Project Name	Project Description	Project Justification
16	502 - Long Range Planning & Development Services	Façade Revitalization & CPTED Improvements	This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement Program is for commercial storefronts located within a target area of Downtown. The program encourages commercial building owners to invest in façade renovations and storefront upgrades by providing matching grants to cover a portion of renovation costs up to a maximum amount. These grants provide an incentive to conduct building improvements that make streets a more interesting and appealing environment and attract people and businesses to the area. This program is intended to make city streets a more inviting and interesting place to walk and shop, help building owners attract and retain tenants, build civic pride among the local business community, contribute to the quality of life of residents, workers, and visitors, and promote the marketability of the local business area.	One of Council's strategic priorities is the Downtown Revitalization. To date, Council has implemented several strategies to this end. The City's "main street" or primary shopping streets (Shopper's Row and Pier Street) have a collection of tired looking storefronts that impact the shopping experience, which in turn impacts tenant attraction and the overall feeling of vitality and public draw. After a successful launch in 2014, the City is well positioned to build upon the momentum and interest of the Downtown Façade Improvement Program to "freshen" the storefronts and improve the overall feel and messaging of this primary business area of the City. The grants are currently valued at 50% of project costs or a maximum contribution of \$10,000.
17	502 - Long Range Planning & Development Services	Downtown Small Initiatives Fund	The Small Initiatives Fund for downtown projects enables the City to deliver downtown revitalization programs in partnership with the community. Delivery of Campbell River Live streets, parklets, bistro seating, art projection, new street furniture, lighting, and wayfinding have generated positive community support for the improvement of streetscapes and public realms in the downtown. The funding for the Downtown Small Initiatives Fund will permit this program to continue to operate in 2020 and support implementation of Downtown Refresh by testing streetscape elements and space programming within the community, as well as building the City's relationship with the community, business owners, Downtown BIA, arts culture, and heritage organizations. Grant-in-aid program of \$10,000 with a matching fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, and Campbellton Neighbourhood Association).	Downtown revitalization is one of Council's strategic priorities. This funding enables the City to undertake small initiatives to improve the streetscape and community spaces in the downtown. Examples of projects may include: seating, utility box wrapping with photos, developing parklets, wayfinding signage, lighting, implementing public art, and other initiatives that align with the implementation of Downtown Refresh. At the September 19, 2017 COW meeting, Council allocated \$65K to this initiative for the next ten years.
18	502 - Long Range Planning & Development Services	Beautification Grants	Grant-in-aid program of \$10,000 with a matching fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, and Campbellton Neighbourhood Association).	This program enables the four area associations to undertake beautification initiatives to improve each of these areas. Projects include banners, flower baskets, landscaping, decorative lighting, pressure washing in the downtown, utility box wraps, and other special projects.
19	502 - Long Range Planning & Development Services	Public Art	Funding for Public Art.	The City is in the process of developing a Public Art Master Plan. This process will recommence in 2020. These funds will allow the City to pursue public art installations in the community, under the guidance of the Public Art Master Plan.
20	720 - Parks	Tree Protection Bylaw	Development and implementation of a tree protection bylaw.	An early step towards the adoption of the Urban Forest Management Plan.
21	740 - Recreation & Culture	Senior's HUB	To develop, and provide training to support, the creation of a Senior's Information HUB.	Recreation & Culture staff have been working with and supporting the Senior's Network to create a central source, the Information HUB, where seniors can find information related to their aging needs.
22	740 - Recreation & Culture	CR Live Streets	To provide one additional Live Streets event in the summer.	The Live Street events have been very successful in helping to activate the downtown core. An additional event will provide more opportunity for public participation.

Index	Department	Project Name	Project Description	Project Justification
23	111 - Communications	Next Level Communications (Business Case incl.)	2021 - full time digital communications assistant; 2022 - part time graphic design position.	Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications. The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and service. Campbell River has been growing at a significant rate over the past eight years, and as it continues to grow, so will the demand for this service. The City's communications budget has remained essentially unchanged since 2010. Communications is also the only remaining department-of-one function, a known vulnerability in the event of a community emergency.
24	111 - Communications	Statistically Valid Community Survey	A statistically valid community survey is timed to occur twice (end of year one and three) during each Council term.	By surveying citizen using a statistically valid method, the City and Council are better able to understand community needs and sentiments on City services.
25	114 - Human Resources	Exempt Salary Survey	Market comparison of exempt compensation levels using benchmark positions.	In February 2020, Council approved a policy to review exempt compensation every four years (Q1 of 2nd year of Council term).
26	114 - Human Resources	CUPE Agreement Renewal	Bargaining costs related to CUPE contract renewal.	In bargaining years, there are additional legal and other contract bargaining related costs incurred. Preparation will commence prior to Dec 31, 2023 expiration.
27	213 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements, and payment system compliance.	With ongoing risk of security intrusions, a mandatory requirement for a network security audit has been identified. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided by the City's Tempest e-commerce interface (for dog licenses, parking tickets, etc.), and recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance requires that a network security audit take place on a scheduled basis. The City's technology network undergoes a security audit by an independent certified agency every three years to ensure that the risks to the system are low.
28	264 - Economic Development	Economic Development Strategic Planning	Economic Development requires a strategic plan that would capture a vision for Campbell River 5-10 years into the future based on community and Council's input. Economic Development would hire a consultant through an RFP to undertake the process.	Campbell River is a growing community and many different opportunities have been presented to the Economic Development Department that are exciting and would help to leverage networks, funding, and collaboration. A Strategic Plan would allow economic development to evaluate opportunities, drive organizational alignment and build work plans based on Council and community input.
29	311 - Legislative Services	Municipal By-Election	2021 By-election to elect a councillor to a resigned seat.	Due to the resignation of a council member, a by-election must be held within 80 days. Additional expenses will be incurred for preparation, administration, election worker wages, etc. For this by-election, COVID19 safety measures will need to be in place. These measures will add additional costs over what a normal election would cost. In addition, the City will not have its costs subsidized by running the school district election for school trustees on behalf of SD72.
29	311 - Legislative Services	Municipal Election	City costs to run the municipal general election.	In election years, additional expenses are incurred for preparation, administration, election worker wages, etc.
30	500 - Deputy City Manager	DCC Review	Development Cost Charge (DCC) Bylaw Review with use of external consultant. Through discussions with an external consultant, the estimated timeline to complete the DCC Bylaw Review, including public consultation and approval of the bylaw, is 6-8 months. This would include review and update of the roads, sewer, water, storm water, and parks DCC fees.	The DCC bylaw for infrastructure charges for development of City properties has not been reviewed or updated since 2010. Best practices recommends DCC bylaws to be reviewed every 5-10 years, with inflationary reviews every 1-2 years. The City has undergone significant development in the past few years and continues to see this growth. This has resulted in significant capacity upgrades required to City infrastructure to service the growing community. Council has directed staff to undertake a DCC fee review to ensure rates are updated to current costs and to aide in funding the City's significant capital plan related to growth.
31	502 - Long Range Planning & Development Services	Enviro Monitoring - Big Rock Boat Ramp	5 year enviro monitoring for Big Rock Boat Ramp habitat compensation	As part of the requirements by DFO for the habitat compensation project for Big Rock Boat Ramp, the City is required to engage an environmental monitor for 5 years to measure the success of the eel grass planting in the estuary.

Index	Department	Project Name	Project Description	Project Justification
32	502 - Long Range Planning & Development Services	Energy Rebate & EV Programs	Funding to leverage EV charging station funding & energy rebate incentives.	Continue to provide matching funding for provincial rebate programs - oil to heat pump, home energy retrofits, and potentially EV charging stations.
33	570 - Airport	Update Airport Land Use & Development Strategy	The Airport Masterplan serves as a critical planning tool that depicts both existing facilities and planned development for the airport.	The Airport is an essential piece of public infrastructure. It can generate significant social and economic benefits to our community. Proper long term planning is required to realize these benefits and ensure safe and efficient operation.
34	740 - Recreation & Culture	Parks and Rec Strategic Plan	To create a strategic plan for the Parks, Recreation & Culture Departments.	A strategic plan will help to set direction, develop and prioritize action plans, and guide responsible and targeted investment for the Parks, Recreation & Culture Departments.
35	502 - Long Range Planning & Development Services	Zoning/OCP Update	Update of the City's Zoning Bylaw.	Continuation of updates to the City's Zoning Bylaw, which included legal changes in 2018, and will include tackling a range of issues such as building height and view corridors, shipping containers, secondary suites, commercial zoning, electric vehicle charging stations and the City's growth patterns in the estuary and Quinsam Heights.
36	502 - Long Range Planning & Development Services	Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek	Install equipment to collect hourly rainfall data from gauge mounted at City Hall and collect Willow Creek stream flow data. Small annual maintenance component.	Both of these are recommended actions for the City in Northwest Hydraulic Consultants' "4 Key Sites" sea level rise study and will provide crucial historic data in the future on which to refine SLR/storm impact estimates and updates. This data will also inform ongoing climate adaptation work.
37	502 - Long Range Planning & Development Services	Environmental Benchmarking	VIU Contract to develop stream report cards.	Research the breadth of environmental timing windows into a single, easy-to-understand reference graphic and prepare an urban stream report card that can be updated annually.
38	502 - Long Range Planning & Development Services	Development Process Update	Development Permit Guideline update for Form & Character.	CFWD: work in progress, deliverables slated for March 2020 Review and update to City's development permit guidelines to ensure consistency, clarity and improve standards for form and character development permit guidelines (specifically for village centres/downtown and commercial/multi-family/industrial developments). This will ensure that our development permit guideline process is clear for developer/staff interpretation and the standards reflect the community's desire to celebrate our unique character and coastal geography.
39	502 - Long Range Planning & Development Services	Environmentally Sensitive Areas policy	Moved to 2022 due to work plan priorities. Develop a City policy for the management of Environmentally Sensitive Areas.	Develop a City policy for the management of Environmentally Sensitive Areas
40	502 - Long Range Planning & Development Services	E-Bike & Bike Share Strategy	Moved to 2022 due to work plan priorities. Develop a short strategy which establishes baseline data about E-bike use and attitudes in Campbell River, and which sets out future needs, opportunities, costs and locations in which to install E-Bike and bike-sharing infrastructure, along with identifying potential regulatory changes - e.g. to include E-Bike consideration in development permit guidelines.	Promoting active transportation is a key priority in the City's OCP and MTP, and results in numerous health benefits. It also responds directly to the OCP and CEEP's CO2 emissions reductions targets in shifting a greater proportion of local trips away from hydrocarbon engines and towards electric and human power. E-Bikes are emerging as a significant solution, particularly for commuters in steep or hilly locations. At present, E-Bike uptake, implementation barriers and parking/charging needs are poorly understood. A short study and strategy is therefore recommended to examine the potential to create E-Bike-friendly infrastructure at City facilities and public lands, and promote uptake elsewhere in the community, and recommend funding to do so.
41	532 - Roads	Bridge Inspections	Safety inspection of City's bridge infrastructure.	Safety inspections every two years ensure the City's bridge infrastructure remains safe for use and identifies any safety issues that must be addressed for continued safe operation.

Index	Department	Project Name	Project Description	Project Justification
42	570 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada zoning regulations.	Remove obstacles as per Transport Canada regulations.
43	570 - Airport	Crack Sealing	Maintaining infrastructure to ensure ACAP eligibility.	The airport must provide Transport Canada evidence showing regular maintenance on infrastructure to ensure future contributions of up to 95%.
44	570 - Airport	Runway Line Painting	Regulatory requirement.	Aircrafts utilize paint markings in conjunction with lighting to safely land. Annual winter maintenance snow removal scrubs off these markings.
45	570 - Airport	Wings & Wheels Event	Annual Wings & Wheels event at the Campbell River Airport.	This event brings together aviation and vehicle enthusiasts for a combined aircraft and car show.
46	580 - Sewer	Sewer Right of Way Clearing	To gain vehicle access to critical infrastructure by clearing and widening Sewer Right of Ways.	Many critical sewer mains do not have vehicle access for preventative and emergency maintenance. Lack of access for preventative maintenance and video assessment will result in failures that will have negative environmental and human health impacts, and potential for infrastructure damage. This task is more expensive than first anticipated due to environmental sensitivity of the areas to be cleared. This will need to recur until at least 2029.
47	580 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety. It was determined in 2017 that this process is far more involved than first anticipated and may require additional effort than originally planned.
48	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring	Periodic maintenance & monitoring of sewer infrastructure.	Environment monitoring program every 3 years, NWECC outfall inspection every 5 years and IPL outfall inspection every 5 years
49	580 - Sewer	Lift Station 11 Transformer Inspection	Periodic inspection of Lift Station 11 transformer.	The transformer at Lift Station 11 is inspected on a bi-annual basis for safety and operational reasons.
50	590 - Water	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for water confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. vaults). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety.
51	590 - Water	Water Conservation Program	Water conservation program throughout the community.	Water conservation programs create demand side management to allow our water system to continue to serve the community.
52	590 - Water	Drinking Water Source Protection Plan	Watershed Management Plan is over 10 years old and needs to be redone every 10 years due to changing environmental conditions.	It is a regulatory condition of our Operating Permit issued by VIHA.

Index	Department	Project Name	Project Description	Project Justification
53	740 - Recreation & Culture	Enhanced Skate park Environment	Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.	The Recreation & Culture Department would like to provide programs, services, and a youth leadership development opportunity, which will start at the skate park and could potentially expand out to other outdoor facilities. Youth feedback from the public consultation conducted in 2014 expressed the need for free, drop-in, unstructured activities at outdoor facilities that are well-maintained and safe environments. Unfortunately, multiple recorded incidents and anecdotal evidence from parents and youth are indicating that the skate park is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the types of incidents most often complained about. A skate park ambassador program would help to alleviate some of the negative behaviours and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skateboarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area.
54	740 - Recreation & Culture	PLAY Campbell River	The PLAY Campbell River working group was formed in early 2018 and the group has been working on a physical literacy strategy for Campbell River. This is an inter-agency group with members from the school, sport, recreation and health sectors. Initially, working with Pacific Sport, a grant of \$30,000 was obtained to get this project off the ground.	Funding will provide support for the PLAY Campbell River working group until additional grant funding is obtained.
55	111-Communications	75th Anniversary Video	A video to commemorate the 75th anniversary of Campbell River's incorporation.	To enhance community pride and connection to our history, a video outlining the first 75 years as a municipality will be proposed.
56	111-Communications	Retirement/New Hire Transition	Additional labour for a three month transition period.	An additional three months of salary is required to fund the overlap of training during the hiring and transition period due to staff retirement.
57	114 - Human Resources	Workplace Cultural Assessment	Culture assessment as part of ongoing organizational development	Collect and analyze data and insights from employees to assess and improve organizational effectiveness and productivity
58	114 - Human Resources	Recruitment/Selection Tools	Explore tools to streamline and enhance recruitment and selection process	Online solutions to streamline hiring processes, reduce turnover, and increase performance
59	114 - Human Resources	Leadership Development Program	Leadership development program	Learning & development program for emerging leaders as part of overall retention strategy
60	114 - Human Resources	Certificate of Recognition (COR) - Safety Achievement	COR preparation - business case to be developed	Additional resources to prepare health & safety management system to meet Certificate of Recognition (COR) requirements
61	114 - Human Resources	Job evaluation for CUPE positions	Develop job evaluation framework for unionized positions	Objective compensation tool to measure internal value of jobs

Index	Department	Project Name	Project Description	Project Justification
62	212 - Finance	Asset Retirement Obligations PSA 3280 Implementation	<p>The Public Sector Accounting Standards Board (PSAB) have issued a new accounting standard called PSAS 3280 (Asset Retirement Obligations). The purpose of this accounting standard is to recognize liabilities associated with assets in the period in which the liability is identified. This is a change from current standards which recognizes the retirement costs of assets (whether capitalized or expensed) to be recognized when the legal cost is incurred.</p> <p>This new section will shift the recognition of the liabilities associated with the retirement of assets to current periods to provide the users of the financial statements with a full view of the total obligations that the City faces. In advance of the effective date the City will need to evaluate all of its assets and assess whether the City has a future liability which must be accounted for in the current period.</p>	<p>This project needs to be completed so that the City of Campbell River's financial statements are prepared in accordance with Public Sector Accounting Standards. Failure to complete this project will result in the City of Campbell River's financial statements for the year ended December 31, 2023 being materially misstated and a modified audit opinion being issued, which can be costly to the City resulting in lost current and future grants.</p>
63	310 - Mayor & Council	Donate NIC Development Fees To Endowment	<p>Request from North Island College to reinvest their development fees into an endowment.</p>	<p>Development fees paid to the City of Campbell River for the recent expansion to its campus would be used to support local youth to attend the college.</p>
64	310 - Mayor & Council	Additional KDC Funding & Downtown Cleanup	<p>Provide additional funding of \$15,000 to the KDC to sustain the existing Get the Point Program, and to increase the level of funding for additional operational staff to have a full-time labourer working downtown during the summer</p>	<p>Providing \$15,000 in funding to the Kwakiutl District Council (KDC) for the Get the Point Program will enable the program to continue three to four days per week for the 2021-2022 fiscal year to March 2022. The program engages people with lived and living experience with homelessness and or substance use, by providing training and honorariums to conduct community clean ups. The program has received positive feedback from numerous stakeholders and is slated to continue under existing provincial funding three to four days a week through until April 2021. The original funding was to run the program only seasonally, but with the increased support KDC has provided, the program can run all year.</p> <p>KDC has offered to continue running the program through the MOHUSS by providing ongoing core funding support for coordination, administration and use of the RV. Additional funding is, however, required for peer honorariums, training and supplies. The identified funding gap is approximately \$30,000. Funding will be requested from the CR CAT in the amount of \$15,000 which is expected to fit within existing funding parameters. The additional \$15,000 could be provided by the City under a request for continued seed funding which is eligible for an additional two years through the existing social grant program draft criteria. The support and popularity of the program may also garner additional funding and possibilities for expansion through the downtown business community and/or local service clubs. The continuation of this program will not impact City staff resources or work plans.</p> <p>A full-time Parks labourer dedicated solely to downtown cleanup and maintenance during the summer months (6 months of the year) would enhance the cleanliness downtown. This is estimated at \$50,000, and would improve the City's ability to remove garbage, sharps, and improve overall aesthetics downtown.</p>

Index	Department	Project Name	Project Description	Project Justification
65	310 - Mayor & Council	Agriculture Plan Update	Update to the City's Agriculture Plan as per Council Resolution to bring forward potential updates.	<p>This would see the Agriculture Plan undergo a significant overhaul. The SOCP has target outcomes for food systems and agriculture that were anticipated to be met by 2020. The AP plan revision would evaluate any progress to date, and determine a method for tracking and monitoring progress going forward.</p> <p>The economic feasibility of pursuing the agriculture plan, and the return on investment will be more thoroughly explored in the update, utilizing expertise from finance and economic development. The focus of the revision will highlight food security issues and opportunities, include more detailed research on the technical aspects of agricultural feasibility and food growing opportunities, including a focused look at opportunities for agricultural-themed development beyond the City's urban containment boundary, (particularly in the event that the "Estate" designation is removed from Quinsam Heights). An action implementation plan and budget considerations will result in an updated Agricultural Plan "v2" for consideration of adoption by Council (as an OCP amendment) and may also entail other OCP land use amendments.</p>
66	310 - Mayor & Council	Community Social Service Partnerships	Partner with community social service providers to develop and administer a work partnership program that connects businesses with individuals in vulnerable situations who are interested in constructive work experiences	<p>The City could explore partnering with community social service providers to develop a work partnership program that connects businesses with individuals in vulnerable situations with work experience opportunities. The first step in the process would be to clearly define what the program aims to achieve and pursue potential partnerships with the Coalition to End Homelessness, Vancouver Island Mental Health Society, Heart of the Downtown Business Improvement Area Association, and the Chamber of Commerce. Development of a work partnership program would take significant time and is highly dependent on the interests and capacity of partners to pursue this program, and determination of the organization that would lead and would supervise the program coordination. Staff time to explore and liaise with potential partners and stakeholders would be an estimated 10 hours/week with implications to work plan including delays in other priority projects such as the Public Art Master Plan. Clear direction is required on how to pursue this initiative and to identify clear expectations for what the program is to achieve. Development of such a program and funding model would ideally be conducted through a part-time position or coordinator that would reside with a partner organization under contract for ~\$20,000 for 6 months. Program development would include program design, securing funding, implementation, and monitoring and evaluation, and done collaboratively with program partners. Additional funding and resource needs for the program would be determined by the coordinator.</p>

Index	Department	Project Name	Project Description	Project Justification
67	310 - Mayor & Council	Good Neighbour Agreements	Attempt to secure good neighbour agreements from the owners / operators of the both the Harbourside Inn and the adjacent liquor Store, and the agencies that are housing individuals in this facility	<p>As a starting point, staff can approach the owners/operators of the Harbourside Inn and adjoining liquor store to encourage them voluntarily to enter into a good neighbour agreement. As reported previously there would appear very little incentive for these parties to agree to such a request and the prospect of success seems remote. However, the City is able to make a business licence conditional on entering into such an agreement. The City can undertake an amendment to its business licence bylaw, in which downtown liquor establishments must enter into a good neighbour agreement as a condition of obtaining a new business licence, or renewing an existing licence. Licence renewals take place on an annual basis.</p> <p>The process for amending the business licence bylaw is relatively straightforward. An amendment can be drafted by staff and brought forward to a future Council meeting for first, second and third reading. Council may then adopt the amendment at a subsequent meeting. Council may also endorse a standard template good neighbour agreement accompanying the bylaw. No public hearing or public consultation is required as part of this process. There may be a small cost associated with seeking legal review of the proposed amendment (likely circa \$200). This would likely be covered from an existing department legal budget. The small time demands on staff in bringing this forward may cause minor delays to other work, but not to a significant extent.</p> <p>Business licence renewal takes place in February each year; therefore as a result of such a bylaw amendment completed within the near future, the City would have to wait until the renewal process to require such an agreement. To require an agreement from a given business sooner than this, the City would have to investigate cancellation of a business licence. Additional legal review may be necessary should Council wish to pursue this approach.</p>
68	502 - Long Range Planning & Development Services	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City initiatives such as the Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art initiatives to generate investment in downtown and village centres, which will align with the revised Sustainable Official Community Plan and Downtown Refresh. Develop signage incentive program to encourage businesses to meet the new standards.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan initiative, and to support economic development, the City's sign bylaw requires amendment to allow initiatives to meet a higher standard of design. This includes developing guidelines for various preferred sign types and materials along with the wayfinding program, addressing murals, and other public art initiatives. Following amendment of the sign bylaw, staff will develop a signage incentive program, similar to the Downtown Façade Improvement program, to encourage signage improvements throughout the community.
69	502 - Long Range Planning & Development Services	5 Year Visioning for BIAs/Pier Street Beautification	In 2019, Campbellton Neighbourhood Association was given \$10k to partner with VIU to develop specific beautification proposals to deliver its 5 year beautification action plan.	There exists interest among the three other associations in developing longer-term beautification plans, following on from the CNA's experience. The purpose of developing such plans is to maximise the utility of the annual \$10k beautification grants, and allow the associations to develop potentially larger, multi year proposals if they wish, as opposed to annual ad-hoc improvements.
70	502 - Long Range Planning & Development Services	Natural Asset Planning	Develop a natural- or eco-assets strategy as a component of the City's overall asset management work	Eco-Asset management is increasingly seen as a tool for local governments to use, building on pioneering work by the Town of Gibsons. Incorporating natural and semi-natural areas into asset management can save significant infrastructure cost over the long term, while simultaneously providing a greater variety of ecological habitats and green spaces within the urban area. This also builds on the City's Sea Level Rise planning work, representing implementation of recommended strategies to increase flood resilience while improving our built environment - the foreshore being a key natural asset.

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
Strategic Priorities (Funded)																
1	213 - IT	CRAvantage Colocaton Room Air Conditioning			45,000										Strategic	Gaming Reserve
2	322 - Fire Protection	#1 Fire Station Replacement		100,000	266,759										Strategic	Fire Reserve
3	450 - Facilities	Library Redevelopment	93,927	705,000											Strategic	DTRE
4	450 - Facilities	Big House Pavilion Preservation		50,000											Strategic	Facilities Reserve
5	450 - Facilities	Council Chambers Accessibility Improvements				33,120									Strategic	Gaming Reserve
6	502 - Long Range Planning & Development	Supportive Housing - 580 Dogwood	449,695												Strategic	CWF/Storm/Sewer /Water
7	532 - Roads	Transit Stop at Carihi	449,470												Strategic	CWF / Capital Works Reserve
8	532 - Roads	3.5 Acre Walkway Lights & Surface Improvements	205,550												Strategic	CWF
9	532 - Roads	Seagull Walkway Design	46,222	1,500,000											Strategic	Capital Lending Reserve / Capital Works Reserve
10	532 - Roads	Master Transportation Plan Update		62,500	62,500										Strategic	Capital Works Reserve
11	532 - Roads	Cypress Street Improvements			209,935										Strategic	Capital Works Reserve
12	532 - Roads	Snow Clearing Equipment			300,000								19,200		Strategic	Capital Works Reserve
13	532 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19			324,384										Strategic	Capital Works Reserve
14	532 - Roads	Ferry Terminal Access Improvements					200,000								Strategic	Capital Works Reserve
15	532 - Roads	Willis Road Corridor Promotional Materials		30,000											Strategic	CWF
16	532 - Roads / 550 - Storm Drains / 580 -	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	9,314,084										100,000		Strategic	Grant / Capital Lending / CWF / Storm Water Reserve
17	550 - Storm Drains	Downtown Storm Mitigation		200,000	200,000	200,000									Strategic	Storm Water Reserve
18	580 - Sewer	Waterfront Sewer Forcemain	2,790,143										50,000		Strategic	Sewer / Debt
19	590 - Water	John Hart Reservoir		100,000	400,000	6,000,000							30,000		Strategic	Water / Water DCC
20	720 - Parks	Robron Field House - Servicing	95,963												Strategic	CWF
21	720 - Parks	Willow Point Park Turf Installation	43,132										11,500		Strategic	CWF
22	720 - Parks	Entrance Sign Jubilee (map incl.)				145,000									Strategic	Parks Reserve
23	720 - Parks	Nunns Creek Master Plan		14,464											Strategic	Parks Reserve
24	720 - Parks	Maritime Heritage Park Construction				75,000	275,000						25,000		Strategic	Parks Reserve / Grants
TOTAL FUNDED STRATEGIC PRIORITY PROJECTS			\$ 13,488,186	\$ 2,761,964	\$ 1,808,577	\$ 6,453,120	\$ 475,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,700		

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
Asset Management Planning (Funded)																
25	212 - Finance	Corporate Asset Management Condition Surveys/Data Collection		30,000											Renewal	Capital Works Reserve
26	212 - Finance	Corporate Asset Management Asset Management Strategy Dvlpm't		20,000											Renewal	Capital Works Reserve
27	212 - Finance	Corporate Asset Management			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Capital Works Reserve
28	212 - Finance	Asset Management Service Levels				50,000									Renewal	CWF
29	212 - Finance	Asset Management Risk Assessments				25,000									Renewal	CWF
30	570 - Airport	Airport Condition Assessment		10,000											Renewal	Airport Reserve
31	580 - Sewer	Sewer Condition Assessments		55,000											Renewal	Sewer Reserve
32	580 - Sewer	Sewer Asset Registry		25,000	25,000										Renewal	Sewer Reserve
33	590 - Water	Water Asset Registry		25,000	25,000										Renewal	Water Reserve
34	590 - Water	Water Condition Assessments			55,000										Renewal	Water Reserve
TOTAL FUNDED ASSET MANAGEMENT PLANNING PROJECTS			\$ -	\$ 165,000	\$ 155,000	\$ 125,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -		
Renewal / Replacement Capital Projects (Funded)																
35	212 - Finance	Financial Systems/Accounting Software			962,000	101,000	103,000							248,500	Strategic	Capital Lending Reserve
36	213 - IT	Operations Management Software Planning and Replacement		847,250	167,000	157,000								95,000	Renewal	IT Reserve
37	213 - IT	Workstation/Laptop Replacement		46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000		Renewal	IT Reserve
38	213 - IT	Printer/Peripheral Replacement		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		Renewal	IT Reserve
39	213 - IT	GIS Orthophotos		17,000	17,000		17,000		17,000		17,000		17,000		Renewal	IT Reserve
40	213 - IT	Scheduled Photocopier Replacement		17,000	9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000	17,000		Renewal	IT Reserve
41	213 - IT	Data Storage Upgrade				30,000								2,400	Renewal	IT Reserve
42	213 - IT	Primary File Server Replacement				15,000								1,500	Renewal	IT Reserve
43	213 - IT	Dogwood DOC Phone System									40,000				Renewal	IT Reserve
44	322 - Fire Protection	Small Equipment Replacement		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Renewal	Fire Reserve
45	322 - Fire Protection	SCBA Replacement						600,000							Renewal	Fire Reserve
46	447 - Fleet	Fleet Replacement Plan	525,000	515,000	705,000	765,000	675,000	660,000	750,000	725,000	730,000	550,000	1,150,000		Renewal	Fleet & Heavy Equipment
47	447 - Fleet	Airport Case Loader		340,000											Renewal	AIF / ACAP Grant
48	450 - Facilities	City Hall Storefront Door Replacement	73,075												Renewal	Facilities Reserve

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
49	450 - Facilities	Dogwood Operations Centre Master Plan	50,000												Renewal	Facilities Reserve
50	450 - Facilities	Museum Roof Replacement & Skylight Repair	30,000		650,000										Renewal	Facilities Reserve
51	450 - Facilities	MHC Envelope Repairs		300,000											Renewal	CWF
52	450 - Facilities	Sportsplex Rehabilitation & Addition		250,000	3,550,000										Renewal	CWF / Capital Works Reserve
53	450 - Facilities	ERT Materials Transfer Site Improvements		250,000											Renewal	Facilities Reserve
54	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Renewal	Facilities Reserve
55	450 - Facilities	CRCC Roof Replacement		20,000	600,000										Renewal	Facilities Reserve
56	450 - Facilities	RCMP Building Roof Replacement		15,000	350,000										Renewal	Facilities Reserve
57	450 - Facilities	Centennial Pool Changehouse Renovations			350,000										Renewal	Facilities Reserve
58	450 - Facilities	Discovery Pier Structural Repairs			125,000		125,000		125,000		125,000		125,000		Renewal	Facilities Reserve
59	450 - Facilities	Sportsplex - Public Consultation			100,000										Renewal	Capital Works Reserve
60	450 - Facilities	CRCC Gym Wall Partition Replacement				250,000									Renewal	Facilities Reserve
61	450 - Facilities	RCMP Chiller Replacement				150,000									Renewal	Facilities Reserve
62	450 - Facilities	City Hall Seismic Upgrades				130,000									Renewal	Facilities Reserve
63	450 - Facilities	RCMP HVAC DDC & Re-Commissioning				60,000									Renewal	Facilities Reserve
64	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint				55,000									Renewal	Facilities Reserve
65	450 - Facilities	Tidemark Theatre Foundation Repairs				45,000									Renewal	Facilities Reserve
66	450 - Facilities	Tidemark Theatre Envelope Rehabilitation					450,000								Renewal	Facilities Reserve
67	450 - Facilities	Tidemark Theatre Window Replacement					30,000								Renewal	Facilities Reserve
68	450 - Facilities	MHC Heat Pump / Fan Replacement					25,000	200,000							Renewal	Facilities Reserve
69	450 - Facilities	CRCC Cooling Tower Replacement						100,000							Renewal	Facilities Reserve
70	450 - Facilities	MHC Aluminum Window Replacement Allowance						60,000							Renewal	Facilities Reserve
71	450 - Facilities	Haig Brown House Roof Replacement						35,000							Renewal	Facilities Reserve
72	450 - Facilities	City Hall Window Replacement							250,000						Renewal	Facilities Reserve
73	450 - Facilities	Sportsplex Gym Floor Replacement								75,000	75,000				Renewal	CWF
74	450 - Facilities	Enterprise Centre Roof & Skylight Replacement									275,000				Renewal	Facilities Reserve
75	450 - Facilities	MHC Roof Replacement									250,000				Renewal	Facilities Reserve

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
76	450 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works										1,000,000			Renewal	Facilities Reserve
77	532 - Roads	Traffic Control Upgrades - 13th/Dogwood (map incl.)	206,373												Renewal	Capital Works Reserve
78	532 - Roads	Asphalt Overlays		500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000		Renewal	Capital Works / CWF
79	532 - Roads	Traffic Control Upgrades - Replacement			220,000		220,000		230,000						Renewal	Capital Works Reserve
80	550 - Storm Drains	6th Ave Drainage Improvements - Design Only		100,000											Renewal	Storm Water Reserve
81	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades		75,000		75,000								250	Renewal	Storm Water Reserve
82	550 - Storm Drains	Storm System Renewals		35,000	925,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000		Renewal	Storm Water Reserve
83	570 - Airport	Runway Rehabilitation			80,000		8,000,000								Renewal	AIF / ACAP Grant
84	580 - Sewer	Norm Wood Environmental Centre Upgrades	1,531,083	4,450,000										175,800	Renewal	Sewer / DCC
85	580 - Sewer	2020 Sewer main Rehabilitation	410,959												Renewal	Sewer Reserve
86	580 - Sewer	Sewer Facility Renewal	135,834		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		Renewal	Sewer Reserve
87	580 - Sewer	Sewer Main Replacement - 2018	25,000												Renewal	Sewer Reserve
88	580 - Sewer	Sewer Main Replacement		1,250,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Renewal	Sewer Reserve
89	580 - Sewer	Lift Station #7 Pump and Controls Upgrade		150,000											Renewal	Sewer Reserve
90	580 - Sewer	NWEC Shower and Locker Room Renovation		125,000											Renewal	Sewer Reserve
91	580 - Sewer	Lift Station #11 Biofilter Reconstruction		100,000											Renewal	Sewer Reserve
92	580 - Sewer/590 - Water	SCADA Communication Equipment Rehabilitation	5,907												Renewal	Sewer / Water
93	580 - Sewer/590 - Water	Meter Renewal		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Renewal	Sewer / Water
94	590 - Water	Evergreen Reservoir and Instrumentation Upgrades	942,580												Renewal	Water Reserve
95	590 - Water	Watermain Renewal - Hilchey Rd -Phase 1 (map incl.)	922,262												Renewal	Water Reserve
96	590 - Water	Water Facility Decommissioning	405,476												Renewal	Water Reserve
97	590 - Water	Rockland Rd Emergency Renewal	257,357												Renewal	Water Reserve
98	590 - Water	WM Cathodic Protection	60,471												Renewal	Water Reserve
99	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	18,767												Renewal	Water Reserve
100	590 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)		1,275,000											Renewal	Water Reserve
101	590 - Water	Water Facility Renewal		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Renewal	Water Reserve

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
102	590 - Water	Fire Hydrant Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Water Reserve
103	590 - Water	Water Service Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Water Reserve
104	590 - Water	Watermain Renewal			1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Renewal	Water Reserve
105	720 - Parks	Baikie Island Bridge Replacement	150,000												Renewal	Parks Reserve
106	720 - Parks	Nunns Creek Park Backstop, Dugout and Fencing replacement	110,000												Renewal	Parks Reserve
107	720 - Parks	Lilelana and Rotary Park Irrigation	45,000												Renewal	Parks Reserve
108	720 - Parks	Playground Surface Replacement - Ruby, Lilelana and Harrogate Park	35,000												Renewal	Parks Reserve
109	720 - Parks	Water Fountain Replacement - Simms Cr., Penfield Dog Park and Robron Park	25,000												Renewal	Parks Reserve
110	720 - Parks	Sign Replacement - Adams, Centennial, Rotary and Larwood Park	15,000												Renewal	Parks Reserve
111	720 - Parks	Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	15,000												Renewal	Parks Reserve
112	720 - Parks	Cedric Jones and Barclay Park Fencing Renewal	10,000												Renewal	Parks Reserve
113	720 - Parks	Tree Renewal in Parks	10,000												Renewal	Parks Reserve
114	720 - Parks	Asset Management - Park Infrastructure Renewal Fund			180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000		Renewal	Parks Reserve
115	720 - Parks	Willow Point Field Drainage Upgrade			100,000										Renewal	Parks Reserve
116	720 - Parks	Robron Artificial Turf Replacement								1,000,000					Renewal	Parks Reserve
117	720 - Parks	Ostler Park Rubberized Surface Replacement						90,000							Renewal	Parks Reserve
118	740 - Recreation & Culture	Recreation Equipment	42,350	36,500	47,300	19,700	55,300	32,200	29,400	27,450	23,700	37,600		Renewal	Furniture & Equipment	
119	740 - Recreation & Culture	Weight Room Floor				50,000									Renewal	Facilities Reserve
TOTAL FUNDED RENEWAL/REPLACEMENT PROJECTS			\$ 5,600,144	\$ 11,904,600	\$ 13,642,500	\$ 7,118,300	\$ 15,952,700	\$ 8,038,300	\$ 7,642,200	\$ 8,067,400	\$ 7,781,450	\$ 7,811,700	\$ 7,567,600	\$ 523,450		
Other Capital Projects (Funded)																
120	213 - IT	Council Chambers Sound System	150,000												Enhancement	IT Reserve
121	213 - IT	Internet Security Hardware	35,000					35,000						5,000	Renewal	IT Reserve
122	213 - IT	CRAvantage 10th Ave Extension	132,600												Strategic	CWF
123	448 - Capital Works	Capital Works Project Management	462,451	471,700	481,134	490,757	500,572	510,583	520,795	531,211	541,835	552,672			Capacity	Capital Works / Sewer / Water
124	450 - Facilities	City Facilities Fall Protection	230,000												Safety/ Legislation	Facilities Reserve
125	450 - Facilities	Energy and Water Consumption Reduction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Enhancement	Carbon Neutral Reserve
126	450 - Facilities	Small Equipment	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Enhancement	Furniture & Equipment

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
127	450 - Facilities	EV Charging Stn - Sportsplex		5,350										1,850	Enhancement	Carbon Neutral Reserve
128	450 - Facilities	Police & Public Safety Building Parking Expansion				200,000									Enhancement	Facilities Reserve
129	450 - Facilities	Enterprise Centre Backup Generator				150,000									Enhancement	Facilities Reserve
130	450 - Facilities	Fire Hall #2 Locker Rooms / Dorms				125,000									Capacity	CWF
131	450 - Facilities	MHC Building Automation System				40,000									Enhancement	Facilities Reserve
132	450 - Facilities	City Hall Façade Improvements							300,000						Enhancement	Facilities Reserve
133	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage								100,000					Enhancement	Facilities Reserve
134	532 - Roads	Sidewalk Infill - Cheviot from Peterson West	169,373	250,000											Enhancement	CWF / Roads DCC
135	532 - Roads	Transit Bus Shelters (map incl.)	142,894		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000		Enhancement	CWF
136	532 - Roads	Greenways Loop Wayfinding & Signage	14,809												Enhancement	CWF
137	532 - Roads	Cycling Infrastructure	3,263	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Enhancement	CWF
138	532 - Roads	Street Light Infill		90,000		90,000		90,000		90,000		90,000			Enhancement	CWF
139	532 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights		42,350			30,000								Enhancement	CWF
140	532 - Roads	LED Light Conversion		38,825											Enhancement	CWF
141	532 - Roads	Parking Lot Improvements - Rotary Beach Park		25,000											Enhancement	Capital Works Reserve
142	532 - Roads	Sidewalk Infill			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		Enhancement	CWF / Roads DCC
143	532 - Roads	Parking lot Improvements			35,000		35,000								Enhancement	Capital Works Reserve
144	532 - Roads	Intersection Improvements				20,000	235,000		20,000	245,000				1,000	Enhancement	Capital Works Reserve
145	532 - Roads	South Peterson Improvements								400,000	2,250,000			10,000	Enhancement	Capital Works Reserve
146	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)			25,000	125,000	1,500,000							250	Enhancement	Storm Water Reserve
147	550 - Storm Drains	14th - Spruce to Redwood						350,000							Enhancement	Storm Water Reserve
148	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing						200,000		1,740,000					Enhancement	Storm Water Reserve
149	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening, Approach Lighting & Sign Replacement	158,910	2,850,000											Enhancement	AIF / ACAP Grant
150	570 - Airport	Runway De-icing Trailer		104,160										3,000	Enhancement	AIF / ACAP Grant
151	502 - CPDS	Campbellton Neighbourhood Ass'n Wayfinding Signage		31,400											Enhancement	CWF
152	570 - Airport	Expand Airport Terminal Building Parking							500,000						Enhancement	Airport Reserve
153	570 - Airport	General Aviation Entrance Shelter			25,000										Enhancement	Airport Reserve

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
154	570 - Airport	Public Smoking Shelters			10,000										Enhancement	Airport Reserve
155	570 - Airport	Airside Drive Upgrade										550,000			Enhancement	Airport Reserve
156	580 - Sewer	Biosolids Site Management	707,653												Enhancement	Sewer Reserve
157	580 - Sewer	Norm Wood Environmental Centre SCADA Upgrade	90,000												Enhancement	Sewer Reserve
158	580 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade				150,000								10,000	Capacity	Sewer Reserve
159	580 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering								150,000	2,250,000			480,000	Enhancement	Sewer Reserve
160	590 - Water	John Hart Pump Station Modifications	27,212												Enhancement	Water Reserve
161	590 - Water	Shetland PRV	14,364												Enhancement	Water Reserve
162	590 - Water	Water Dept Temporary Location		300,000											Capacity	Water Reserve
163	590 - Water	Dogwood Operations Centre Backflow/Meter		125,000											Enhancement	Water Reserve
164	590 - Water	Pressure Reducing Valve Abandonment		75,000											Enhancement	Water Reserve
165	590 - Water	Area D Connection Improvements		20,000											Safety/ Legislation	Grants - Other
166	590 - Water	Beaver Lodge Pump Station Upgrades		10,000	50,000	500,000								TBD	Capacity	Grants - Other
167	590 - Water	Wei Wai Kum/CCR Water Improvements			150,000	1,500,000									Enhancement	Water Reserve
168	590 - Water	Rockland Road Transmission Main			100,000	875,000									Capacity	Water Reserve
169	720 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction		550,000										25,000	Enhancement	Parks Reserve
170	720 - Parks	Willow Point Lights (map incl.)		300,000											Enhancement	Parks Reserve
171	720 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects		75,600											Enhancement	CWF
172	720 - Parks	Marine Foreshore Restoration		30,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000		Enhancement	CWF
173	720 - Parks	Mclvor Lake Upgrades			50,000	200,000									Enhancement	Parks Reserve
174	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island			45,000									7,800	Enhancement	Parks Reserve
175	720 - Parks	Hwy 19A Cemetery Improvements				150,000									Enhancement	Parks Reserve
176	720 - Parks	Pickleball Courts Construction at Robron		150,000											Enhancement	CWF
177	720 - Parks	Marine Foreshore Restoration		60,000											Enhancement	CWF
TOTAL FUNDED OTHER PROJECTS			\$ 1,328,478	\$ 6,237,736	\$ 1,461,700	\$ 5,106,134	\$ 2,790,757	\$ 1,675,572	\$ 1,830,583	\$ 3,745,795	\$ 5,531,211	\$ 1,681,835	\$ 1,052,672	\$ 543,900		
TOTAL FUNDED CAPITAL PROJECTS			\$ 20,416,808	\$ 21,069,300	\$ 17,067,777	\$ 18,802,554	\$ 19,268,457	\$ 9,763,872	\$ 9,522,783	\$ 11,863,195	\$ 13,362,661	\$ 9,543,535	\$ 8,670,272	\$ 1,303,050		

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
BELOW THE LINE (Excluded from Financial Plan Bylaw)																
Strategic Priorities (Unfunded)																
178	213 - IT	CRAvantage Phase 2 - Discovery Harbour Extension		466,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	5,000	Strategic	TBD
179	213 - IT	Staffweb Intranet Upgrade			64,000										Enhancement	TBD
180	213 - IT	CRadvantage Economic and Governance Strategy			25,000										Strategic	TBD
181	446 - Properties	Land Acquisition		850,000											Strategic	TBD
182	450 - Facilities	Council Chambers Accessibility Improvements				370,000									Enhancement	TBD
183	450 - Facilities	City Hall Foyer Accessible Washroom		40,000											Enhancement	TBD
184	532 - Roads	Willis Road Connector					1,000,000	13,500,000	16,500,000						Strategic	TBD
185	532 - Roads	Pier Street South (Refresh)						260,000	2,600,000						Strategic	TBD
186	532 - Roads	Pier Street North (Refresh)							340,000	3,400,000					Strategic	TBD
187	539 - Solid Waste	Organics Facility			1,000,000									5,000	Strategic	TBD
188	720 - Parks	Quinsam Park Development		448,000											Strategic	TBD
189	720 - Parks	Frank James Park Detailed Design and Construction Phases		156,000	200,000	313,000	720,000	238,000						TBD	Enhancement	TBD
190	720 - Parks	East Walkway Construction at Robron Park		151,000											Strategic	TBD
191	720 - Parks	Quinsam Park Open Space		32,000											Strategic	TBD
192	720 - Parks	Nunns Creek Park Enhancements			150,000	3,000,000									Strategic	TBD
193	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd				110,000								4,800	Enhancement	TBD
194	720 - Parks	Maryland to Jubilee Greenway Loop					400,000								Enhancement	TBD
195	720 - Parks	Robron Park - Soccer/Slow Pitch fields							3,000,000					20,000	Strategic	TBD
TOTAL UNFUNDED STRATEGIC PRIORITY PROJECTS			\$	-	\$ 2,143,000	\$ 1,539,000	\$ 3,893,000	\$ 2,220,000	\$ 14,098,000	\$ 22,540,000	\$ 3,500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$	34,800
Renewal / Other Capital Projects (Unfunded)																
196	213 - IT	Building Services Software Upgrades / Online Applications			150,000									5,500	Enhancement	TBD
197	213 - IT	Records Management Software				100,000									Enhancement	TBD
198	213 - IT	Separate Utility Billing						55,000						52,000	Enhancement	TBD
199	322 - Fire Protection	Fire Station Headquarters Replacement					21,000,000								Renewal	TBD
200	322 - Fire Protection	UTV (Utility All Terrain Vehicle)		37,280										6,500	Enhancement	TBD
201	322 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response			588,500									15,000	Renewal	TBD

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
202	322 - Fire Protection	Fire Station Replacement							500,000						Strategic	TBD
203	450 - Facilities	Dogwood Operations Centre Master Plan		500,000	500,000			3,000,000							Renewal	TBD
204	450 - Facilities	RCMP Security Gates		75,000											Strategic	TBD
205	450 - Facilities	City Hall Main Building Signs		60,000											Enhancement	TBD
206	450 - Facilities	Structure Demolition & Land Clearing		60,000											Strategic	TBD
207	450 - Facilities	MHC Energy Assessment / Design Engineering		25,000											Renewal	TBD
208	450 - Facilities	Facility Level Condition Assessments			60,000					75,000					Renewal	TBD
209	450 - Facilities	Fire Hall 1 Rehabilitation Works				750,000									Renewal	TBD
210	450 - Facilities	Pound Replacement								900,000					Renewal	TBD
211	502 - Long Range Planning & Development	Undergrounding OH Wires for 580 Dogwood - Supportive Housing											350,000		Enhancement	TBD
212	532 - Roads	Alder Street Upgrades			300,000										Enhancement	TBD
213	532 - Roads / 550 - Storm Drains / 580 -	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave			30,000		1,877,000		10,190,000				120,970		Strategic	TBD
214	550 - Storm Drains	Nunns Creek Outfall Improvements		150,000	150,000	150,000							250		Enhancement	TBD
215	550 - Storm Drains	Redwood - 14th to 19th								1,200,000					Renewal	TBD
216	570 - Airport	Airside Drive Extension to PAL Aerospace			340,000										Enhancement	TBD
217	570 - Airport	NW Development Area Construction								8,200,000					Enhancement	TBD
218	570 - Airport	Public Parking Lot Lighting Upgrade		70,000											Enhancement	TBD
219	570 - Airport	Equipment Shelter		20,000											Enhancement	TBD
220	570 - Airport	ATB HVAC			25,000	500,000									Strategic	TBD
221	570 - Airport	ATB Apron Expansion (North)				1,800,000									Enhancement	TBD
222	570 - Airport	Lower Maintenance Shop Replacement					4,000,000								Renewal	TBD
223	570 - Airport	Extend Taxi B						1,000,000							Enhancement	TBD
224	580 - Sewer	Highway 19A Sewer Upgrade (DCC Eligible)		250,000	2,000,000										Enhancement	TBD
225	590 - Water	Mitigation of Water Quality Impacts of John Hart Dam Seismic Project			1,000,000								500,000		Safety/ Legislation	TBD
226	590 - Water	Transmission Main Renewal					50,000	6,000,000							Safety/ Legislation	TBD
227	590 - Water	Water Filtration Facility									70,000,000		500,000		Safety/ Legislation	TBD
228	720 - Parks	Marine Foreshore Restoration		60,000											Enhancement	CWF

Index	Department	Project Name	CFwd	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Operating Costs	Category	Funding Source
229	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades				250,000									Renewal	TBD
230	740 - Recreation & Culture	Sportsplex Chairs and Dollies		125,000											Renewal	Furniture & Equipment
231	740 - Recreation & Culture	Sportsplex Detailed Design and Construction				300,000	6,300,000								Strategic	TBD
TOTAL UNFUNDED RENEWAL / OTHER PROJECTS			\$ -	\$ 1,432,280	\$ 5,143,500	\$ 3,850,000	\$ 33,227,000	\$ 10,055,000	\$ 10,690,000	\$ 9,475,000	\$ 900,000	\$ 70,000,000	\$ 350,000	\$ 1,200,220		
TOTAL UNFUNDED PROJECTS:			\$ -	\$ 3,575,280	\$ 6,682,500	\$ 7,743,000	\$ 35,447,000	\$ 24,153,000	\$ 33,230,000	\$ 12,975,000	\$ 1,000,000	\$ 70,100,000	\$ 450,000	\$ 1,235,020		

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
1	213 - IT	CRAvantage Colocaton Room Air Conditioning	Air conditioning for CRAvantage Colocation Room Data Centre.	The City's CRAvantage colocation data centre is currently cooled by a portable air conditioner. This data centre hosts critical network hardware that supports our CRAvantage municipal SRD's entire network infrastructure. This equipment requires a constant operating temperature to eliminate the possibility of network shutdown or failure. Portable air conditioning units require reliable temperature control required. A long term solution is required to meet this demand.
2	322 - Fire Protection	#1 Fire Station Replacement	Conceptual design of new fire hall headquarters (replacing No. 2 Fire Hall).	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster critical to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecommunication equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecom equipment located in the fire hall. Due to significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community. The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure. Fire Hall.
3	450 - Facilities	Library Redevelopment	Library site assessment works and servicing.	Completion of site assessment works of the Library building in anticipation of future upgrades. Includes a remediation and utility servicing for the Library facility and site. Work is anticipated to include Environmental Site Assessment, hazardous materials assessment, and architectural planning.
4	450 - Facilities	Big House Pavilion Preservation	Refurbishment of the Big House Pavilion structure in Ostler Park.	In 2016, the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment and repair to most of the columns and first nations carvings / totems. The report recommended that work not be extended beyond 2017. The next phase will require engaging multiple consultants to develop a scope of work for rehabilitation.
5	450 - Facilities	Council Chambers Accessibility Improvements	Finalize conceptual design and complete detailed design / engineering on improvements to Council Chambers focused on accessibility improvements.	There is limited access for delegates with mobility issues to present at or attend Council Chambers. This design exercise will result in a shovel ready capital project to complete accessibility improvements to Council Chambers once project funding can be secured, potentially through future grant funding.
6	502 - Long Range Planning & Development Services	Supportive Housing - 580 Dogwood	Site servicing for supportive housing development at 580 Dogwood.	Council Approved Strategic Project.
7	532 - Roads	Transit Stop at Carihi	Create a bus pull out lane to the south of Carihi to allow for transit and school buses to safely pick up passengers at the school. This design will also accommodate 2 to 3 buses to share the pull out area and include a shelter for the passengers. Discussions are on-going and possible redesign required based on the actual location of the new bus stop at the school due to land considerations.	This is an opportunity to address concerns of the Transit System and the School District to provide a safer loading area and to deal with the volume of buses using this location at Carihi.
8	532 - Roads	3.5 Acre Walkway Lights & Surface Improvements	Seawalk connecting Ostler Park to the 3.5 Acre Site.	Next phase of this project will include lighting and surface improvements.
9	532 - Roads	Seagull Walkway Design	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to ensure the walkway does not fail as the substructure is being washed away.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, the asset will fail and there will be increasing potential for liability if remedial work is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway.
10	532 - Roads	Master Transportation Plan Update	Review the Master Transportation Plan and Dogwood Corridor to determine and plan future improvements that would include intersection improvements, additional turning lanes and bus pull outs.	The Master Transportation Plan was adopted by Council in 2012 and should be reviewed and updated every 10 years to ensure the plan is current and reflects work done and program changes. The update includes a review of the Dogwood Corridor to look for and develop priorities for improvements which may include developing land acquisition plans, determining future intersection options, and the addition of bus pullouts and consideration for pedestrian movements along this route.
11	532 - Roads	Cypress Street Improvements	Works on Cypress to build on parking lot upgrades from 2017. Project includes road rehabilitation and installation of curb gutter and sidewalk on the east side of the road. Project was delayed due to design changes in 2019; remainder to be finished in the future years.	This work supports a part of the Refresh Downtown Program as a small project within the overall redevelopment of the downtown area.
12	532 - Roads	Snow Clearing Equipment	Purchase of additional equipment to accommodate snow removal service.	Current Fleet assets are not sufficient to provide current expected levels of service. Equipment purchases could include any of the following: Tandem w/ plow package and sander/spreader - \$100,000, Backhoe - \$125,000, Loader - \$200,000.
13	532 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	Pedestrian upgrades in the Willis/Peterson area.	This project will carry on to the west from Carolyn Road to Nikola Road. Work will include a paved walking path and storm water improvements. Budget is for walkway completion.

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14	532 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design review started in 2017 and completed in 2018/19 with improvements to be undertaken in 2020, subject to MoTI and BC Ferries input. BC Ferries is currently undertaking a consultation/capital improvement planning process that the City may wish to partner with BCF and MoTI in future improvements at this location. This may require the capital funding to be moved forward into the future.	Access to the ferry terminal from Hwy 19A is very poorly set up and is confusing to users which increases potential for accidents at this location. The work will look at the design to provide access and ultimately improve access to the entrance and from the exit of this site.
15	532 - Roads	Willis Road Corridor Promotional Materials		20-0513 Evans/Cornfield - funds to create promotional materials for the Willis Road Corridor.
16	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	Phase 3 of the Hwy 19A project from Rockland Road to Big Rock Boat Ramp.	The project will see upgrades extended along a 1km stretch of Highway 19A, from Big Rock Boat Ramp to Rockland Road – both improving services and the beautification of our City through significant improvements both above- and under- ground, including the reconstruction of sewer and water mains, installation of storm drains, a widened roadway, curb and gutter, enhanced park spaces, and installation of underground electrical utilities.
17	550 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated. This will be a multi year project that will look at dealing with some long term storm water issues in the downtown area. The planning and construction/mitigation work is ongoing. This is also being looked at as part of the Sea Level Rise work underway.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system will need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flooding, and changes to the outfall system.
18	580 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, the forcemain is unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NWEC. Project will increase capacity to serve the southern portion of the community. CFWD: Phase 2 construction suspended pending archaeological investigation now underway. Phase 3 design 90% completed under final review.
19	590 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.
20	720 - Parks	Robron Field House - Servicing	Construction of Robron Field House civil works (separate contract controlled by the City).	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The operating budget includes operations staff, security, utilities such as electrical, water and heat and insurance.
21	720 - Parks	Willow Point Park Turf Installation	Convert the rock dust field into a natural grass field and upgrade field house in partnership with CR Athletic Assoc.	The current construction of the Willow Point Park Turf is not suitable for its current occupants.
22	720 - Parks	Entrance Sign Jubilee (map incl.)	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.
23	720 - Parks	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	Given the location of the Creek and the size of the area, development of an overall project plan is warranted to ensure maximum benefits are achieved.
24	720 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this project will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre. Rotary has donated the land. The amount has not been defined).
25	212 - Finance	Corporate Asset Management Condition Surveys/Data Collection	Ongoing Asset Management projects.	Asset inventories and condition assessments on various asset classes to be determined by the corporate AiM Committee
26	212 - Finance	Corporate Asset Management Asset Management Strategy Dvlpm't	Ongoing Asset Management projects.	Development of Corporate Asset Management Strategy will guide Asset Management Practises and Initiatives in the coming years. This follows the successful development of a Council Policy.
27	212 - Finance	Corporate Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset group (Infrastructure Management) team and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management as part of the Works Gas Tax Reserves.
28	212 - Finance	Asset Management Service Levels	Development of Asset Management Service Levels.	Service Levels are a key component of asset management plans.

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29	212 - Finance	Asset Management Risk Assessments	Development of Asset Management Risk Assessments.	Risk assessments are key components of asset management plans.
30	570 - Airport	Airport Condition Assessment	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for airport assets.	The airport asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will assist with maintenance and renewal decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the public. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, investment costs both increase substantially.
31	580 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will assist with maintenance and renewal decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the public. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, investment costs both increase substantially.
32	580 - Sewer	Sewer Asset Registry	Asset Management Strategy - Gap 1, 2 & 6. Centralization and clean-up of sewer asset inventory, including calculating replacement values.	The sewer asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and has overlapping and inconsistent information. Having accurate data will assist with maintenance and renewal decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the public. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an accurate asset inventory will assist with asset management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.
33	590 - Water	Water Asset Registry	Asset Management Strategy - Gap 1, 2, & 6. Centralization and clean-up of water asset inventory, including calculating replacement values.	The water asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and overlapping and inconsistent information. Having accurate data will assist with maintenance and renewal decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the public. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an accurate asset inventory will assist with asset management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.
34	590 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will assist with maintenance and renewal decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the public. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, investment costs both increase substantially.
35	212 - Finance	Financial Systems/Accounting Software	Replacement of the City's current financial reporting software (Vadim).	The City's financial reporting software is over 12 years old and lacks the functionality that is necessary to meet the financial planning and reporting requirements of the City of Campbell River. This project will replace the current financial reporting system (Vadim) as well enhance current capabilities through modernizing City processes and maximizing efficiencies. This project will replace the current financial reporting system (Vadim) as well enhance current capabilities through modernizing management, procurement management, financial document retention, and payables management.
36	213 - IT	Operations Management Software Planning and Replacement	Replacement of the City's end of life operations management software system. The upgrade will be significant and will require significant training to multiple levels of City staff and departments, as well as additional resources and potential use of a project manager to undertake. The complete upgrade and implementation process is expected to take three years. This centralized system manages all asset infrastructure data of the City, as well as, manages work orders for community requests. This maintenance system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels.	The City's current operations and work order software system Cartograph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current system is ending. The City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, storm water, sewer, and water department service request management. Replacing it with Asset Management software will reduce administrative costs, improve service and will provide the City of Campbell River greater visibility into the City's infrastructure.
37	213 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.
38	213 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.
39	213 - IT	GIS Orthophotos	10cm and 30cm orthophotos (aerial photos).	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and up-to-date information. The high usage of orthophotos, which is a reflection of the rapid changes we are seeing in the City, is one such requirement. These aerial photos are a key base layer in GIS and are used in a variety of processes and daily activities in utilities, fire and RCMP. All departments, contractors and the public via our interactive web maps utilize these orthophotos. A two year funding cycle will be required to support projects that are outside of the Urban Containment Boundary.
40	213 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.
41	213 - IT	Data Storage Upgrade	Purchase storage hardware to increase data storage capacity.	Upgrade required to meet demand and disaster recovery as identified in security audit.

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42	213 - IT	Primary File Server Replacement	Replacement of the primary file server.	The primary file server has reached its end-of-life and has been identified as a security and operational risk.
43	213 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	The Dogwood Operations Centre phone system was upgraded in 2018; however, it will require replacement by 2029.
44	322 - Fire Protection	Small Equipment Replacement	Replacement of firefighting equipment that has reached its useful life cycle.	To ensure a replacement plan is in place for firefighting equipment that reaches its useful life cycle (eg: portable fire pumps, ventilation fans, thermal imaging cameras, fire hose, firefighting
45	322 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA).	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA
46	447 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Replacement of 7 vehicles in 2021.	Staff undertake an annual assessment of all Fleet & Heavy Equipment Pool assets using a scoring algorithm to prioritize replacements based on condition, utilization rate, redundancy, a Vehicles up for replacement in 2021 include a 1995 Loader for the Airport which is 95% ACAP (Airport Capital Improvement Program) funded with the grant confirmed for 2021, 1 light-duty utility trucks, a 23 passenger mini-bus for the Recreation Department, and two light duty SUV's.
47	447 - Fleet	Airport Case Loader	Replacement of the Airport's 1995 Case Loader.	The loader qualifies for a Federal Airport Capital Improvement Fund (ACAP) grant which provides 95% funding for replacement of specific Airport maintenance equipment. This unit is the Airport property. The existing unit will be redeployed elsewhere within the Operations fleet.
48	450 - Facilities	City Hall Storefront Door Replacement	Replacement of the entry doors at City Hall.	Replacement of the three sets of exterior storefront doors at City Hall including the two main first floor entry doors (including vestibule doors) and the glazed basement entry doors. All building and at the end of their serviceable life. The doors are also not well suited to work with the building's new access control system.
49	450 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is no plan for this site to ensure efficient long-term functionality of the City's Operations Division.
50	450 - Facilities	Museum Roof Replacement & Skylight Repair	Replacement of the Museum roof.	The roof at the museum is now at the end of its serviceable life and experiencing routine leakage and requires replacement. The skylights will be repaired or replaced during this project.
51	450 - Facilities	MHC Envelope Repairs	Repairs to the envelope of the Maritime Heritage Centre including re-fitting of the front glazing which exhibits ongoing leakage.	The envelope on the building requires repair as it is exhibiting leakage. Major repairs have been undertaken in 2016, 2018, and 2019 on an emergency basis, however, further work is required on the viability of the southeast facing envelope. During a detailed assessment prior to undertaking repairs in 2018 it became evident upon removal of existing siding in several areas that additional work is required on the south and east wall assemblies. A tender was issued for the original scope of work in 2018 which came in substantially over budget. Critical repairs to the lighthouse tower are required. Remaining work is intended to address the remainder of known envelope issues on the structure.
52	450 - Facilities	Sportsplex Rehabilitation & Addition	Major mid-life rehabilitation of the Sportsplex major building systems including replacement of the existing fastened metal roof assembly, all rooftop air handling units/exhaust fans, and windows plus repair to large sections of the envelope. The project also includes an 1,100 sq. ft. addition for enhanced gymnasium storage.	The project seeks to remedy many envelope issues that have been present for many years (water penetration during heavy/windy rainfall events) and carry the facility through a further 20 years. The expansion of the gymnasium storage area will assist in coordinating and supporting a variety of current and future programming, particularly when the gym is scheduled for major renovation.
53	450 - Facilities	ERT Materials Transfer Site Improvements	Ongoing contamination remediation at the City's ERT Material Transfer Site.	The City's ERT Materials Transfer Site is used as a staging area and materials storage site for the City's Operations Departments. The site hosts large dirt spoil and wood debris piles that are a source of concern. A Phase II Environmental Site Assessment (ESA) was completed in 2019 which did not find any widespread soil contamination across the property but did discover 2 areas of concern with elevated levels of lead and copper. Additionally, the ESA recommended a detailed site investigation (DSI) including test drilling to determine both the extent of contamination in the two identified areas as well as any other areas of concern. A spoil pile in the centre of the site.
54	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Server replacement, software licensing and ongoing camera replacement plan for the City's networked video surveillance system.	The City's networked IP based surveillance system is now over 10 years old and requires routine annual camera replacements as equipment fails or reaches end of life. Annual software updates are required to ensure new hardware is compatible with the existing system.
55	450 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligatoring and bubbling. Minor roof leaks have been experienced to

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56	450 - Facilities	RCMP Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Torch on 2 ply SBS portion of roof is showing signs of failure and is nearing the end of its serviceable life.
57	450 - Facilities	Centennial Pool Changehouse Renovations	Renovation and modernization of the changehouse facility at the Centennial Outdoor Pool.	The existing changehouse design is dated and does not provide sufficient facilities for those with mobility issues. Additionally the universal/family change room functionality is several years out of date. The renovation design will come back to council for review prior to finalization.
58	450 - Facilities	Discovery Pier Structural Repairs	Ongoing structural repairs to Discovery Pier.	An engineering level structural condition assessment is undertaken every two years and then recommendations for piling / structural member repair is undertaken in the following year. The pier is 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance.
59	450 - Facilities	Sportsplex - Public Consultation	Engage in public consultation to determine the future plans for the Sportsplex.	As the Sportsplex nears the end of its life, City staff will engage with the public to determine which if the favored option for the facility (repair, repair and expand, or replace).
60	450 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.
61	450 - Facilities	RCMP Chiller Replacement	Replacement of the chiller at the Police and Public Safety Building.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary for air quality.
62	450 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. The building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic resilience.
63	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	Replacement of existing Building Automation System (BAD) Trane DDC.	Project will bring system to a modern standard and re-commission entire heating and ventilation system which is now over 20 years old. Improve energy efficiency and overall system function.
64	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	Envelope maintenance and refurbishment at City Hall and Enterprise Centre including repainting of exterior at City Hall.	Both buildings require water proofing treatment and re-caulking of the exterior building envelope. City Hall requires re-painting.
65	450 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.
66	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past its serviceable life and now requires a major repair.
67	450 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.
68	450 - Facilities	MHC Heat Pump / Fan Replacement	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre.	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency.
69	450 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.

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70	450 - Facilities	MHC Aluminum Window Replacement Allowance	Replacement of windows at the Maritime Heritage Centre.	The windows at the Maritime Heritage Centre are mixed aluminum and vinyl in varying stages of lifecycle. Many are showing signs of leakage or have failed seals and will require replacement.
71	450 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is a mixture of roofing types and several are approaching the end of their serviceable life. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before major leaking occurs.
72	450 - Facilities	City Hall Window Replacement	Replacement of the windows at City Hall.	The windows are original to the building and do not meet current industry best practices for exterior glazing. Many windows require repairs. Budget includes remediation for potential lead in window materials.
73	450 - Facilities	Sportsplex Gym Floor Replacement	Replacement of the flooring within the squash/racquetball courts.	Lifecycle replacement of the heavily used squash/badminton court floors.
74	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.
75	450 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.
76	450 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	Lifecycle rehabilitation and upgrades to the Enterprise Centre.	The Enterprise Centre was constructed in 1955 with a major renovation circa 2000. While much of the interior space has been renovated to a current standard, many of the building's electrical distribution, domestic hot water, sanitary sewer, and others are at or beyond the end of their serviceable life. The building will require a wholesale rehabilitation to ensure the safety and comfort of building tenants.
77	532 - Roads	Traffic Control Upgrades - 13th/Dogwood (map incl.)	City traffic lights have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement. Priority intersections include 13th and Dogwood, Hilchey and Alder; Shoppers Row and St Ann's. 13th and Dogwood is the priority intersection for 2020.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by the City and are now coming to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure the safety of all pieces of infrastructure in the community.
78	532 - Roads	Asphalt Overlays	Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years. Work to be done under the roads overlay program will be reviewed to confirm the priority areas based on the 2018 Pavement Management Plan and an annual spring review of existing road conditions to confirm additional priorities are not present.	There is currently over \$10 million in required overlay/road rebuilds required throughout the community. A number of these road segments have already failed or are rapidly approaching failure. The Roads department had a pavement management plan developed in 2018 to better plan for road rehabilitation projects for future years.
79	532 - Roads	Traffic Control Upgrades - Replacement	City traffic lights have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by the City and are now coming to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure the safety of all pieces of infrastructure in the community.
80	550 - Storm Drains	6th Ave Drainage Improvements - Design Only	Design work and planning for this project to be constructed in 2022.	Ongoing asset management has addressed a number of areas that need rehabilitation; this is one of those multi-year projects that will be started in 2021.
81	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the Integrated Storm Water Management Plan as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only improve the quantity of water discharged but to look at the quality of it as part of the outfall system.
82	550 - Storm Drains	Storm System Renewals	Annual Drainage Improvements. 2021 will be used to review the projects and undertake preliminary engineering for projects being considered for the next few years. Focus will be on known areas on 6th Ave and connections to older outfall locations.	This is an ongoing annual program to deal with the replacement and repair of critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.

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83	570 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated poor.
84	580 - Sewer	Norm Wood Environmental Centre Upgrades	Digester, air headers, generator and electrical system upgrades.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWECC Pre-design report and 2019 electrical assessment. The existing headers to the digester and oxidation ditch #1 have degraded beyond repair, critical electrical components are at end of life and are no longer supported by their suppliers, and the existing system is only able to support minimal process equipment operation and is not able to sustain lengthy outages. CFWD: Revised scope confirmed and engineering services being secured.
85	580 - Sewer	2020 Sewer main Rehabilitation	Cured In Place Pipe relining of sewer mains at various locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase. CFWD required for maintenance period of completed projects.
86	580 - Sewer	Sewer Facility Renewal	Lift station #11 siding and roof, and NWECC roof replacement projects are currently underway or scheduled to begin. These projects will extend into 2020.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs, service disruptions, liability, and the risk of release of untreated sewage to the environment. Excludes specific projects.
87	580 - Sewer	Sewer Main Replacement - 2018	Cured In Place Pipe relining of sewer mains at various locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase. CFWD required for maintenance period of completed projects.
88	580 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
89	580 - Sewer	Lift Station #7 Pump and Controls Upgrade	Replace the jockey pump and related electrical components.	By increasing the volume and redirection of the flows up hidden harbour hill from lift station #7 the jockey pump can not overcome the increase pressure in the new forcemain to pump water to the hill. A new pump will be installed in its place to provide the necessary redundancy to maintain winter flows.
90	580 - Sewer	NWECC Shower and Locker Room Renovation	This project will include lockers, 3 toilet stalls, and 3 showers.	The NWECC shower and locker room renovation is needed to meet Worksafe requirements. It is a requirement to allow 15 mins at the end of each shift for wastewater operators to shower. Currently there is only one shower and 9 staff that should be allotted time and a facility to shower.
91	580 - Sewer	Lift Station #11 Biofilter Reconstruction	The existing structure will be dismantled and disposed of and reconstructed of materials that will stand the test of time.	The existing structure was identified as past its useful life expectancy and recommended for renewal in the 2017 facility assessment. The current structure is rusted to the point that it is unsafe and poses to be a safety risk to City staff.
92	580 - Sewer/590 - Water	SCADA Communication Equipment Rehabilitation	Rehabilitation of the communication equipment for SCADA - 14 sites for both Water and Sewer.	We have been experiencing daily communication failures due to our equipment breakdown. Failure to replace equipment would lead to permanent communication failure and result in the inability to monitor our sewer systems which could lead to catastrophic damages to our infrastructure/damages to public property.
93	580 - Sewer/590 - Water	Meter Renewal	Replacement of existing water meters (aging infrastructure) to ensure accuracy in water and sewer billing.	Failing meters underestimate water consumption resulting in a loss of revenue.
94	590 - Water	Evergreen Reservoir and Instrumentation Upgrades	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs, service disruptions, and liability. Instrumentation renewal includes various programmable logic controllers at John Hart Pump Station, main chlorine and PRT station modifications.
95	590 - Water	Watermain Renewal - Hilchey Rd -Phase 1 (map incl.)	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal 2020 map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.

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96	590 - Water	Water Facility Decommissioning	For removal of all existing valves and infill of the two valve chambers at the Elk Falls Water Quality Centre (UV plant).	Due to changes in the water system triggered by the new Campbell River Water Supply Centre, decommissioning is required to ensure that these unused assets do not impede the operation of the property to be returned to BC Hydro. There is also a liability issue with not retiring assets properly. The proposed decommissioning project will be divided on 4 years due to work load.
97	590 - Water	Rockland Rd Emergency Renewal	Emergency replacement of a portion of water main (Rockland) from Hwy 19A to Galerno.	Structural failure of Rockland water main between Hwy 19A and Galerno in early 2019. Replacement of this portion will restore fire flows to the distribution main on Hwy 19A. This emergency project is part of the 19A Phase III project.
98	590 - Water	WM Cathodic Protection	Replacement and upgrades to the existing cathodic protection systems at Maple Street.	Inspections of existing cathodic protection system has identified the need for replacement and upgrades for the Maple Cathodic system. Cathodic protection helps maintain the integrity of steel pipes subject to corrosive attack due to a wet environment. Lack of cathodic protection on steel pipes can result in corrosion which could lead to an increase in watermain breaks and decreased watermain life.
99	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	Replacement of the existing pressure reducing valve at Bathurst/McLean.	The existing pressure reducing valve at Bathurst and McLean is in poor condition and requires replacement. The Water System Strategic Action Plan recommend that this functional valve be replaced by an existing pressure reducing valve at Bathurst/Thulin by constructing a new watermain between the two locations. This project takes advantage of existing infrastructure and will essentialy remove the valve site from the water system.
100	590 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal 2020 map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
101	590 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability.
102	590 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life (40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.
103	590 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable the department to be pro-active and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to aging material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's maintenance costs will increase as will the service interruptions.
104	590 - Water	Watermain Renewal	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
105	720 - Parks	Baikie Island Bridge Replacement	The bridge foundation at Baikie Island needs to be replaced.	In 2016 as part of the Bridge and Culvert inspection program, it was found that the bridge only has 5 years of remaining service life. The bridge structure is need to provide fire vehicles access in the event of a wild fire.
106	720 - Parks	Nunns Creek Park Backstop, Dugout and Fencing replacement	Replacement of the pee wee field backstop, fencing and the midget field dugouts.	The pee wee backstop is now at a stage where it is a safety issue and running the risk of falling down. The fencing within the park needs replacement as when it was build commercial grade. The midget field dugouts needs to be replaced with the proper gauge fencing. The midget field dugouts are old and need to be redesigned so they are more CPTED to reduce vandalism and vulnerable population.
107	720 - Parks	Lilelana and Rotary Park Irrigation	The continuation of the implementation(upgrades) of the Parks Irrigation System.	Many of the City's irrigation system are over 25 years old, and from the irrigation strategy that was done in 2012, city parks are being upgrade with new in ground systems and with the goal of being more water efficient.
108	720 - Parks	Playground Surface Replacement - Ruby, Lilelana and Harrogate Park	Replacement of playground surface material.	The three playgrounds surfaces that require material are a sand base material. The sand base surface has cause problems with weeds growing in the sand and cats using the sand as a litter box. The other two playgrounds surfaces have an engineer wood fibre material which we are going to replace these three playground surfaces with.
109	720 - Parks	Water Fountain Replacement - Simms Cr., Penfield Dog Park and Robron Park	Replacement of three water fountains.	The three water fountains have reached the end of their life cycle and now need replacing. They constantly require repairs and parts are hard to get due to the fact the model has been discontinued.

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110	720 - Parks	Sign Replacement - Adams, Centennial, Rotary and Larwood Park	To replace four existing Park signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.
111	720 - Parks	Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	Replacement of tennis court benches for each court.	Over the years City tennis court benches have been removed due to wood rot and not being structurally safe. Replacing the bench with a new recycled plastic style bench will reduce maintenance and extend life.
112	720 - Parks	Cedric Jones and Barclay Park Fencing Renewal	Replacement of existing fences.	Many of the City's parks that have fencing are over 25 years old and are in need of replacement. Fences are starting to fall into private property and are not enclosing the park which can allow trespassing onto roadways and private properties.
113	720 - Parks	Tree Renewal in Parks	Tree replacement in City Parks.	With the City new Arboriculture Technician position added last year, the city now has a hazard tree assessment program for all its parks within the City. With the removal of dangerous trees, the city will offset the loss of trees in City parks.
114	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms, etc. The fund would be submitted to Council annually for approval.
115	720 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated with heavy rains. This has made the area difficult to maintain which could lead to injuries for the players.
116	720 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replaced for safety reasons as the turf was installed in 2016.
117	720 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built and a rubber surface was put in. The rubber surface life span is 8 years and will need to be replaced to meet CSA standards.
118	740 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange.
119	740 - Recreation & Culture	Weight Room Floor	Replace weight room floor.	When new equipment was installed in 2018 it was discovered that the floor is uneven, worn and has holes from unbolting old equipment. The floor needs to be levelled and resurfaced with a new floor.
120	213 - IT	Council Chambers Sound System	New sound system for the council chambers.	Council and senior management have expressed concern over the audio system installed in the council chambers. The current system utilizes basic technology and was installed in 2004. A new system will provide advanced features such as a primary control unit (mayor) which manages speaker queuing (council and delegations), council vote tabulation, microphone volume and activation/deactivation.
121	213 - IT	Internet Security Hardware	This is the City's primary network security protection hardware. This device must be updated every 4 years to ensure the integrity of the network is maintained. Operating costs are required to support continuous software upgrades and hardware failure.	Replacement for the City's primary security appliance which protects the City network from outside intrusion. The Watch Guard was purchased in 2004 and is no longer supported by the manufacturer. The new device will leave the City network with a serious security vulnerability.
169	213 - IT	CRAvantage 10th Ave Extension	To extend the City's broadband network by 80 metres to the corner of 10th Ave and Alder Street.	This extension will allow for the integration of the following potential buildings: 980 Alder Street, 400 10th Avenue, 440 10th Avenue and 160 10th Avenue. Once service orders are received from these buildings, the City will introduce a conservative estimated revenue stream of \$7,200 annually.
123	448 - Capital Works	Capital Works Project Management	Reallocation from Capital Works operating budget to capital.	70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure.
124	450 - Facilities	City Facilities Fall Protection	Installation of fall protection systems for staff or contractors working at heights on 12 City facilities.	Most City facilities have limited fall protection anchor points for staff or contractors that are required to work or conduct maintenance on roofs or other areas where they require fall protection. Work includes the engineering and installation of fall protection systems at 12 City facilities whose design necessitates work at heights. In recent years, the City has experienced the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work.
125	450 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows the City to continue to reduce its overall internal energy and water consumption. The City's Water Department completed audits of 3 of the City's largest facilities (Community Centre, 9th Street, and 10th Street) and made recommendations to complete fixture replacements to achieve significant water use reductions. These three projects alone will expend the annual expenditure entirely for the next 3 years.

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126	450 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$10,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation of reducing operation cost (rental fees, etc.).
127	450 - Facilities	EV Charging Stn - Sportsplex	Installation of a Level 2 EV charger in the south of the City as part of Mid-Island EV Charging Network collaboration, with approximately 73% of project costs provided by grant funding through the collaboration.	Council resolution 19-0096 in support of joining this collaboration. Funding announced September 1 2020, City's previously-indicated commitment is 23% of capital cost to have a Level 2 EV charging station within the south of town.
128	450 - Facilities	Police & Public Safety Building Parking Expansion	Expansion of the RCMP parking compound.	The existing secure staff/RCMP parking lot to the rear of the Police and Public Safety Building is severely undersized and currently between 15-20 staff are parking at the adjacent Strathcona Park on a first-come, first-served basis. This lot is used for the RCMP fleet, RCMP staff parking, as well as storage of auxiliary vehicles/equipment and impounded vehicles. City staff parking at SG has caused issues during large events held at SG. There is available City owned land immediately to the east of the current secure compound which, if designed with access in mind, could potentially double the capacity of the currently planned SG facility expansion during major events.
129	450 - Facilities	Enterprise Centre Backup Generator	Addition of emergency back up power at the Enterprise Centre.	The Enterprise Centre now houses a number of City staff and is being utilized for low level EOC activations as it does not interrupt the use of Council Chambers for routine City business operations. The current connections supporting the CR Advantage utility. Currently the building has no back up emergency power provisions and the critical CR Advantage network gear is protected with battery backup. The building has limited capacity before requiring a standby generator be brought on site during power interruptions to ensure fibre clients are not adversely impacted.
130	450 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Addition of locker rooms and dormitories at Fire Hall #2.	This renovation seeks to add men's and women's locker rooms at Fire Hall #2 as well as a unisex washroom/shower area. Currently there is no dedicated locker room or segregated shower area for the Fire Department volunteers. The current washroom/locker facilities do not allow the Fire Department to meet changing operational practices around handling fire affected turnout gear. Currently there are no locker rooms based on the increasing use of this facility, particularly in a community emergency requiring 24/7 operation, this function should be added at the same time as a moderately sized interior locker rooms.
131	450 - Facilities	MHC Building Automation System	Addition of a building automation system at the Maritime Heritage Centre.	Currently the building has limited HVAC controls for servicing a complex and multi-use facility. A building automation system will help control energy costs and improve functionality / occupant comfort.
132	450 - Facilities	City Hall Façade Improvements	Improvements to the façade at City Hall.	City Hall was built in 1980 and there has not been much work done to the outside façade since its construction. Given the number of users/visitors the building received and its location in downtown Campbell River, some improvements should occur to improve the visual appeal of the facility.
133	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The signage will be used to advertise current or upcoming events at any of the City's premier recreation destinations.
134	532 - Roads	Sidewalk Infill - Cheviot from Peterson West	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. South McPhederan was completed in 2019 and Cheviot is planned for 2020.	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try to fill in any obvious gaps in the system and provide better access to the sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.
135	532 - Roads	Transit Bus Shelters (map incl.)	The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 6 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2018 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year.	The City continues to improve service levels for those using transit services. In order to assist with this the City has installed a number of shelters to provide protection from the weather. The City has received partnership funding from BC Transit (47% of the cost). This program will continue into future years.
136	532 - Roads	Greenways Loop Wayfinding & Signage	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions through the use of alternative transportation within the community.
137	532 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions through the use of alternative transportation within the community.

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138	532 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are addressed. This is an on-going problem and is re-evaluated regularly to identify the locations where lights could be installed. There are a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways. The City also receives a number of requests for street lights to be added. The cost to provide this service varies depending on if they are new City owned lights or the installation of additional lease lights. City owned lights are more capital intensive but less to operate, whereas lease lights (wooden poles) from BC Hydro have a lower initial capital cost, the long term operational costs are much greater than the City owned lights.	The City has a number of areas that could use additional street lights to ensure safer public use, primarily along arterial and collector roadways.
139	532 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually.	This annual program supports public safety by providing enhanced safety features to assist pedestrians.
140	532 - Roads	LED Light Conversion	This program undertakes an annual replacement of existing HPS lights with new LED lights. In the past, the focus was on arterial and collector roadways City owned lights. The City has approached BC Hydro to retrofit some of the City's lease lights however BC Hydro is not ready to undertake a LED conversion program. The work started in 2020 focuses on City owned lighting in both residential and primary roadways in the central part of the community. The results of this will see longer lasting infrastructure and reduced operating costs over the long term for the City owned street lighting.	This program will produce long term savings to the City through reduced operating cost and longer life for the luminaire (estimated 2x). Light quality is better with the LED vs. the HPS light.
141	532 - Roads	Parking Lot Improvements - Rotary Beach Park	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance.	The parking areas at Rotary Beach park are in need of rehabilitation with ponding and surface irregularities evident. Project will include upgraded drainage and asphalt in both parking areas.
142	532 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. Cheviot was planned for 2020, but further engineering and expansion of the project was required. This work is now planned for 2021 with the 2020 funds CFWD. Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2022 will include improvements to the parking areas at Rotary Beach Park. This budget line would allow for the continued improvement of City parking areas.	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try to infill any obvious gaps in the system and provide better access. sidewalk may not be.
143	532 - Roads	Parking lot Improvements	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2022 will include improvements to the parking areas at Rotary Beach Park. This budget line would allow for the continued improvement of City parking areas.	Council provided direction in 2015 to see improvements to Beech St, Cedar St and the Maritime Heritage Centre parking lots. Work has been completed on Cedar St., Maritime Heritage Centre parking lot. 2019 saw improvements to the public parking at City Hall.
144	532 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the need for those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.
145	532 - Roads	South Peterson Improvements	Work to improve Petersen from Evergreen to Merecroft. Will include road, curb and gutter improvements as well as storm and water improvements.	This area is growing and the aged infrastructure requires improvements to accommodate this growth
146	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention with this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding is available through DCC's but it is greatly underfunded at this time.
147	550 - Storm Drains	14th - Spruce to Redwood	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.
148	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flood at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Work on the sports field will continue to flood and there will be issue with all the storm systems that lead into the creek.

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149	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening, Approach Lighting & Sign Replacement	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width, replacing approach lighting systems and existing life cycled airfield signage.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAA) sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has CFWD: RFP closed and under review. ACAP funding package has been submitted. (Multi-year project).
150	570 - Airport	Runway De-icing Trailer	Runway de-icing trailer.	At this time, operations are unable to effectively de-ice the runway. ACAP has awarded the Airport capital funding for this equipment.
151	502 - CPDS	Campbellton Neighbourhood Ass'n Wayfinding Signage	Wayfinding signage through Campbellton.	The Campbellton Neighbourhood Association is requesting funding to install wayfinding signage throughout the Campbellton area.
152	570 - Airport	Expand Airport Terminal Building Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.
153	570 - Airport	General Aviation Entrance Shelter	Install a covered entryway for general aviation customers.	Currently we do not have a covered area for customers waiting on private aircraft arrivals. Some of these customers store their baggage outside in the elements for an extended period of
154	570 - Airport	Public Smoking Shelters	Install covered smoking shelters.	Currently the public can only smoke directly outside the terminal entrance. Inevitably smoke enters the public building, staff do not have the resources to monitor this area and providing airport in line with the majority of other airports.
155	570 - Airport	Airside Drive Upgrade	Upgrade to roadway servicing north development lots.	Last road upgrade completed in 1997, need to continue paving program to the North.
156	580 - Sewer	Biosolids Site Management	Field #1 was upgraded to accept future biosolids applications in 2019. Funds to complete portions of the project that will extend into 2021 require CFWD.	The existing biosolids land application site exceeded its permitted limits. In order to continue to land apply, site modifications are required.
157	580 - Sewer	Norm Wood Environmental Centre SCADA Upgrade	Norm Wood Environmental Centre.	The extension to the previous SCADA project. Norm Wood Environmental Centre (NVEC) is currently operating on an obsolete SCADA platform that needs to be replaced by the new currently SCADA system could compromise the operations at NVEC.
158	580 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planned loading increases, additional diffusers will be required to adequately process the wastewater.
159	580 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	Addition of biosolids dewatering at NVEC and new biosolids management process.	Dewatering of biosolids will be required once land application is no longer an option (Est. 2030). Including administration and potentially an electrical room to the dewatering building, term capital cost savings. The "temporary" administration trailer, installed in 2010 is overcapacity. Therefore, the administration and dewatering building is scheduled for construction dewatering equipment when required. The management process for the dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000, based on tipping at the regional district. Operating costs for dewatering is estimated at \$180,000.
160	590 - Water	John Hart Pump Station Modifications	To connect the North Water System to the Main Water System.	This is a required outcome of the BC Hydro John Hart redevelopment project as the existing intake depth limits the draw down depth of John Hart Lake. BC Hydro have advised the City project is complete and will require that the existing intake is connected to the new Water Supply Centre.
161	590 - Water	Shetland PRV	Install new PRV at Petersen and Shetland.	The proposed PRV will provide redundancy in case the existing Cheviot PRV is unable to supply the required flows due to mechanical failure or scheduled maintenance. In addition, the pressure zone to mitigate the higher pressures of the new system on the lower elevation.
162	590 - Water	Water Dept Temporary Location	Temporary office and operations facility for Water Department should they be displaced from current location at Evergreen BC Hydro owned facility.	Department may require temporary operating location in the event long-term location at Evergreen cannot be extended to future years.
163	590 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be completed project.

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
164	590 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder and PRVs Parkway, Holm, Erickson and Goodwin (multi year).	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves can be abandoned.
165	590 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract include meters, backflow devices, and water quality monitoring stations. It is anticipated to be fully funded by the Strathcona Regional District.
166	590 - Water	Beaver Lodge Pump Station Upgrades	Upgrade of pumping capacity at Beaver Lodge Pump Station.	Development in the Jubilee Heights, Homalco Reserve or airport lands will trigger the upgrade of the pumping capacity at the Beaver Lodge Pump Station. Timing of this project is dependent in these areas. It is assumed that the capital costs for these upgrades would be fully funded by developers.
167	590 - Water	Wei Wai Kum/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.
168	590 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease loss.
169	720 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction	Detail design & construction for phase two of Elk Falls Cemetery expansion.	A detail design for Phase two of the Elk Falls Cemetery expansion project. The detail design is continuing with the master plan that was completed 2015 and continuing off from phase number of plots available to the public as the existing inventory of plots will be running out.
170	720 - Parks	Willow Point Lights (map incl.)	Upgrade the existing Lighting System on the Willow Point lighted fields.	Upgrade the existing Lighting System on the Willow Point lighted fields.
171	720 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects	Park projects in Campbellton.	The Campbellton Neighbourhood Association is requesting funding for the following park projects: -19th Ave riverfront parkette -Raven channel entrance and riverfront parkette -Raven channel trail parking -Baikie Island parking
172	720 - Parks	Marine Foreshore Restoration	Relocating gravel to damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integrated restoration plan provides a comprehensive and proactive management plan for the foreshore.
173	720 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.
174	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed in use.
175	720 - Parks	Hwy 19A Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited to the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is not attractive and to maintain throughout the year.
176	720 - Parks	Pickleball Courts Construction at Robron	To construct 6 pickleball courts with fencing around the courts.	With the growing trend within the community there is a big demand for pickle ball courts. Currently the pickle ball users have converted the centennial tennis courts for pickle ball. With Robron, the courts will not eliminate any tennis courts at Centennial Park. The Robron site has more parking spaces and with the new field house being constructed at Robron, it will provide a ball user group, such as washrooms, changerooms and a facility to rent if they wish to have any functions at the site.
177	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integrated restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk but not completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact that the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet piling which needs to be removed as it is a hazard to the City.
178	213 - IT	CRAvantage Phase 2 - Discovery Harbour Extension	Phase two of CRAvantage fibre optic network along the Island Hwy.	The next phase of the city's fibre optic network will extend from two locations. The proposed extensions will occur at Dogwood Street via 11th avenue (carry forward - previously funded) and extend from Chances Casino, along the Island Hwy and terminate at the Discovery Mall. Please see capital plan for detailed justification. Proposed budget also identifies sustained project funding for the next 10 years. This annual funding will allow for timely integration of client buildings, which will enhance revenue streams for this utility, entice service provider participation and investment.
179	213 - IT	Staffweb Intranet Upgrade	Replacement of the City's internal intranet which was built in 2006.	The city's 14 year old intranet website is scheduled for a long overdue upgrade. This website is currently hosted on an internal server and will be upgraded to a cloud solution. Upgrading the city can proceed with a corporate records management system. Please see capital plan for detailed justification.
180	213 - IT	CRAvantage Economic and Governance Strategy	Strategy to identify future growth opportunities (physical and economic) and develop a governance plan for the City's municipal broadband network.	The City's CRAvantage broadband network is scheduled for significant growth in 2020. To ensure that Council has the information to make an educated decision for the 2020 budget, an independent strategic review identifying future growth opportunities and the development of a governance plan.
181	446 - Properties	Land Acquisition	Land Acquisition of a historic/heritage property.	There is an opportunity to acquire a property with local heritage/historic value.

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
182	450 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.
183	450 - Facilities	City Hall Foyer Accessible Washroom	Modifications to improve access to washrooms at City Hall.	Washrooms at City Hall are difficult to access from the main foyer.
184	532 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.
185	532 - Roads	Pier Street South (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic growth.
186	532 - Roads	Pier Street North (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic growth.
187	539 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility was based on the previous model prior to the CVRD receiving a funding grant. This budget will need to be re-evaluated once the design process has begun with the CVRD and will be confirmed as to the intended use in mid-2022. These funds will be needed to support the start up of the organics curbside program that may include the purchase of rolling totes for organics and curbside garbage.	This is to support the City's program or contribution to the Organics facility being built by the CVRD and still needs to be evaluated as to what this will entail as the scope of the project to curbside organics will see the City looking at a new solid waste collection program and possibly the requirement to purchase curbside roller totes for garbage, yard waste and organics.
188	720 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
189	720 - Parks	Frank James Park Detailed Design and Construction Phases	Detail design for Frank James Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow in 4 phases.	Frank James Park is in a highly visible area and improvements are warranted given it's popularity. This park is also adjacent to the highway generating safety concerns for the users.
190	720 - Parks	East Walkway Construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field.
191	720 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
192	720 - Parks	Nunns Creek Park Enhancements	Detail design for Nunns Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	A comprehensive design for upgrading Nunn's Creek Park, including the Nunn's Creek Nature Trust Lands, Baseball Fields and Festival Area(Logger Sports). The park is at a point where the age and many safety concerns for ball players and users of the park. The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players. CRMBA is in need of additional field to be able to host tournaments. Phase 1 would include relocating the parking and extending on-street parking. Phase 2 would include updating the seawalk, small beach seating areas and viewpoints. Phase 3 would include new lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 would include Sybil Andrews walk and celebration space.
193	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	Continuation of trail construction.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.
194	720 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.
195	720 - Parks	Robron Park - Soccer/Slow Pitch fields	Construction of Phase five of the Robron Park Project.	This phase of the project was to build two additional soccer/slow-pitch fields on the school district property that is not being used anymore. As the community grows and part of the Park fields will be needed.
196	213 - IT	Building Services Software Upgrades / Online Applications	Tempest - Building Services Software Upgrades for online building permit applications.	To provide excellent customer services to the building community and extend City Hall's availability and options of service, it is recommended to purchase software to implement online building permit applications. Builders would be able to submit building permit applications 24/7 online. The most successful application of this software is for smaller straight forward permits such as garage permits and dwellings. With the purchase and implementation of additional software, the building community will be offered online services for permit applications in addition to in person services, to eliminate the need to visit City Hall. CPDS staff have submitted a SLCR for 2018 to review the option for digital permits with the building community to ensure that this application would be readily used by the building community. Relationships: <ul style="list-style-type: none"> • Builds and strengthens the relationship with the builders and developers in the community • Opens up digital technology for 24/7 access. Economic growth: <ul style="list-style-type: none"> • Creates an open for business atmosphere, with online opportunities, supported with in person service. Livability: <ul style="list-style-type: none"> • Building Services improvements would improve safety and livability, gaining compliance on health and safety of new construction and renovations in the community Management & governance: <ul style="list-style-type: none"> • Provides more transparent processes and communication with the development community.

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
197	213 - IT	Records Management Software	EDRMS application to facilitate records management.	As the City of Campbell River body of information has grown and the mechanisms for record keeping have been decentralized, staff members have developed individual work group processes for filing, saving and transfer or retention of information. The current working environment of the City is primarily in the electronic realm. Therefore, the most effective approach going forward is to move all electronic records in an environment where sharing, collaboration and work flow management can occur. An ERDMS application functions as a secure electronic repository, providing secure storage, processes, long term preservation, reporting and audit trails to preserve the integrity, authenticity, availability and reliability of the electronic records. An EDRMS application provides more control over the life cycle of electronic records than processes with records in a shared drive environment. It is recommended that the City budget for an EDRMS application, and undertake a detailed request for proposals, and implement an EDRMS.
198	213 - IT	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation and utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital projects.
199	322 - Fire Protection	Fire Station Headquarters Replacement	Replacement of Fire Hall #2.	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. The City's Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecom equipment for the NI911 and telecommunications equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecommunications equipment located in the fire hall. Due to significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community. The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure. Fire Hall. Council has directed staff to begin the conceptual design work on the new Fire Headquarters with completion of the conceptual design in Q4 2020.
200	322 - Fire Protection	UTV (Utility All Terrain Vehicle)	Procurement of a utility all-terrain vehicle (UTV) for the fire department to improve response capabilities to trail networks and remote areas within the City Limits and fire response boundary that are challenging for fire vehicle access.	Campbell River has a significant trail network within the City Limits and fire response boundary that are challenging for fire vehicle access. A UTV (side by side all-terrain vehicle) will be an appropriate resource to access the remote areas and trail network quickly for technical rescue, patient extraction and for wildfire incidents. The department experiences a number of incidents where they access the remote areas on foot, carrying all necessary equipment in and out of the area resulting in delayed response times and logistical challenges moving equipment.
201	322 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	Purchase a Rapid Intervention Vehicle with ARFF (Airport Rescue Firefighting) capabilities.	The aging ARFF vehicle servicing the airport for fire protection has been removed from service and disposed due to safety concerns. A new smaller rapid intervention vehicle with ARFF capabilities (system) would provide the necessary protection for servicing not only the airport but the City of Campbell River as a whole. To replace the retired ARFF vehicle with a similar ARFF vehicle would cost 1.5M and would only be suitable for use on airport lands. A smaller rapid intervention vehicle is estimated at \$588,500 and suitable for use on an off airport lands and would be utilized for wildland firefighting in addition to aircraft firefighting.
202	322 - Fire Protection	Fire Station Replacement	Feasibility study and conceptual design for replacement of the downtown fire hall.	The City has a long term plan to replace its aging fire halls. The downtown fire hall, built in 1978 is located in the flood inundation zone and is not post disaster constructed. The City will conduct a feasibility study prior to conceptual design in accordance to the Council Capital Project Management Policy for the replacement of the No.1 Fire Hall.
203	450 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance, depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is a need for this site to ensure efficient long-term functionality of the City's Operations Division.
204	450 - Facilities	RCMP Security Gates	Secure vehicle gates for RCMP Rear Compound.	The RCMP Rear vehicle compound for both departmental and staff vehicles is currently unsecured from vehicle / pedestrian traffic. For security purposes the RCMP has requested that the City secure vehicle gates for the two unsecured entrances to the lot. These gates are required to follow standards from E Division including lighting, CCTV coverage, and structural standards.
205	450 - Facilities	City Hall Main Building Signs	One of the two main lit City Hall building signs has now failed and repair is not feasible. The signs would be replaced with signage consistent with the City's Signage Bylaw.	The existing signs are original to the building (1982) and are at the end of their anticipated lifecycle. The replacement signs will help to start the modernization of the City Hall façade.
206	450 - Facilities	Structure Demolition & Land Clearing	Demolition of a residential house, garage, and other structures on City property in preparation for future land development.	Council has directed staff to begin the demolition planning process for a City owned residential house.
207	450 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.
208	450 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a 5 year cycle.
209	450 - Facilities	Fire Hall 1 Rehabilitation Works	Lifecycle Rehabilitation works for Fire Hall #1.	It is anticipated that the #1 Fall Hall will now need to remain operational for a period of approximately 10 years. The facility was constructed in 1977 and exhibits a number of deficiencies. In anticipation of a newly constructed fire hall. These deficiencies correlate to a number of building services and functions including electrical, lighting, hvac, structural, building envelope and other. These need to be addressed if the facility is intended to remain within the City's portfolio for the immediate to medium term future.

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
210	450 - Facilities	Pound Replacement	Replacement of the City's 2500 sq. ft. animal control facility.	The City's Pound facility was constructed in 1979 and is approaching the end of it's serviceable life. Many building systems are in need of replacement or upgrade and the layout is not optimal for animal control function. Redevelopment of the pound facility would be considered in conjunction with the City's overall facility portfolio and could be relocated if appropriate.
211	502 - Long Range Planning & Development Services	Undergrounding OH Wires for 580 Dogwood - Supportive Housing	Estimate - numbers to be confirmed for future undergrounding OH wires at 580 Dogwood	
212	532 - Roads	Alder Street Upgrades	The Master Transportation Plan (MTP) has identified a number of upgrades for consideration to Alder St. The long-term plans include traffic control at Mercroft, improvements to walkways and transit stops and consideration for bike lanes. A design process and public consultations must be undertaken to produce the long-term plan for this area. The review of the corridor was completed late in 2014. Recommendations focus on pedestrian improvements and transit access improvements.	The Alder Street corridor upgrade came from the initial review in the Master Transportation Plan (MTP) and the recommended improvements came from a follow up corridor review. Traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.
213	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, broadband, electrical, and surface improvements. Currently, there are no Fed/Prov. Funds to support the construction of this project. In addition, other major Capital projects are also underway in 2019/20. Fiber portion is \$30K design and \$576K build.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will improve downtown and promote livability, tourism and economic development in the City.
214	550 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.
215	550 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.
216	570 - Airport	Airside Drive Extension to PAL Aerospace		
217	570 - Airport	NW Development Area Construction	NW Development Area Construction.	Future development area, included in masterplan document.
218	570 - Airport	Public Parking Lot Lighting Upgrade	Replace existing parking lot lighting.	Existing public parking lot lights have been in service 25 plus years. Currently they do not meet regulatory requirements for public parking lot lighting output. Additional concerns regarding safety have been hit by vehicles in the past. Existing bases on the East side are not structurally sufficient.
219	570 - Airport	Equipment Shelter	Additional shelter structure at Airport.	Increased space required at Airport to house equipment and other assets.
220	570 - Airport	ATB HVAC	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system requires re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.
221	570 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.
222	570 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.
223	570 - Airport	Extend Taxi B	Extend Taxi B.	Master Plan document.
224	580 - Sewer	Highway 19A Sewer Upgrade (DCC Eligible)	Upgrade Hwy 19A Sewer main.	Increased development in the Maryland area requires an upgrade to the sewer main due to capacity constraints.

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
225	590 - Water	Mitigation of Water Quality Impacts of John Hart Dam Seismic Project	Mitigation of water quality impacts of BC Hydro's John Hart Dam Seismic Upgrade Project. Scope unknown.	BC Hydro's John Hart Seismic Upgrade Project is scheduled for 2020-2024 and is expected to impact the City's drinking water source (John Hart Lake) t the point that would require B The City is working with BC Hydro to determine the scope of mitigation required. It is assumed that this will be fully funded by BC Hydro.
226	590 - Water	Transmission Main Renewal		
227	590 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the communit
228	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integ restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk b completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it City.
229	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a totally re design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade wil draw more people to the down town core.
230	740 - Recreation & Culture	Sportsplex Chairs and Dollies	Sportsplex chairs have reached the end of their serviceable life. Need to replace 700 chairs and provide dollies for the new chairs.	New chairs and dollies will be more ergonomically friendly for stacking and moving, and will require less storage space.
231	740 - Recreation & Culture	Sportsplex Detailed Design and Construction	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities (One of which is being announced in early 2018). Once a grant is obtained follow through with construction.	Completed a space assessment and conceptual design in 2016 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure p infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC upgrades.

Index	Department	Project Name	CC#	Operating Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Strategic Priorities (Funded)														
1	532 - Roads	Snow Clearing Equipment	NEW	19,200		19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200
2	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	8008	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
3	580 - Sewer	Waterfront Sewer Forcemain	5002	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
4	590 - Water	John Hart Reservoir	NEW	30,000			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
5	720 - Parks	Maritime Heritage Park Construction	NEW	25,000				25,000	25,000	25,000	25,000	25,000	25,000	25,000
6	720 - Parks	Willow Point Park Turf Installation	9056	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
TOTAL INCREASE IN OPERATING COSTS				\$ 235,700	\$ 161,500	\$ 180,700	\$ 210,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700
Renewal / Replacement Capital Projects (Funded)														
7	212 - Finance	Financial Systems Software	NEW	248,500		248,500	248,500	248,500	248,500	248,500	248,500	248,500	248,500	248,500
8	213 - IT	Primary File Server Replacement	2023	1,500			1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
9	213 - IT	Data Storage Upgrade	2025	2,400			2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
10	213 - IT	Operations Management Software Planning and Replacement	2030	95,000	47,500	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
11	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	NEW	250		250	250	250	250	250	250	250	250	250
12	580 - Sewer	Septage Separation Improvements	5026/5006	5,800	1,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800
13	580 - Sewer	NWEC Upgrades	5006	170,000		170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
TOTAL INCREASE IN OPERATING COSTS				\$ 523,450	\$ 49,300	\$ 519,550	\$ 523,450	\$ 523,450	\$ 523,450	\$ 523,450	\$ 523,450	\$ 523,450	\$ 523,450	\$ 523,450

Index	Department	Project Name	CC#	Operating Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other Capital Projects (Funded)														
12	213 - IT	Internet Security Hardware	2019	5,000		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
13	502 - CPDS	EV Charging Stn - Sportsplex	NEW	1,850		1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850
14	532 - Roads	Intersection Improvements	6002	1,000				1,000	1,000	1,000	1,000	2,000	2,000	2,000
15	532 - Roads	South Peterson Improvements	NEW	10,000								10,000	10,000	10,000
16	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	NEW	250				250	250	250	250	250	250	250
17	570 - Airport	Runway De-icing Trailer	3023	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
18	580 - Sewer	Sewer Camera Truck Purchase	NEW	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
19	580 - Sewer	NWEC Biosolids Dewatering	NEW	480,000								480,000	480,000	480,000
20	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	NEW	10,000				10,000	10,000	10,000	10,000	10,000	10,000	10,000
21	590 - Water	Beaver Lodge Pump Station Upgrades	NEW-2018	TBD										
22	720 - Parks	Willow Point Skatepark Lighting	NEW	4,000		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
23	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	NEW	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
24	720 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction	9053	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
25	720 - Parks	Disc Golf Safety and Asset Upgrades	NEW	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL INCREASE IN OPERATING COSTS				\$ 627,900	\$ 115,800	\$ 126,650	\$ 126,650	\$ 137,900	\$ 137,900	\$ 137,900	\$ 137,900	\$ 628,900	\$ 628,900	\$ 628,900
TOTAL OVERALL INCREASE IN OPERATING COSTS				\$ 1,387,050	\$ 326,600	\$ 826,900	\$ 860,800	\$ 897,050	\$ 897,050	\$ 897,050	\$ 897,050	\$ 1,388,050	\$ 1,388,050	\$ 1,388,050
Fund														
General					199,800	526,100	530,000	556,250	556,250	556,250	556,250	567,250	567,250	567,250
Sewer					126,800	300,800	300,800	310,800	310,800	310,800	310,800	790,800	790,800	790,800
Water					-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL					326,600	826,900	860,800	897,050	897,050	897,050	897,050	1,388,050	1,388,050	1,388,050

Jubilee Parkway Entrance Sign

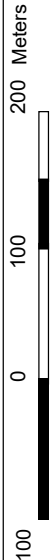


Legend

- Neighbourhood Names
- Park Names
- Lake Names
- Stream Names
- Internal Property Parcels



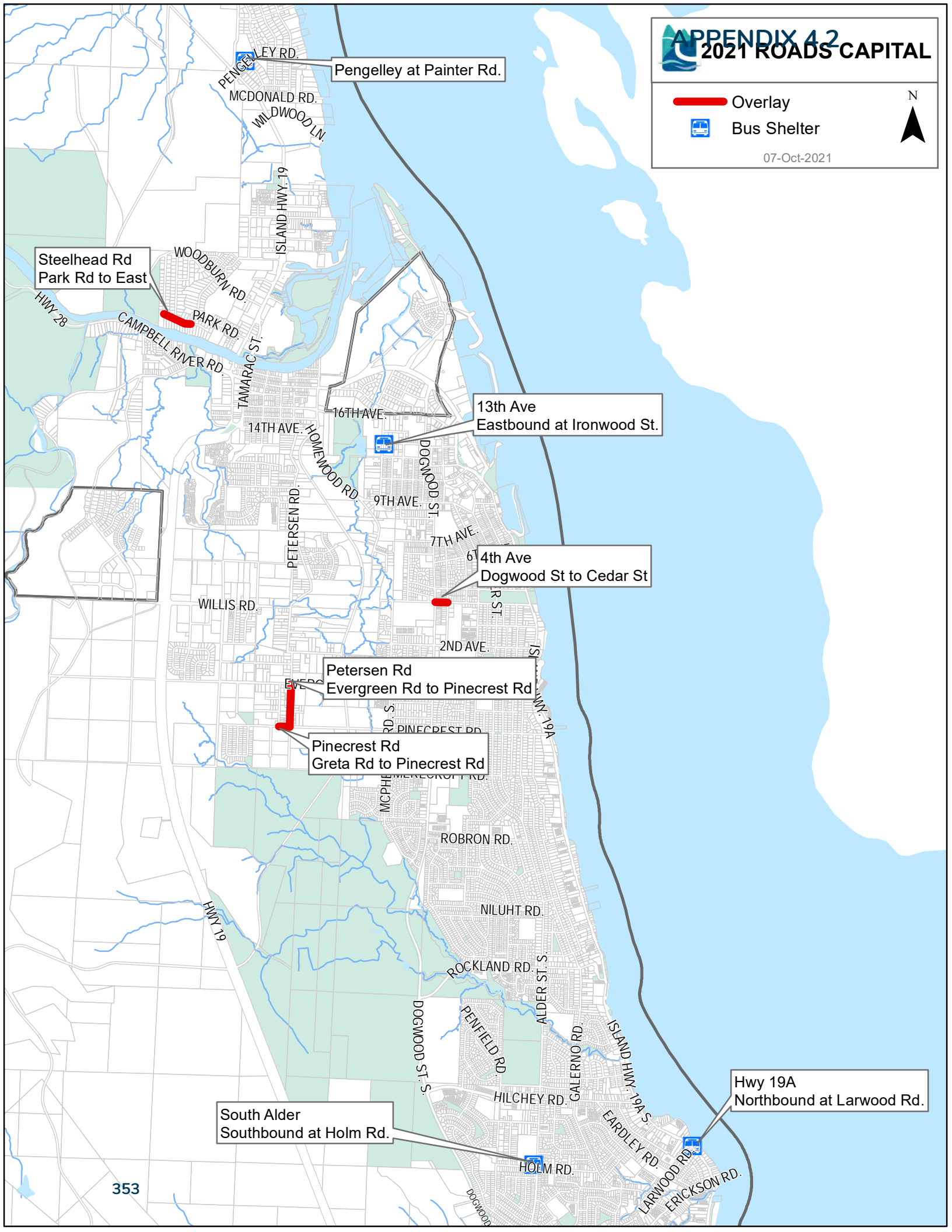
1:5,000



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- Overlay
- Bus Shelter

07-Oct-2021



Pengeley at Painter Rd.

Steelhead Rd
Park Rd to East

13th Ave
Eastbound at Ironwood St.

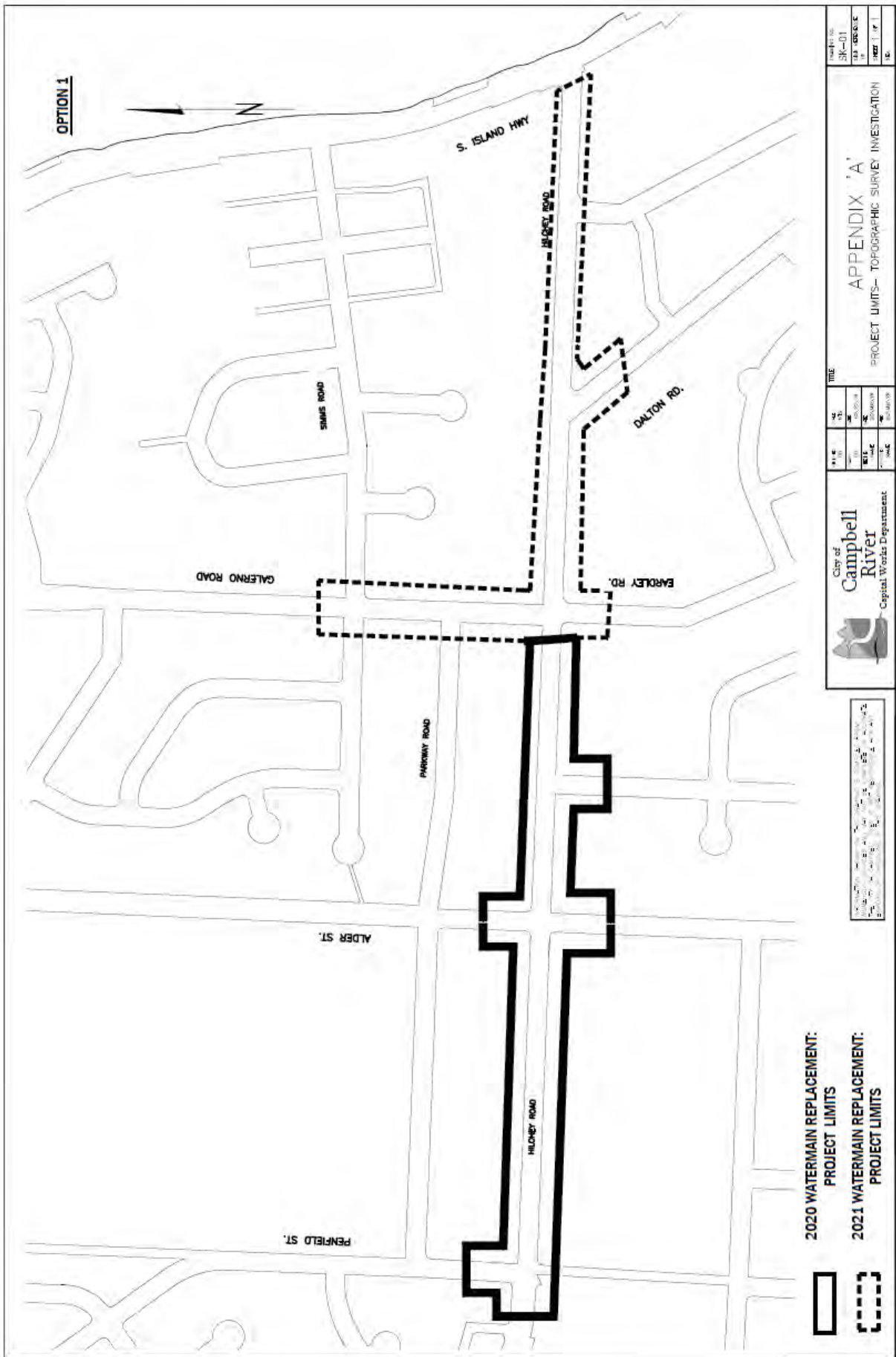
4th Ave
Dogwood St to Cedar St

Petersen Rd
Evergreen Rd to Pinecrest Rd

Pinecrest Rd
Greta Rd to Pinecrest Rd

South Alder
Southbound at Holm Rd.

Hwy 19A
Northbound at Larwood Rd.



PROJECT NO.		SR-01	
DATE		03/05/2018	
DRAWN BY		JAC	
CHECKED BY		JAC	
APPENDIX 'A' PROJECT LIMITS- TOPOGRAPHIC SURVEY INVESTIGATION			
TITLE		DATE	
DATE	BY	DATE	BY
 City of Campbell River Capital Works Department			





Willow Point Park Field Lights

Legend

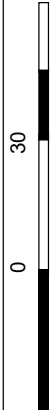
- Internal Property Parcels



1:1,500



60 Meters



30

NAD_1983_UTM_Zone_10N

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THIS MAP IS NOT TO BE USED FOR NAVIGATION

**2021-2030 Financial Planning
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Reserve Net Funding Model												
2			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
3													
4	Existing Capital Allocation To Reserves												
5	Carbon Neutral		85,000	90,000	95,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	970,000
6	Facilities Reserve		190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	1,900,000
7	Fire Reserve		-	-	-	-	-	-	-	-	-	-	-
8	Fleet Reserve		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
9	Furniture & Equipment Reserve		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
10	IT Reserve		51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
11	International Relationship		-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	30,000
12	Storm Parcel Tax		851,900	1,028,400	1,034,600	1,040,700	1,046,800	1,052,900	1,059,000	1,065,200	1,071,300	1,077,400	10,328,200
13	Parks Parcel Tax		524,000	527,100	530,300	533,400	536,600	539,700	542,900	546,000	549,200	552,300	5,381,500
14	Capital Works		220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000
15	DTRE		281,500	281,500	296,800	304,300	304,300	304,300	304,300	304,300	304,300	304,300	2,989,900
16	Airport		113,687	142,109	177,636	222,045	277,556	278,944	280,339	281,740	283,149	284,565	2,341,770
17			2,532,087	2,745,109	2,810,336	2,876,445	2,946,256	2,956,844	2,967,539	2,978,240	2,988,949	2,999,565	28,801,370
18													
19	Revenue Allocated to Community Infrastructure												
20	Annual Infrastructure Investment		1,251,000	1,486,600	1,734,300	1,992,600	2,260,500	2,536,700	2,822,600	3,117,900	3,425,900	3,743,500	24,371,600
21	Fortis Franchise Fees		133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,330,000
22	Debt Retirement Costs		850,000	850,000	850,000	990,000	1,000,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	9,615,000
23	Less New Debt Servicing		-	-	-	-	-	-	-	-	-	-	-
24	Financial Stabilization Excess		-	-	-	-	-	-	-	-	-	-	-
25			2,234,000	2,469,600	2,717,300	3,115,600	3,393,500	3,684,700	3,970,600	4,265,900	4,573,900	4,891,500	35,316,600
26													
27	Additional Capital Allocation to Reserves												
28	Facilities Reserve		-	1,202,000	1,215,000	515,000	230,000	510,000	-	420,000	834,500	-	4,926,500
29	Fire Reserve		330,000	350,000	351,000	355,000	625,000	25,000	25,000	25,000	22,000	22,000	2,130,000
30	Fleet Reserve		335,000	430,000	576,000	470,000	456,000	545,000	516,000	525,500	345,000	1,006,000	5,204,500
31	Furniture & Equipment Reserve		51,000	62,000	35,000	70,000	48,000	45,000	41,000	39,000	53,000	53,000	497,000
32	IT Reserve		493,000	135,000	263,000	251,000	266,200	235,500	193,500	254,000	218,500	210,200	2,519,900
33	Storm Water Reserve		-	-	-	-	-	-	120,000	-	-	-	120,000
34	Parks Reserve		-	139,000	-	-	-	-	-	-	-	-	139,000
35	Capital Works		685,000	151,600	277,300	1,454,600	1,768,300	2,324,200	3,075,100	3,002,400	3,100,900	3,600,300	19,439,700
36	DTRE		340,000	-	-	-	-	-	-	-	-	-	340,000
37	Airport Reserve		-	-	-	-	-	-	-	-	-	-	-
38	Capital Lending Reserve		-	-	-	-	-	-	-	-	-	-	-
39			2,234,000	2,469,600	2,717,300	3,115,600	3,393,500	3,684,700	3,970,600	4,265,900	4,573,900	4,891,500	35,316,600
40													
41	Remaining Capital to Allocate		-	-	-	-	-	-	-	-	-	-	-

**2021-2030 Financial Planning
Reserve Fund Continuity Summary**

	A	F	G	H	I	J	K	L	M	N	O
1	Reserve Balances Summary	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2		Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing
3	Unrestricted Reserves:										
4	Airport Reserve	215,957	130,081	275,444	32,814	278,124	22,288	270,303	491,914	191,964	445,944
5	Capital Lending Reserve	1,337,660	1,208,983	2,066,463	2,932,517	3,324,150	3,675,778	4,030,922	4,389,617	4,690,099	4,993,586
6	Capital Works Reserve	3,899,101	317,388	232,800	680,035	2,137,488	3,927,893	6,109,315	6,655,543	9,604,020	13,091,780
7	Carbon Neutral Reserve	388,967	417,757	451,885	491,403	531,317	571,631	612,347	653,470	695,005	736,955
8	Community Partnership Committee Reserve	46,365	46,829	47,297	47,770	48,247	48,730	49,217	49,709	50,207	50,709
9	Downtown Revitalization Tax Revenue	16,500	153,000	304,800	464,100	623,400	782,700	942,000	1,101,300	1,260,600	1,260,600
10	Community Works Gas Tax Reserve	2,077,252	821,938	523,672	485,022	464,206	556,262	482,589	499,079	500,584	593,004
11	COVID-19 Restart	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646	3,020,646
12	Facilities Reserve	712,289	4,332	307,375	310,449	313,553	316,689	385,506	323,711	326,443	370,108
13	Financial Stabilization Reserve	1,406,521	1,160,140	1,633,496	2,145,420	2,669,534	3,130,209	3,633,365	4,165,288	4,708,590	5,251,266
14	Fire Reserve	290,511	21,965	21,171	24,409	24,653	24,900	25,149	25,400	22,624	19,821
15	Fleet & Heavy Equipment Reserve	380,709	308,767	322,964	321,144	320,315	318,468	312,563	311,144	309,205	368,857
16	Furniture & Equipment Reserve	167,274	179,552	153,775	190,965	170,352	169,834	168,098	166,294	182,400	184,628
17	Gaming Reserve	852,719	904,986	1,002,095	1,194,226	1,388,278	1,584,271	1,782,224	1,982,156	2,184,088	2,388,039
18	IT Reserve	279,096	208,157	12,192	12,227	113,465	177,637	242,452	307,410	373,522	439,992
19	International Relationship Reserve	90,212	91,114	66,775	67,443	73,167	78,949	84,788	65,436	71,140	71,453
20	Legacy Landmark Reserve	84,446	85,291	86,143	87,005	87,875	88,754	89,641	90,538	91,443	92,357
21	Parks Reserve	360,537	555,763	263,674	320,245	570,533	939,535	305,459	678,174	1,057,848	1,444,449
22	Solid Waste Reserve	35,074	165,654	262,356	323,911	359,844	369,049	361,235	335,675	291,183	226,809
23	Storm Water Reserve	1,699,237	1,593,414	1,821,044	946,111	1,028,091	1,672,550	693,416	1,346,952	2,013,185	2,692,240
24	TOTAL	17,361,075	11,395,758	12,876,067	14,097,863	17,547,239	21,476,773	23,601,235	26,659,456	31,644,795	37,743,243
25											
26	Sewer/Water Funds:										
27	Sewer Reserve	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151	25,151,763
28	Water Reserve	19,135,304	20,869,477	18,242,009	20,261,033	22,565,386	25,163,954	28,071,323	31,302,079	34,871,213	38,793,413
29	TOTAL	22,927,922	26,727,493	26,279,671	30,393,748	35,025,369	40,281,568	46,023,736	49,788,838	56,559,364	63,945,176
30											
31	Mandatory:										
32	Parkland Acquisition DCC	1,252,996	1,415,016	1,578,656	1,743,932	1,910,862	2,079,460	2,249,745	2,421,732	2,595,440	2,770,884
33	Parkland Development DCC	1,122,476	1,206,421	1,291,205	1,376,837	1,463,325	1,550,679	1,638,905	1,728,014	1,818,014	1,908,915
34	Sewer DCC	995,987	1,174,617	1,355,034	1,537,254	1,721,296	1,907,179	2,094,921	2,284,540	2,476,056	2,669,486
35	Storm Drain Quinsam DCC	1,708,254	1,725,337	1,742,590	1,760,016	1,777,616	1,795,392	1,813,346	1,831,480	1,849,794	1,868,292
36	Roads DCC	768,443	912,477	1,057,952	1,204,882	1,353,281	1,503,163	1,654,545	1,807,440	1,961,865	2,117,834
37	Water DCC	4,623,452	4,579,855	1,406,392	1,737,774	2,074,056	2,415,296	2,761,550	3,112,877	3,469,337	3,830,987
38	Deferred Revenue - Cash in Lieu of Parks	637,316	643,689	650,126	656,627	663,193	669,825	676,524	683,289	690,122	697,023
39	TOTAL	11,108,924	11,657,412	9,081,955	10,017,322	10,963,630	11,920,995	12,889,536	13,869,373	14,860,628	15,863,421
40											
41											
42	Surplus Reserves:										
43	General Accumulated Surplus	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
44	Sewer Accumulated Surplus	3,183,600	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,657,200	3,730,400
45	Water Accumulated Surplus	1,804,200	1,840,200	1,877,000	1,914,600	1,952,800	1,991,800	2,031,600	2,072,200	2,113,600	2,155,800
46	TOTAL	9,387,800	9,487,400	9,589,200	9,693,000	9,798,800	9,906,800	10,017,000	10,129,400	10,170,800	10,286,200
47											
48											
49	GRAND TOTAL	60,785,721	59,268,062	57,826,892	64,201,934	73,335,038	83,586,136	92,531,508	100,447,068	113,235,587	127,838,040

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Airport Reserve													
2	30-5-995340-1500													
3	Budget 2021-2030													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18	Dept	CC#	Res#	Project Name										
19	CAPITAL													
20														
21	570 - Airport	3018	CFwd	Airside Concrete Parking, Combined Taxi 'C' Widening/Approach Lighting/Sign Replacement	158,910									
22	570 - Airport	3023		Deicing Trailer	5,208									
23	570 - Airport	3024		Airport Condition Assessment	10,000									
24	570 - Airport	NEW		General Aviation Entrance Shelter		25,000								
25	570 - Airport	NEW		Public Smoking Shelters		10,000								
26	570 - Airport	NEW		Expand ATB Parking					500,000					
27	570 - Airport	NEW		Airside Drive Upgrade									550,000	
28	570 - Airport	NEW		Runway Rehabilitation		4,000	400,000							
29	Sub-Total (Capital)				174,118	39,000	-	400,000	-	500,000	-	-	550,000	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Airport Reserve														
2	30-5-995340-1500														
3	Budget 2021-2030														
4															
5															
6															
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17															
18	Dept	CC#	Res#	Project Name											
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26															
27															
28															
29															
30															
31	570 - Airport	S128		Wings & Wheels Event		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
32	570 - Airport	S068		Flight Way Clearing	30,000			30,000				30,000			
33	570 - Airport	S049		Crack Sealing	20,000		20,000		20,000		20,000		20,000		
34	570 - Airport	S048		Runway Line Painting		20,000		20,000		20,000		20,000		20,000	
35	570 - Airport	NEW		Update Airport Land Use & Development Strategy**		91,250									
36	Sub-Total (Operating)				50,000	126,250	35,000	65,000	35,000	35,000	35,000	65,000	35,000	35,000	
37	OPERATING - REPAYMENT														
38	570 - Airport	S016		Airport Fueling Station-Repayment (5 year)	64,023	64,023									
39	Sub-Total (Repayment)				64,023	64,023	-	-	-	-	-	-	-	-	
40															
41	Grand Total				288,141	229,273	35,000	465,000	35,000	535,000	35,000	65,000	585,000	35,000	
42															
43													2021-2030 Total Expenditures		2,307,414

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Capital Lending Reserve														
2	10-5-994322-1500														
3	Budget 2021-2030														
4															
5															
6						2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7															
8	Brought Forward					2,291,295	1,337,660	1,208,983	2,066,463	2,932,517	3,324,150	3,675,778	4,030,922	4,389,617	4,690,099
9	Land Sale Proceeds														
10	Additional Funding Required														
11	Airport Reserve	S016	Repayment - Airport Fuel Facility (5 years)			64,023	64,023								
12	Fire Reserve		Repayment - Fire Pumper Truck (per truck over 3 years)			305,611	327,004	327,004	327,004						
13	Parks Reserve		Repayment - Robron Park Upgrades (10 years)			200,000	200,000	200,000	200,000	43,922					
14	Capital Works	8008	Repayment - Hwy 19A (10 yrs)			61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800		
15	CWGTR	6009	Repayment - Seagull Walkway Repairs (10 yrs)				157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
16	IT Reserve	NEW	Repayment - Finance Software					99,086	99,086	99,086	99,086	99,086	99,086	99,086	99,086
17			Interest at 1% Y/E Balance			39,155	22,997	12,090	20,665	29,325	33,242	36,758	40,309	43,896	46,901
18	Total					2,961,884	2,170,983	2,066,463	2,932,517	3,324,150	3,675,778	4,030,922	4,389,617	4,690,099	4,993,586
19															
20	Expenditures (detail below)					(1,624,224)	(962,000)	-	-	-	-	-	-	-	-
21	Carry forward to next year					1,337,660	1,208,983	2,066,463	2,932,517	3,324,150	3,675,778	4,030,922	4,389,617	4,690,099	4,993,586
22															
23	Dept	CC#	Res #	Project Name											
24															
25	CAPITAL														
26	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	124,224										
27	532 - Roads	6009		Seagull Walkway Repairs	1,500,000										
28	213 - IT	NEW		Finance Software		962,000									
29															
30	Sub-Total (Capital)					1,624,224	962,000	-	-	-	-	-	-	-	-
31															
32	Grand Total					1,624,224	962,000	-	-	-	-	-	-	-	-
33															
34	2021-2030 Total Expenditures													2,586,224	

**2021-2030 Financial Planning
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Capital Works Reserve													
2	10-5-995321-1500													
3	Budget 2021-2030													
4					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5														
6				Brought Forward - Capital Works Reserve	4,265,899	3,899,101	317,388	232,800	680,035	2,137,488	3,927,893	6,109,315	6,655,543	9,604,020
7				Annual Existing Taxation Transfer	220,000	235,600	247,700	258,300	267,900	276,200	285,900	295,300	308,000	317,600
8				Increased Funding from Net Funding Model	685,000	151,600	277,300	1,454,600	1,768,300	2,324,200	3,075,100	3,002,400	3,100,900	3,600,300
10				Transfer between Airport/Capital Works										
11				Interest at 1% Y/E Balance	65,078	83,386	14,666	32,438	33,283	56,039	85,540	122,813	106,312	140,930
12				Total - Capital Works Reserve	5,235,977	4,369,687	857,054	1,978,138	2,749,518	4,793,927	7,374,434	9,529,828	10,170,755	13,662,850
13				Expenditures (detail below)	(1,336,876)	(4,052,299)	(624,254)	(1,298,103)	(612,029)	(866,034)	(1,265,119)	(2,874,285)	(566,735)	(571,069)
14				Carry forward to next year	3,899,101	317,388	232,800	680,035	2,137,488	3,927,893	6,109,315	6,655,543	9,604,020	13,091,780
21														
22	Dept	CC1	Res #	Project Name										
23														
24	CAPITAL													
25	212 - Finance	2020		Asset Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
26	450 - Facilities	4080		Sportsplex Rehabilitation & Addition	250,000	2,300,000								
27	450 - Facilities	4090		Sportsplex - Public Consultation		100,000								
28	532 - Roads	6002		Intersection Improvements			20,000	235,000		20,000	245,000			
29	532 - Roads	6009	CFwd	Seagull Walkway Design	46,222									
30	532 - Roads	6016		Ferry Terminal Access Improvements				200,000						
31	532 - Roads	6018		Parking Lot improvements	25,000									
32	532 - Roads	6020	CFwd	Traffic Control Upgrades - Replacement	206,373									
33	532 - Roads	6020		Traffic Control Upgrades - Replacement		220,000		220,000		230,000				
34	532 - Roads	6025		Asphalt Overlay	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
35	532 - Roads	6028		Cypress Street Improvements		209,935								
36	532 - Roads	6034		Willis Road Pedestrian Upgrades Phase 2		324,384								
37	532 - Roads	6039		Master Transportation Plan	62,500	62,500								
38	532 - Roads	6040	CFwd	Transit Stop at Carihi	250,000									
39	532 - Roads	8006		Capital Works Management	184,981	188,681	192,454	196,303	200,229	204,234	208,319	212,485	216,735	221,069
40	532 - Roads	NEW		South Peterson Improvements						400,000	2,250,000			
41	532 - Roads	NEW		Snow Clearing Equipment		300,000								
42	532 - Roads	NEW		Parking lot Improvements		35,000		35,000						
43				Sub-Total (Capital)	1,275,076	3,990,499	562,454	1,236,303	550,229	804,234	1,203,319	2,812,485	566,735	571,069
47	OPERATING - REPAYMENT													
48	532 - Roads			Hwy 19A Repayment	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800
49				Sub-Total (Operating)	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	-
50														
51				Grand Total	1,336,876	4,052,299	624,254	1,298,103	612,029	866,034	1,265,119	2,874,285	566,735	571,069
52														
53														

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Carbon Neutral Reserve														
2	10-5-991221-1500														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				370,813	388,967	417,757	451,885	491,403	531,317	571,631	612,347	653,470	695,005	
10	Contribution to Carbon Neutral Reserve				50,000	55,000	60,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	
11	Contribution from CARIP				35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
12	Interest at 1% of Y/E Balance				3,505	3,790	4,128	4,519	4,914	5,313	5,716	6,123	6,535	6,950	
13	Total				459,317	482,757	516,885	556,403	596,317	636,631	677,347	718,470	760,005	801,955	
14	Expenditures (detail below)				(70,350)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	
15	Carry forward to next year				388,967	417,757	451,885	491,403	531,317	571,631	612,347	653,470	695,005	736,955	
16															
17	Dept	CC#	Res#	Project Name											
18															
19	CAPITAL														
20	450 - Facilities	4052		Energy and Water Consumption Reduction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
21	450 - Facilities	New		EV Charging Stn - Sportsplex	5,350										
22	Sub-Total (Capital)				55,350	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
23															
24	OPERATING														
25		S129		Energy Rebate & EV Programs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
26															
27															
28															
29															
30															
31															
32															
33															
34	Sub-Total (Operating)				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
35															
36	Grand Total				70,350	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	
37															
38													2021-2030 Total Expenditures		655,350

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	Community Partnership Committee Reserve													
3	10-5-991222-1500													
4	Budget 2021-2030													
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16	Dept	CC#	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33	Grand Total													
34													2021-2030 Total Expenditures	-
35														

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Community Works Gas Tax Reserve														
2	10-4-234120-0000														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				3,211,916	2,077,252	821,938	523,672	485,022	464,206	556,262	482,589	499,079	500,584	
10	Annual Contribution				1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	
11	Interest at 1% of Y/E Balance				22,818	14,079	11,125	10,743	10,537	11,448	10,719	10,882	10,897	11,812	
12	Total				4,667,842	3,524,438	2,266,172	1,967,522	1,928,667	1,908,762	2,000,089	1,926,579	1,943,084	1,945,504	
13	Funds held for Council Priorities				(227,400)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	
14	Expenditures (detail below)				(2,363,190)	(2,102,500)	(1,142,500)	(882,500)	(864,461)	(752,500)	(917,500)	(827,500)	(842,500)	(752,500)	
15	Carry forward to next year				2,077,252	821,938	523,672	485,022	464,206	556,262	482,589	499,079	500,584	593,004	
16															
17	Dept	CC#	Res#	Project Name											
18	CAPITAL														
19	212 - Finance	NEW		Asset Management Service Levels			50,000								
20	212 - Finance	NEW		Asset Management Risk Assessments			25,000								
21	450 - Facilities	4058		MHC Envelope Repairs	300,000										
22	450 - Facilities	4080		Funds held for the Sportsplex Rehabilitation & Expansion Project		1,250,000									
23	450 - Facilities	4088		Sportsplex Gym Floor Refurbishment					75,000		75,000				
24	450 - Facilities	NEW		Fire Hall 2 Locker Rooms			125,000								
25	502 - Dev Svcs	8010	CFwd	580 Dogwood - BC Housing	89,000										
26	532 - Roads	6001	CFwd	Cycling Infrastructure	3,263										
27	532 - Roads	6001		Cycling Infrastructure	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
28	532 - Roads	6006	CFwd	Sidewalk Infill	48,334										
29	532 - Roads	6006		Sidewalk Infill	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
30	532 - Roads	6007	CFwd	Transit Bus Shelters	142,894										
31	532 - Roads	6007		Transit Bus Shelters		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
32	532 - Roads	6008		LED Light Conversion Program	38,825										
33	532 - Roads	6012		Pedestrian Signals Crossing	42,350			30,000							
34	532 - Roads	6024		Street Light Infill	90,000		90,000	90,000	90,000	90,000	90,000	90,000	90,000		
35	532 - Roads	6025		Asphalt Overlay	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
36	532 - Roads	6033	CFwd	3.5 Acre Walkway	205,550										
37	532 - Roads	9001	CFwd	Greenyway Loop Wayfinding & Signage	14,809										
38	720 - Parks	9056	CFwd	Willow Point Park Turf installation	43,132										
39	502 - LRPS	6042		CNA Wayfinding Signage	31,400										
40	720 - Parks	9057		CNA Parkette Projects	75,600										
41	532 - Roads	6040	CFwd	Transit Stop at Carihi	199,470										
42	720 - Parks	9008		Marine Foreshore Restoration	30,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Community Works Gas Tax Reserve														
2	10-4-234120-0000														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				3,211,916	2,077,252	821,938	523,672	485,022	464,206	556,262	482,589	499,079	500,584	
10	Annual Contribution				1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	
11	Interest at 1% of Y/E Balance				22,818	14,079	11,125	10,743	10,537	11,448	10,719	10,882	10,897	11,812	
12	Total				4,667,842	3,524,438	2,266,172	1,967,522	1,928,667	1,908,762	2,000,089	1,926,579	1,943,084	1,945,504	
13	Funds held for Council Priorities				(227,400)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	
14	Expenditures (detail below)				(2,363,190)	(2,102,500)	(1,142,500)	(882,500)	(864,461)	(752,500)	(917,500)	(827,500)	(842,500)	(752,500)	
15	Carry forward to next year				2,077,252	821,938	523,672	485,022	464,206	556,262	482,589	499,079	500,584	593,004	
16															
17	Dept	CC#	Res#	Project Name											
43	720 - Parks	9058	CFwd	Robron Fieldhouse - Civil Site Svcing	95,963										
44	720 - Parks	NEW		Pickleball Courts Construction at Robron	150,000										
45	213 - IT	NEW		CRAvantage 10th Ave Extension	132,600										
46	720 - Parks	NEW		Marine Foreshore Restoration	60,000										
47	532 - Roads	NEW		Funding for Willis Road lobbying	30,000										
48															
49	Sub-Total (Capital)				2,263,190	1,845,000	885,000	625,000	685,000	595,000	760,000	670,000	685,000	595,000	
50	OPERATING - REPAYMENT														
51	720 - Parks	NEW		Robron Repayment	100,000	100,000	100,000	100,000	21,961						
52	532 - Roads	NEW		Seagull Walkway Repairs Repayment (10 yrs)		157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	
53	Sub-Total (Operating)				100,000	257,500	257,500	257,500	179,461	157,500	157,500	157,500	157,500	157,500	
54															
55	Grand Total				2,363,190	2,102,500	1,142,500	882,500	864,461	752,500	917,500	827,500	842,500	752,500	
56															
57													2021-2030 Total Expenditures		11,447,651

**2020-2029 Financial Planning
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	COVID-19 Restart												
2	10-5-995329-1500												
3	Budget 2021-2030												
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
14													
15													
16													
17	Dept	CC#	Res#	Project Name									
18	CAPITAL												
19													
20													
21	Sub-Total (Capital)				-	-	-	-	-	-	-	-	-
22	OPERATING												
23													
24													
25	570 - Airport			To offset Airport lost revenue	100,000								
26				To eliminate airport deficit	277,354								
27				To fund Centennial pool operations	220,000								
28													
29													
30													
31	Sub-Total (Operating)				597,354	-	-	-	-	-	-	-	-
32													
33	Grand Total				597,354	-	-	-	-	-	-	-	-
34													
35	2021-2030 Total Expenditures												

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Facilities Reserve													
2	10-5-995322-1500													
3	Budget 2021-2030													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18	CAPITAL													
19	450 - Facilities	4038		Discovery Pier Structural Repairs		125,000		125,000		125,000		125,000		125,000
20	450 - Facilities	4039		Big House Pavilion Preservation	50,000									
21	450 - Facilities	4048	CFwd	City Facilities Fall Protection	230,000									
22	450 - Facilities	4061		ERT Materials Transfer Pit Site Improvements	250,000									
23	450 - Facilities	4065		Video Surveillance System Server & Licence Update, (25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
24	450 - Facilities	4078		Centennial Pool Changehouse Renovations		350,000								
25	450 - Facilities	4084		Museum Roof Replacement & Skylight Repair	30,000	650,000								
26	450 - Facilities	4085		Dogwood Operations Centre Master Plan	50,000									
27	450 - Facilities	4086		City Hall Storefront Door Replacement	73,075									
28	450 - Facilities	NEW		RCMP Building Roof Replacement	15,000	350,000								
29	450 - Facilities	NEW		CRCC Roof Replacement	20,000	600,000								
30	450 - Facilities	NEW		MHC Heat Pump / Fan Replacement x 6			25,000	200,000						
31	450 - Facilities	NEW		MHC Building Automation System				40,000						
32	450 - Facilities	NEW		Tidemark Theatre Foundation Repairs				45,000						
33	450 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repaint				55,000						
34	450 - Facilities	NEW		RCMP HVAC DDC & Re-Commissioning				60,000						
35	450 - Facilities	NEW		City Hall Seismic Upgrades				130,000						
36	450 - Facilities	NEW		RCMP Chiller Replacement				150,000						
37	450 - Facilities	NEW												

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Facilities Reserve													
2	10-5-995322-1500													
3	Budget 2021-2030													
4					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5														
6														
7														
8				Brought Forward	1,258,312	712,289	4,332	307,375	310,449	313,553	316,689	385,506	323,711	326,443
9				Annual Contribution	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
10				Increased Funding from Net Funding Model		1,202,000	1,215,000	515,000	230,000	510,000	-	420,000	834,500	-
11				Interest at 1% of Y/E Balance	7,052	43	3,043	3,074	3,104	3,136	3,817	3,205	3,232	3,664
12				Total	1,455,364	2,104,332	1,412,375	1,015,449	733,553	1,016,689	510,506	998,711	1,351,443	520,108
13														
14				Expenditures (detail below)	(743,075)	(2,100,000)	(1,105,000)	(705,000)	(420,000)	(700,000)	(125,000)	(675,000)	(1,025,000)	(150,000)
15				Carry forward to next year	712,289	4,332	307,375	310,449	313,553	316,689	385,506	323,711	326,443	370,108
16														
17	Dept	CC#	Res#	Project Name										
18														
38	450 - Facilities	NEW		Tidemark Theatre Envelope Rehabilitation (Stucco)				450,000						
39	450 - Facilities	NEW		Tidemark Theatre Window Replacement				30,000						
40	450 - Facilities	NEW		Haig Brown House Roof Replacement					35,000					
41	450 - Facilities	NEW		MHC Aluminum Window Replacement Allowance					60,000					
42	450 - Facilities	NEW		CRCC Gym Wall Partition Replacement			250,000							
43	450 - Facilities	NEW		CRCC Cooling Tower Replacement				100,000						
44	450 - Facilities	NEW		MHC Roof Replacement								250,000		
45	450 - Facilities	NEW		Enterprise Centre Roof Replacement & Skylights								275,000		
46	450 - Facilities	NEW		City Hall Window Replacement						250,000				
47	450 - Facilities	NEW		City Hall Façade Improvements						300,000				
48	740 - Recreation	NEW		Willow Point Park / Sportsplex Entrance Signage							100,000			
49	450 - Facilities	NEW		Police & Public Safety Building Parking Expansion			200,000							
50	450 - Facilities	NEW		Enterprise Centre Backup Generator			150,000							
51	740 - Recreation	NEW		Weight Room Floor				50,000						
52	740 - Recreation	NEW		Enterprise Centre Lifecycle Rehabilitation Works									1,000,000	
53				Sub-Total (Capital)	743,075	2,100,000	1,105,000	705,000	420,000	700,000	125,000	675,000	1,025,000	150,000
54														
55	OPERATING													
56														
57														
58				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
59														
60				Grand Total	743,075	2,100,000	1,105,000	705,000	420,000	700,000	125,000	675,000	1,025,000	150,000
61														
62														
													2021-2030 Total Expenditures	7,748,075

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Downtown Revitalization Tax Revenue													
2	10-5-995327-1500													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	193,927	16,500	153,000	304,800	464,100	623,400	782,700	942,000	1,101,300	1,101,300
9				New Contributions:										
10				Berwick - 1353 16th Ave (04420.225)	77,100	77,100	77,100	77,100	77,100	77,100	77,100	77,100	77,100	77,100
11				Seymour Pacific - 100 St. Ann's (01435.025)	139,400	139,400	139,400	139,400	139,400	139,400	139,400	139,400	139,400	139,400
12				Comfort Inn - 1351 Shopper's Row (04420.230)	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
13				Healthyway - 1121 Cedar (01511.890)			6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900
14				1085585 BC Ltd - 480 10th Ave (01511.550)			1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
15				Beach Fire Brewing - 594 11th (01360.000)			2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
16				NIEFS - 920 Alder (01511.490)			4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800
17				Disc. Chiropractic - 1241 Dogwood (01320.000)				7,500	7,500	7,500	7,500	7,500	7,500	7,500
18				Total DTRE Revenues	281,500	281,500	296,800	304,300	304,300	304,300	304,300	304,300	304,300	304,300
19				Increased Funding from Net Funding Model	340,000									
20				Interest at 1% of Y/E Balance										
21				Total	815,427	298,000	449,800	609,100	768,400	927,700	1,087,000	1,246,300	1,405,600	1,405,600
22														
23				Expenditures (detail below)	(798,927)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)	(145,000)
24				Carry forward to next year	16,500	153,000	304,800	464,100	623,400	782,700	942,000	1,101,300	1,260,600	1,260,600
25														
26	Dept	CC#	Res#	Project Name										
27														
28		CAPITAL												
29	450 - Facilities	4087	CFwd	Library Redevelopment	93,927									
30	450 - Facilities	4087		Library Redevelopment	705,000									
31														
32														
33				Sub-Total (Capital)	798,927	-	-	-	-	-	-	-	-	-
34														
35		OPERATING												
36				Library Lease Revenues		145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
37														
38				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
39														
40				Grand Total	798,927	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000
41														
42														2,103,927

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Financial Stabilization Reserve													
2	10-5-991223-1500													
3	Budget 2021-2030													
4														
5														
6														
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16														
17														
18														
19														
20														
21	Dept	CC#3	Res #	Project Name										
22	CAPITAL	4075		RCMP workstations										
23		2500		Capital expensed in operations										
24				Sub-Total (Capital)										
25					-	-	-	-	-	-	-	-	-	-
26	OPERATING													
27	502 - CPDS	S069		Co-Op Position - CEEP										
28	212 - Finance	S094		DCC Review	20,111									
29	114 - Human Res	S095		Strategic Human Resources Management										
30	502 - CPDS	S100	CFwd	Development Process Update	20,000									
31	311 - Legislative	S102		Municipal Election		58,550				61,000				
32	740 - Recreation	S104		Enhanced Skatepark Environment	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
33	532 - Roads	S106		Snow Clearing - Equipment Lease										
34	740 - Recreation	S108		PLAY Campbell River	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
35	111 - Communica	S110		Statistically Valid Community Survey	12,000		12,500		13,000	13,500			14,000	
36	114 - Human Res	S111		Exempt Salary Survey			15,000			15,000				
37	114 - Human Res	S112	CFwd	CUPE Agreement Renewal			15,000			15,000				
38	502 - CPDS	S113	CFwd	Big Rock Boat Ramp - Environmental Monitoring	625									
39	502 - CPDS	S113		Big Rock Boat Ramp - Environmental Monitoring	5,000		11,000							

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Financial Stabilization Reserve													
2	10-5-991223-1500													
3	Budget 2021-2030													
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36														
37														
38														
39														
40	532 - Roads	S114		Bridge Inspections		20,000		20,000		20,000		20,000		20,000
41	212 - Finance	S125	CFwd	Marketing & Communications										
42	264 - Economic D	S126		Economic Development Strategic Planning	75,000									
43	502 - CPDS	S127	CFwd	Hourly Rainfall Gauge, and Streamflow Gauges in Wil	3,395									
44	113 - IT	S130		IT Tech Attraction Partnering										
45	311 - Legislative S	S140		Municipal By-Election	69,000									
46	502 - CPDS	NEW		E-Bike and Bike Share Strategy		20,000								
47	111 - Communica	S139		Next Level Communications (Business Case incl.)	88,300									
48	111 - Communica	NEW		CR Restart - Labour for Eco Dev & Comm										
49	502 - CPDS	NEW		Environmentally Sensitive Areas Policy		25,000								
50	740 - Recreation	NEW		Parks and Recreation Strategic Plan		150,000								
51	502 - Planning &	C036	CFwd	Zoning/OCP Update	48,699									
52	502 - Planning &	C048	CFwd	Environmental Benchmarking	3,200									
53	231 - Corp Svcs	D006		PEP COVID-19 Response										
54				Contingency for Major Crime	1,000,000	495,000								
55				Sub-Total (Operating)	1,372,830	796,050	81,000	47,500	40,500	108,500	71,000	47,500	41,500	47,500
56														
57				Grand Total	1,372,830	796,050	81,000	47,500	40,500	108,500	71,000	47,500	41,500	47,500
58														
59														
	2021-2030 Total Expenditures													2,653,880

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Fire Reserve														
2	10-5-995323-1500														
3	Budget 2021-2030														
4															
5															
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
7															
8	Brought Forward				388,245	290,511	21,965	21,171	24,409	24,653	24,900	25,149	25,400	22,624	
9	Annual Contribution														
10	Increased Funding from Net Funding Model				330,000	350,000	351,000	355,000	625,000	25,000	25,000	25,000	22,000	22,000	
11	Interest at 1% of Y/E Balance				2,876	217	210	242	244	247	249	251	224	196	
12	Total				721,122	640,728	373,175	376,413	649,653	49,900	50,149	50,400	47,624	44,821	
13															
14	Expenditures (detail below)				(430,611)	(618,763)	(352,004)	(352,004)	(625,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	
15	Carry forward to next year				290,511	21,965	21,171	24,409	24,653	24,900	25,149	25,400	22,624	19,821	
16															
17	Dept	CC#	Res #	Project Name											
18															
19	CAPITAL														
20	322 - Fire	1004		Fire Small Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
21	322 - Fire	1006	CFwd	#1 Fire Station Replacement	100,000	266,759									
22	322 - Fire	1011		Fire Hall 1 and 2 Gear Dryers											
23	322 - Fire	NEW		SCBA Replacement				600,000							
24	Sub-Total (Capital)				125,000	291,759	25,000	25,000	625,000	25,000	25,000	25,000	25,000	25,000	
25	RATING - REPAYMENT														
26	322 - Fire			Pumper Repayment	305,611	327,004	327,004	327,004							
27	Sub-Total (Operating)				305,611	327,004	327,004	327,004							
28															
29	Grand Total				430,611	618,763	352,004	352,004	625,000	25,000	25,000	25,000	25,000	25,000	
30															
31													2021-2030 Total Expenditures	2,503,381	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Fleet & Heavy Equipment Reserve													
2	10-5-995324-1500													
3	Budget 2021-2030													
4														
5														
6														
7														
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16														
17														
18														
19														
20	Dept	CC#	Res #	Project Name										
21	CAPITAL													
22														
23	447 - Fleet	4009	CFwd	Fleet Replacement	525,000									
24	447 - Fleet	4009	NEW	Fleet Replacement	547,157	705,000	765,000	675,000	660,000	750,000	725,000	730,000	550,000	1,150,000
25														
26														
27														
28														
29														
30														
31	Sub-Total (Capital)				1,072,157	705,000	765,000	675,000	660,000	750,000	725,000	730,000	550,000	1,150,000
32														
33	Grand Total				1,072,157	705,000	765,000	675,000	660,000	750,000	725,000	730,000	550,000	1,150,000
34														
35													2021-2030 Total Expenditures	7,782,157

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Furniture & Equipment Reserve														
2	10-5-995325-1500														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				171,968	167,274	179,552	153,775	190,965	170,352	169,834	168,098	166,294	182,400	
10	Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
11	Increased Funding from Net Funding Model				51,000	62,000	35,000	70,000	48,000	45,000	41,000	39,000	53,000	53,000	
12	Interest at 1% of Y/E Balance				1,656	1,778	1,523	1,891	1,687	1,682	1,664	1,646	1,806	1,828	
13	Total				239,624	246,052	231,075	240,665	255,652	232,034	227,498	223,744	236,100	252,228	
14	Expenditures (detail below)				(72,350)	(66,500)	(77,300)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	
15	Carry forward to next year				167,274	179,552	153,775	190,965	170,352	169,834	168,098	166,294	182,400	184,628	
16	Dept	CC#	Res#	Project Name											
17	CAPITAL														
18	450 - Facilities	4050	New	Small Equipment Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
19	Weight Room/Cardio Equipment														
20	740 - Recreation	9900		Transport 1 - Elliptical Trainer (5 year cycle)			8,500				8,500				
21	740 - Recreation	9900		Transport 2 - Elliptical Trainer		8,500				8,500					
22	740 - Recreation	9900		Transport 3 - Elliptical Trainer				8,500						8,500	
23	740 - Recreation	9900		Treadmill - 1 (5 year cycle)			8,550				8,550				
24	740 - Recreation	9900		Treadmill - 2				9,000						9,500	
25	740 - Recreation	9900		Recumbent Bike - 1 (5 year cycle)				3,700					3,700		
26	740 - Recreation	9900		Recumbent Bike - 2	3,700				3,700						
27	740 - Recreation	9900		Upright Bike (5 year cycle)			3,600						3,600		
28	740 - Recreation	9900		Upright Spin Bike - 1	1,700				1,700						
29	740 - Recreation	9900		Upright Spin Bike - 2				1,700						1,700	
30	740 - Recreation	9900		Upright Spin Bike - 3	1,700				1,700						
31	740 - Recreation	9900		Upright Spin Bike - 4		1,700				1,700					
32	740 - Recreation	9900		Spin Bike Fleet - 1	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
33	740 - Recreation	9900		Spin Bike Fleet - 2	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
34	740 - Recreation	9900		Spin Bike Fleet - 3	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
35	740 - Recreation	9900		Spin Bike Fleet - 4	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
36	740 - Recreation	9900		Spin Bike Fleet - 5	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
37	740 - Recreation	9900		Stepper - 1 (5 year cycle)				6,000						7,500	
38	740 - Recreation	9900		Rowing Machine (5 year cycle)	2,000				2,000						
39	Weight Room/Cardio Equipment				17,600	18,700	25,550	15,800	33,700	17,600	18,700	25,550	15,800	35,700	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Furniture & Equipment Reserve														
2	10-5-995325-1500														
3	Budget 2021-2030														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16	Dept	CC#	Res#	Project Name											
40	Custodial Equipment														
41	740 - Recreation	9900		Vacuum 1 (4 year cycle)	1,800				1,800				1,900		
42	740 - Recreation	9900		Vacuum 2 (4 year cycle)		1,800				1,900				1,900	
43	740 - Recreation	9900		Vacuum 3 (4 year cycle)			1,800				1,900				
44	740 - Recreation	9900		Vacuum 4 (4 year cycle)			1,800			1,900					
45	740 - Recreation	9900		Mini Auto Scrubber (6 year cycle)						4,300					
46	740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)		13,500									
47	740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)					14,000						
48	740 - Recreation	9900		Extractor Mini (6 year cycle)	2,500						2,500				
49	740 - Recreation	9900		Extractor 1 (10 year cycle)						8,000					
50	740 - Recreation	9900		Battery Burnisher 1 (10 year cycle)	11,000										
51	740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)			11,000								
52	740 - Recreation	9900		Swing Arm 1 (10 year cycle)		2,200									
53	740 - Recreation	9900		Swing Arm 2 (10 year cycle)				2,300							
54	740 - Recreation	9900		Washer/Dryer 1 (10 year cycle)	3,000										
55	740 - Recreation	9900		Washer/Dryer 2 (10 year cycle)			3,000								
56	740 - Recreation			Balance	450	300	(50)	(200)	(200)	400	300				
57	Custodial Equipment				18,750	17,800	15,750	3,900	15,600	14,600	4,700	1,900	1,900	1,900	
58	Tables and Chairs														
59	740 - Recreation	9900		Tables and Chairs	6,000		6,000		6,000		6,000		6,000		
60	740 - Recreation	9909		Sportsplex Chairs and Dollies	-										
61	Tables and Chairs				6,000	-	6,000	-	6,000	-	6,000	-	6,000	-	
62															
63	Sub-Total (Capital)				72,350	66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	
64															
65	Grand Total				72,350	66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	
66													2021-2030 Total Expenditures		651,500

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Gaming Reserve														
2	10-5-991224-1500														
3	Budget 2021-2030														
4						2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5															
6															
7	Brought Forward					1,937,205	852,719	904,986	1,002,095	1,194,226	1,388,278	1,584,271	1,782,224	1,982,156	2,184,088
8	Annual Contribution					125,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
9															
10	Interest at 1% of Y/E Balance					9,324	10,267	11,229	13,131	15,052	16,993	18,953	20,932	22,932	24,951
11	Total					2,071,529	1,612,986	1,666,215	1,765,226	1,959,278	2,155,271	2,353,224	2,553,156	2,755,088	2,959,039
12															
13	Funds held for Council Priorities					(89,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)
14	Expenditures (detail below)					(1,129,810)	(576,000)	(532,120)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)
15	Carry forward to next year					852,719	904,986	1,002,095	1,194,226	1,388,278	1,584,271	1,782,224	1,982,156	2,184,088	2,388,039
16															
17	Dept	CC#	Res#	Project Name											
18															
19	CAPITAL														
20	213 - IT	NEW		CRadvantage Colocaton room air Conditioning		45,000									
21	450 - Facilities	4064	CFwd	Council Chambers Accessibility Improvements	-		33,120								
22															
23	Sub-Total (Capital)					-	45,000	33,120	-	-	-	-	-	-	
24	OPERATING														
25	218 - Reserves			Fund Centennial Pool & Operations Budget	170,000	113,000	56,000	-							
26	720 - Parks	S122	CFwd	Tree Protection Bylaw	12,500										
27	310 - Mayor & Cc	S053		Beautification Grants	30,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
28	310 - Mayor & Cc	S133	CFwd	Qwalayu House	35,113										
29	310 - Mayor & Cc	H004		Fir Street	163,700										
30	310 - Mayor & Cc	S078	CFwd	Social Grants	29,914										
31	310 - Mayor & Cc	S078		Social Grants	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
32	310 - Mayor & Cc	S109		Safer Downtown Initiative (Amendment)	29,000										
33	502 - CPDS	S038		Façade Storefront Downtown Revitalization	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
34	502 - CPDS	S067		Downtown Small Initiatives Fund	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
35	502 - CPDS	S067		CR Live Streets		44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	
36	502 - CPDS	S124	CFwd	Housing Growth Review	59,334										
37	502 - CPDS	H003	CFwd	580 Dogwood - BC Housing	9,166										
38	740 - Recreation	S086		Public Art			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
39	740 - Recreation	S132		Senior's HUB	5,000										
40	264 - Economic D	S141		CR Restart - additional support	38,000										
41	310 - Mayor & Cc	S134		Downtown Initiatives	205,000										
42	310 - Mayor & Cc	S135		Downtown Safety Task Force (from DT Init.)	20,000										
43	310 - Mayor & Cc	S136		Advisory Committees for Aquaculture & Forestry	40,000										

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Gaming Reserve														
2	10-5-991224-1500														
3	Budget 2021-2030														
4						2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
5															
6															
7	Brought Forward					1,937,205	852,719	904,986	1,002,095	1,194,226	1,388,278	1,584,271	1,782,224	1,982,156	2,184,088
8	Annual Contribution					125,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
9															
10	Interest at 1% of Y/E Balance					9,324	10,267	11,229	13,131	15,052	16,993	18,953	20,932	22,932	24,951
11	Total					2,071,529	1,612,986	1,666,215	1,765,226	1,959,278	2,155,271	2,353,224	2,553,156	2,755,088	2,959,039
12															
13	Funds held for Council Priorities					(89,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)	(132,000)
14	Expenditures (detail below)					(1,129,810)	(576,000)	(532,120)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)	(439,000)
15	Carry forward to next year					852,719	904,986	1,002,095	1,194,226	1,388,278	1,584,271	1,782,224	1,982,156	2,184,088	2,388,039
16															
17	Dept	CC#	Res#	Project Name											
18															
44	311 - Legislative	S137		Coastal Communities Social Procurement Initiative	4,000	4,000	4,000								
45															
46	Sub-Total (Operating)					950,726	381,000	349,000	289,000	289,000	289,000	289,000	289,000	289,000	
47	COUNCIL CONTINGENCY														
48	310 - Mayor & Cc	X081	CFwd	VI Motor Sports Assoc - Future Initiatives	15,916										
49	310 - Mayor & Cc	X092	CFwd	Cruise Ship Terminal Structural Assessment	25,000										
50	310 - Mayor & Cc	X085	CFwd	North Island Supportive Recovery Society	4,500										
51	310 - Mayor & Cc	X086	CFwd	Alano Club's Social Rehap Program	1,500										
52	310 - Mayor & Cc	X091	CFwd	Forest Rally in Victoria	-										
53	310 - Mayor & Cc	X093	CFwd	2020 Indigenous Resource Opportunities Conference	1,000										
54	310 - Mayor & Cc	X095	CFwd	Youth Action Committee Attend BC Youth Parliament	1,500										
55	310 - Mayor & Cc	X097	CFwd	Emergent Gaps in Food Program due to COVID-19	6,000										
56	310 - Mayor & Cc	X098	CFwd	Qwalayu House Development DCC's	10,000										
57	310 - Mayor & Cc	X???	CFwd	Uncommitted as at Oct 1	38,668										
58															
59	Sub-Total (Council Contingency CFWD)					104,084	-	-	-	-	-	-	-	-	
60															
61	310 - Mayor & Council			Council Contingency Annual Allocation	75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
62															
63	Sub-Total (Council Contingency NEW)					75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
64															
65	Grand Total					1,129,810	576,000	532,120	439,000	439,000	439,000	439,000	439,000	439,000	
66															
67													2021-2030 Total Expenditures	5,310,930	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2	General Accumulated Surplus														
3	10-5-981120-0000														
4	Budget 2021-2030														
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name											
18	CAPITAL														
19															
20															
21	Sub-Total (Capital)				-	-	-	-	-	-	-	-	-	-	
22															
23	OPERATING														
24															
25															
26															
27															
28	Sub-Total (Operating)														
29															
30	Grand Total				-	-	-	-	-	-	-	-	-	-	
31															
32													2021-2030 Total Expenditures		-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	IT Reserve														
2	10-5-995326-1500														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				889,583	279,096	208,157	12,192	12,227	113,465	177,637	242,452	307,410	373,522	
10	Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
11	Increased Funding from Net Funding Model				493,000	135,000	263,000	251,000	266,200	235,500	193,500	254,000	218,500	210,200	
12	Interest at 1% of Y/E Balance				2,763	2,061	121	121	1,123	1,759	2,401	3,044	3,698	4,356	
13	Total				1,436,346	467,157	522,278	314,313	330,551	401,723	424,538	550,496	580,608	639,078	
14	Expenditures (detail below)				(1,157,250)	(259,000)	(510,086)	(302,086)	(217,086)	(224,086)	(182,086)	(243,086)	(207,086)	(199,086)	
15	Carry forward to next year				279,096	208,157	12,192	12,227	113,465	177,637	242,452	307,410	373,522	439,992	
16	Dept	CC#	Res#	Project Name											
17	CAPITAL														
18	213 - IT	2001		Printer/Peripherals Replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
19	213 - IT	2002		Workstation/Laptop Replacement	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	
20	213 - IT	2015		Scheduled Photocopier Replacement	17,000	9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000	17,000	
21	213 - IT	2016		GIS Orthophotos	17,000	17,000		17,000		17,000		17,000		17,000	
22	213 - IT	2019		Internet Security Hardware	35,000				35,000						
23	213 - IT	2023		Primary File Server Replacement			15,000								
24	213 - IT	2025		Data Storage Upgrade			30,000								
25	213 - IT	2030		Operations Management Software Replacement	847,250	167,000	157,000								
26	213 - IT	2033		Council Chambers Sound System	150,000										
27	213 - IT	NEW		Dogwood DOC Phone System							40,000				
28	213 - IT	NEW		Finance Software			101,000	103,000							
29	Sub-Total (Capital)				1,132,250	259,000	386,000	203,000	118,000	100,000	83,000	144,000	83,000	100,000	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1															
2	IT Reserve														
3	10-5-995326-1500														
4	Budget 2021-2030														
5															
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
7															
8	Brought Forward				889,583	279,096	208,157	12,192	12,227	113,465	177,637	242,452	307,410	373,522	
9	Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
10	Increased Funding from Net Funding Model				493,000	135,000	263,000	251,000	266,200	235,500	193,500	254,000	218,500	210,200	
11	Interest at 1% of Y/E Balance				2,763	2,061	121	121	1,123	1,759	2,401	3,044	3,698	4,356	
12	Total				1,436,346	467,157	522,278	314,313	330,551	401,723	424,538	550,496	580,608	639,078	
13															
14	Expenditures (detail below)				(1,157,250)	(259,000)	(510,086)	(302,086)	(217,086)	(224,086)	(182,086)	(243,086)	(207,086)	(199,086)	
15	Carry forward to next year				279,096	208,157	12,192	12,227	113,465	177,637	242,452	307,410	373,522	439,992	
16	Dept	CC#	Res#	Project Name											
17															
32	OPERATING														
33	213 - IT	S072		Network Security Audit	25,000		25,000			25,000	-		25,000		
34															
35	Sub-Total (Operating)				25,000	-	25,000	-	-	25,000	-	-	25,000	-	
36	OPERATING - REPAYMENT														
37	213 - IT	NEW		Finance Software - payback to Capital Lending	-	-	99,086	99,086	99,086	99,086	99,086	99,086	99,086	99,086	
38	Sub-Total (Operating-Repayment)				-	-	99,086	99,086	99,086	99,086	99,086	99,086	99,086	99,086	
39															
40	Total (Operating)				25,000	-	124,086	99,086	99,086	124,086	99,086	99,086	124,086	99,086	
41															
42	Grand Total				1,157,250	259,000	510,086	302,086	217,086	224,086	182,086	243,086	207,086	199,086	
43															
44													2021-2030 Total Expenditures	3,500,938	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				International Relationship Reserve										
3				10-5-991225-1500										
4				Budget 2021-2030										
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward (Ishikari Reserve Portion)	60,707	61,314	61,927	37,296	37,669	43,096	48,577	54,113	34,454	34,454
9				Annual Tax Contribution	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000
10				Expenditures (detail below)			(25,000)					(25,000)	-	-
11				Interest at 1% of Y/E Balance	607	613	369	373	427	481	536	341	395	395
12				Sub-Total	61,314	61,927	37,296	37,669	43,096	48,577	54,113	34,454	39,848	39,848
13														
14				Brought Forward (Economic Twinning Reserve Portion)	28,612	28,898	29,187	29,478	29,773	30,071	30,372	30,675	30,982	31,292
15				Expenditures (detail below)										
16				Interest at 1% of Y/E Balance	286	289	292	295	298	301	304	307	310	313
17				Sub-Total	28,898	29,187	29,478	29,773	30,071	30,372	30,675	30,982	31,292	31,605
18														
19				Carry forward to next year	90,212	91,114	66,775	67,443	73,167	78,949	84,788	65,436	71,140	71,453
20														
21				Dept	CC#	Res#	Project Name							
22														
23	310 - Mayor & Co	S097		Ishikari Anniversary Celebration			25,000					25,000		
24														
25				Sub-Total (Ishikari Portion)			25,000					25,000	-	-
26														
27														
28														
29														
30														
31				Sub-Total (Economic Twinning Portion)										
32														
33				Grand Total			25,000					25,000	-	-
34														
35													2021-2030 Total Expenditures	50,000

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Legacy Landmark Reserve													
2	10-5-991226-1500													
3	Budget 2021-2030													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16	Dept	CC#	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total										
34														
35														2021-2030 Total Expenditures
														-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Deferred Revenue - Cash in Lieu of Parks													
2	10-4-232840-0000													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Opening Balance	631,006	637,316	643,689	650,126	656,627	663,193	669,825	676,524	683,289	690,122
9				Developer's Contributions										
10				Interest at 1% of Y/E Balance	6,310	6,373	6,437	6,501	6,566	6,632	6,698	6,765	6,833	6,901
11				Total	637,316	643,689	650,126	656,627	663,193	669,825	676,524	683,289	690,122	697,023
12														
13				Expenditures (detail below)										
14				Ending Balance	637,316	643,689	650,126	656,627	663,193	669,825	676,524	683,289	690,122	697,023
15														
16	Dept	CC3	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total										
34														
35														2021-2030 Total Expenditures
														-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parkland Acquisition DCC													
2	10-4-232610-0000													
3	Budget 2021-2030													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18	Dept	CC#	Res#	Project Name										
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34				Grand Total										
35														
36														

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	Parkland Development DCC													
3	10-4-232620-0000													
4	Budget 2021-2030													
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34				Grand Total	-	-	-	-	-	-	-	-	-	-
35														
36														2021-2030 Total Expenditures

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parks Reserve													
2	10-5-994326-1500													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	1,212,430	360,537	555,763	263,674	320,245	570,533	939,535	305,459	678,174	1,057,848
9				Annual Contribution - Parks Parcel Tax	524,000	527,100	530,300	533,400	536,600	539,700	542,900	546,000	549,200	552,300
10				Increased Funding from Net Funding Model		139,000								
11				Interest at 1% of Y/E Balance	3,570	4,126	2,611	3,171	5,649	9,302	3,024	6,715	10,474	14,301
12				Total	1,740,000	1,030,763	1,088,674	800,245	862,494	1,119,535	1,485,459	858,174	1,237,848	1,624,449
13														
14				Expenditures (detail below)	(1,379,463)	(475,000)	(825,000)	(480,000)	(291,961)	(180,000)	(1,180,000)	(180,000)	(180,000)	(180,000)
15				Carry forward to next year	360,537	555,763	263,674	320,245	570,533	939,535	305,459	678,174	1,057,848	1,444,449
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	720 - Parks	9015	CFwd	Nunns Creek Park Master Plan	14,463									
21	720 - Parks	9029		Entrance Sign Jubilee	-		145,000							
22	720 - Parks	9053		Elks Falls Cemetery Phase Two Detailed Design & Construction	550,000									
23	720 - Parks	9055		Willow Point Lights	300,000									
24	720 - Parks			Asset Management - Park Infrastructure Renewal Fund		180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
25	720 - Parks	NEW		Cedric Jones and Barclay Park Fencing Renewal	10,000									
26	720 - Parks	NEW		Sign Replacement - Adams, Centennial, Rotary and Larwood Park	15,000									
27	720 - Parks	NEW		Lilelana and Rotary Park Irrigation	45,000									
28	720 - Parks	NEW		Water Fountain Replacement - Simms Cr, Penfield Dog Park and Robron Park	25,000									
29	720 - Parks	NEW		Playground Surface Replacement - Ruby, Lililana and Harrogate Park	35,000									
30	720 - Parks	NEW		Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	15,000									
31	720 - Parks	NEW		Nunns Creek Park Backstop, Dugout and Fencing replacement	110,000									
32	720 - Parks	NEW		Tree Renewal in Parks	10,000									

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Parks Reserve														
2	10-5-994326-1500														
3	Budget 2021-2030														
4															
5															
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
7															
8				Brought Forward	1,212,430	360,537	555,763	263,674	320,245	570,533	939,535	305,459	678,174	1,057,848	
9				Annual Contribution - Parks Parcel Tax	524,000	527,100	530,300	533,400	536,600	539,700	542,900	546,000	549,200	552,300	
10				Increased Funding from Net Funding Model		139,000									
11				Interest at 1% of Y/E Balance	3,570	4,126	2,611	3,171	5,649	9,302	3,024	6,715	10,474	14,301	
12				Total	1,740,000	1,030,763	1,088,674	800,245	862,494	1,119,535	1,485,459	858,174	1,237,848	1,624,449	
13															
14				Expenditures (detail below)	(1,379,463)	(475,000)	(825,000)	(480,000)	(291,961)	(180,000)	(1,180,000)	(180,000)	(180,000)	(180,000)	
15				Carry forward to next year	360,537	555,763	263,674	320,245	570,533	939,535	305,459	678,174	1,057,848	1,444,449	
16															
17	Dept	CC#	Res#	Project Name											
18															
33	720 - Parks	NEW		Outdoor washroom installation - Jubilee Trail and Baikie Island		45,000									
34	720 - Parks	NEW		Willow Point Park Skatepark Lighting		-									
35	720 - Parks	NEW		Baikie Island Bridge Replacement	150,000										
36	720 - Parks	NEW		Mclvor Lake Upgrades		50,000	200,000								
37	720 - Parks	NEW		Willow Point Field Drainage Upgrade		100,000									
38	720 - Parks	NEW		Hwy 19a Cemetery Improvements			150,000								
39	720 - Parks	NEW		Maritime Heritage Park Construction			50,000	200,000							
40	720 - Parks	NEW		Ostler Park Rubberized Surface Replacement					90,000						
41	720 - Parks	NEW		Robron Artificial Turf Replacement							1,000,000				
42				Sub-Total (Capital)	1,279,463	375,000	725,000	380,000	270,000	180,000	1,180,000	180,000	180,000	180,000	
43	OPERATING - REPAYMENT														
44	720 - Parks			Robron Park Repayment	100,000	100,000	100,000	100,000	21,961						
45				Sub-Total (Operating)	100,000	100,000	100,000	100,000	21,961	-	-	-	-	-	
46															
47				Grand Total	1,379,463	475,000	825,000	480,000	291,961	180,000	1,180,000	180,000	180,000	180,000	
48															
49														2021-2030 Total Expenditures	5,351,424

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Roads DCC													
2	10-4-232500-0000													
3	Budget 2021-2030													
4														
5														
6														
7														
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
9				Brought Forward	3,703,534	768,443	912,477	1,057,952	1,204,882	1,353,281	1,503,163	1,654,545	1,807,440	1,961,865
10				DCC Contribution	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
11				Deferred Revenue Received										
12				Interest at 1% of Y/E Balance	7,608	9,034	10,475	11,930	13,399	14,883	16,382	17,895	19,424	20,969
13				Total	3,971,143	1,037,477	1,182,952	1,329,882	1,478,281	1,628,163	1,779,545	1,932,440	2,086,865	2,242,834
14				Expenditures (detail below)	(3,202,700)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
15				Carry forward to next year	768,443	912,477	1,057,952	1,204,882	1,353,281	1,503,163	1,654,545	1,807,440	1,961,865	2,117,834
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	2,956,660									
21	532 - Roads	6006	CFwd	Sidewalk Infill	121,039									
22	532 - Roads	6006		Sidewalk Infill	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
23														
24														
25				Sub-Total (Capital)	3,202,700	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
26														
27				Grand Total	3,202,700	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
28														
29													2021-2030 Total Expenditures	4,327,700

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Sewer Accumulated Surplus														
2	50-5-981180-0000														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				3,121,200	3,183,600	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,657,200	
10	Sewer annual surplus				4,113,368	4,025,357	4,251,611	4,474,707	4,717,554	5,000,325	5,308,192	5,101,261	5,387,998	5,686,651	
11	Transfer excess to Sewer Capital				(4,082,489)	(3,993,908)	(4,219,405)	(4,441,957)	(4,684,073)	(4,966,127)	(5,273,291)	(5,065,671)	(5,424,208)	(5,650,385)	
12	Interest at Year End				31,521	32,150	32,794	33,450	34,119	34,802	35,499	36,210	36,210	36,935	
13	Total				3,183,600	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,657,200	3,730,400	
14	Expenditures (detail below)				-	-	-	-	-	-	-	-	-	-	
15	Carry forward to next year				3,183,600	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,657,200	3,730,400	
16	Minimum value of surplus to maintain operations				1,591,800	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	
17	Ending surplus value				1,591,800	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	
18															
19	Dept	CC#	Res #	Project Name											
20															
21															
22															
23															
24															
25															
26															
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28															
29															
30															
31															
32				Grand Total	-	-	-	-	-	-	-	-	-	-	
33															
34														2021-2030 Total Expenditures	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Sewer Reserve													
2	50-5-995380-1500													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	12,034,649	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151
9				Debt										
10				Transfer from Sewer Surplus	4,082,489	3,993,908	4,219,405	4,441,957	4,684,073	4,966,127	5,273,291	5,065,671	5,424,208	5,650,385
11				Interest at Year End	37,551	58,000	79,581	100,324	123,366	149,679	177,747	183,037	214,734	249,027
12				Total	16,154,688	7,844,526	10,157,001	12,579,942	14,940,154	17,575,789	20,568,652	23,201,122	24,125,701	27,587,564
13														
14				Expenditures (detail below)	(12,362,070)	(1,986,510)	(2,119,340)	(2,447,227)	(2,480,171)	(2,458,175)	(2,616,238)	(4,714,363)	(2,437,550)	(2,435,801)
15				Carry forward to next year	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151	25,151,763
16														
17	Dept	CC#	Res #	Project Name										
18														
19	CAPITAL													
20	580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	2,790,143									
21	580 - Sewer	5006	CFwd	NWEC Upgrades	1,531,083									
22	580 - Sewer	5006		NWEC Upgrades	3,990,000									
23	580 - Sewer	5020	CFwd	Sewer Main Replacement	25,000									
24	580 - Sewer	5022	CFwd	Biosolids Site Management	707,653									
25	580 - Sewer	5023		Sewer Asset Registry	25,000	25,000								
26	580 - Sewer	5024	CFwd	Sewer Facility Renewal	135,834									
27	580 - Sewer	5024		Sewer Facility Renewal		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
28	580 - Sewer	NEW		Lift Station #11 Biofilter Reconstruction	100,000									
29	580 - Sewer	NEW		NWEC Shower and Locker Room Renovation	125,000									
30	580 - Sewer	NEW		Lift Station #7 Pump and Controls Upgrade	150,000									
31	580 - Sewer/570	5028	CFwd	SCADA Phase 4	90,000									
32	580 - Sewer	5029	CFwd	SCADA Communication Equip. Rehab	5,337									
33	580 - Sewer	5800		Sewer Main Replacement	1,250,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
34	580 - Sewer	5801	CFwd	2020 Sewermain Rehabilitation	410,959									
35	580 - Sewer	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
36	448 - Capital Wor	8006		Capital Works Management	138,735	141,510	144,340	147,227	150,171	153,175	156,238	159,363	162,550	165,801
37	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	516,322									
38	580 - Sewer	5030		Sewer Condition Assessments	55,000									
39	580 - Sewer	NEW		NWEC Oxidation Ditch Diffuser - Upgrade			150,000							
40	502 - Dev Svcs	8010	CFwd	580 Dogwood - BC Housing (amendment)	145,565									
41	580 - Sewer	NEW		NWEC Biosolids Dewatering						150,000	2,250,000			
42				Sub-Total (Capital)	12,241,631	1,916,510	2,044,340	2,397,227	2,400,171	2,403,175	2,556,238	4,659,363	2,412,550	2,415,801
43	DEBT													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Sewer Reserve													
2	50-5-995380-1500													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	12,034,649	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151
9				Debt										
10				Transfer from Sewer Surplus	4,082,489	3,993,908	4,219,405	4,441,957	4,684,073	4,966,127	5,273,291	5,065,671	5,424,208	5,650,385
11				Interest at Year End	37,551	58,000	79,581	100,324	123,366	149,679	177,747	183,037	214,734	249,027
12				Total	16,154,688	7,844,526	10,157,001	12,579,942	14,940,154	17,575,789	20,568,652	23,201,122	24,125,701	27,587,564
13														
14				Expenditures (detail below)	(12,362,070)	(1,986,510)	(2,119,340)	(2,447,227)	(2,480,171)	(2,458,175)	(2,616,238)	(4,714,363)	(2,437,550)	(2,435,801)
15				Carry forward to next year	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151	25,151,763
16														
17	Dept	CC#	Res #	Project Name										
18														
44														
45				Sub-Total (Debt)	-	-	-	-	-	-	-	-	-	-

2021-2030 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	Sewer Reserve													
	50-5-995380-1500													
	Budget 2021-2030													
					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
				Brought Forward	12,034,649	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151
				Debt										
				Transfer from Sewer Surplus	4,082,489	3,993,908	4,219,405	4,441,957	4,684,073	4,966,127	5,273,291	5,065,671	5,424,208	5,650,385
				Interest at Year End	37,551	58,000	79,581	100,324	123,366	149,679	177,747	183,037	214,734	249,027
				Total	16,154,688	7,844,526	10,157,001	12,579,942	14,940,154	17,575,789	20,568,652	23,201,122	24,125,701	27,587,564
				Expenditures (detail below)	(12,362,070)	(1,986,510)	(2,119,340)	(2,447,227)	(2,480,171)	(2,458,175)	(2,616,238)	(4,714,363)	(2,437,550)	(2,435,801)
				Carry forward to next year	3,792,618	5,858,016	8,037,661	10,132,715	12,459,983	15,117,614	17,952,414	18,486,759	21,688,151	25,151,763
	Dept	CC#	Res #	Project Name										
	OPERATING													
	580 - Sewer	S089	CFwd	Confined Space Entry Alternate Procedures	14,590									
	580 - Sewer	S115		Sewer Maintenance & Monitoring	10,000	20,000	20,000		25,000	5,000	5,000	35,000		
	580 - Sewer	S116	CFwd	Sewer Right of Way Clearing	36,168									
	580 - Sewer	S116		Sewer Right of Way Clearing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000
	310 - Council	S133	CFwd	Qwalayu House	4,682									
	580 - Sewer	S119		Lift Station 11 Transformer Inspection	5,000		5,000		5,000		5,000		5,000	
				Sub-Total (Operating)	120,440	70,000	75,000	50,000	80,000	55,000	60,000	55,000	25,000	20,000
				Grand Total	12,362,070	1,986,510	2,119,340	2,447,227	2,480,171	2,458,175	2,616,238	4,714,363	2,437,550	2,435,801
					2021-2030 Total Expenditures									
					36,057,445									

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Sewer DCC														
2	10-4-232300-0000														
3	Budget 2021-2030														
4															
5															
6															
7															
8					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
9	Brought Forward				1,279,126	995,987	1,174,617	1,355,034	1,537,254	1,721,296	1,907,179	2,094,921	2,284,540	2,476,056	
10	DCC Contribution				167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	
11	Deferred Revenue Received				-	-	-	-	-	-	-	-	-	-	
12	Interest at 1% of Y/E Balance				9,861	11,630	13,416	15,220	17,043	18,883	20,742	22,619	24,515	26,431	
13	Total				1,455,987	1,174,617	1,355,034	1,537,254	1,721,296	1,907,179	2,094,921	2,284,540	2,476,056	2,669,486	
14	Expenditures (detail below)				(460,000)	-	-	-	-	-	-	-	-	-	
15	Carry forward to next year				995,987	1,174,617	1,355,034	1,537,254	1,721,296	1,907,179	2,094,921	2,284,540	2,476,056	2,669,486	
16															
17	Dept	CC1	Res#	Project Name											
18															
19	CAPITAL														
20	580 - Sewer	5006		NWEC Upgrades Phase 3	460,000										
21															
22	Sub-Total (Capital)				460,000	-	-	-	-	-	-	-	-	-	
23															
24															
25	Grand Total				460,000	-	-	-	-	-	-	-	-	-	
26															
27													2021-2030 Total Expenditures	460,000	



**2021-2030 Financial Planning
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Solid Waste Reserve										
3				10-5-991227-1500										
4				Budget 2021-2030										
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	-	35,074	165,654	262,356	323,911	359,844	369,049	361,235	335,675	291,183
9				Annual Contribution	35,074	130,229	95,045	58,931	32,694	5,607				
10				Interest at 1% of Y/E Balance	-	351	1,657	2,624	3,239	3,598	3,577	3,324	2,883	2,246
11				Total	35,074	165,654	262,356	323,911	359,844	369,049	372,625	364,559	338,558	293,428
12														
13				Expenditures (detail below)	-	-	-	-	-	-	(11,390)	(28,884)	(47,375)	(66,619)
14				Carry forward to next year	35,074	165,654	262,356	323,911	359,844	369,049	361,235	335,675	291,183	226,809
15														
16				Dept										
17				CC#										
18				Res#										
19				Project Name										
20														
21				539 - Solid Waste							11,390	28,884	47,375	66,619
22				Solid Waste - User Fee Increase Offset										
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total	-	-	-	-	-	-	11,390	28,884	47,375	66,619
34														
35											2021-2030 Total Expenditures			154,269

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Storm Water Reserve														
2	10-5-995328-1500														
3	Budget 2021-2030														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name											
18	CAPITAL														
19	550 - Storm Drain	6501		6th Ave Drainage Improvements	100,000										
20	550 - Storm Drain	NEW		Storm System Renewals	35,000	925,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	
21	550 - Storm Drain	6502		Downtown Storm Mitigation	200,000	200,000	200,000								
22	550 - Storm Drain	6504		Nunns Creek/2nd Ave Detention Pond (Quinsam)		25,000	125,000	1,500,000							
23	502 - Dev Svcs	8010	CFwd	580 Dogwood - BC Housing (amendment)	145,565										
24	550 - Storm Drain	NEW		2nd and 4th Ave Outfall Upgrades	75,000		75,000								
25	550 - Storm Drain	NEW		Nunns Creek (16th Ave) Creek Crossing					200,000		1,740,000				
26	550 - Storm Drain	NEW		14th - Spruce to Redwood					350,000						
27	Sub-Total (Capital)				555,565	1,150,000	825,000	1,925,000	975,000	425,000	2,165,000	425,000	425,000	425,000	
28	OPERATING														
29	310 - Council	S133	CFwd	Qwalayu House	6,867										
30	Sub-Total (Operating)				6,867	-	-	-	-	-	-	-	-	-	
31	Grand Total				562,432	1,150,000	825,000	1,925,000	975,000	425,000	2,165,000	425,000	425,000	425,000	
32															
33															
34															
35															
36															
37													2021-2030 Total Expenditures		9,302,432

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Storm Drain Quinsam DCC														
2	10-4-232400-0000														
3	Budget 2020-2029														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name											
18															
19															
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33				Grand Total											
34															
35															
												2021-2030 Total Expenditures			-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	Water Accumulated Surplus													
3	70-5-981160-0000													
4	Budget 2021-2030													
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8	Brought Forward				1,768,800	1,804,200	1,840,200	1,877,000	1,914,600	1,952,800	1,991,800	2,031,600	2,072,200	2,113,600
9	Annual water surplus				4,047,666	4,241,835	4,454,474	4,709,290	4,974,970	5,246,873	5,530,358	5,825,281	6,131,898	6,449,763
10	Excess Transferred to Water Capital Reserve				(4,030,129)	(4,224,055)	(4,436,258)	(4,690,646)	(4,956,105)	(5,227,594)	(5,510,673)	(5,805,198)	(6,111,425)	(6,428,908)
11	Interest at Year End				17,863	18,220	18,584	18,956	19,335	19,721	20,115	20,517	20,927	21,345
12	Total				1,804,200	1,840,200	1,877,000	1,914,600	1,952,800	1,991,800	2,031,600	2,072,200	2,113,600	2,155,800
13														
14	Expenditures (detail below)													
15	Carry forward to next year				1,804,200	1,840,200	1,877,000	1,914,600	1,952,800	1,991,800	2,031,600	2,072,200	2,113,600	2,155,800
16														
17	Minimum value of surplus to maintain operations				902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900
18	Ending surplus value				902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900
19														
20	Dept	CC#	Res #	Project Name										
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34	Grand Total				-	-	-	-	-	-	-	-	-	-
35														
36													2021-2030 Total Expenditures	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Water Reserve													
2	70-5-995360-1500													
3	Budget 2021-2030													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15	Dept	CC#	Res #	Project Name										
16	CAPITAL													
17	590 - Water	5029	CFwd	SCADA Communication Equipment Rehabilitation	570									
20	590 - Water	7021		Dogwood Operations Centre Backflow/Meter	125,000									
21	590 - Water	7024	CFwd	Shetland PRV	14,364									
22	590 - Water	7025	CFwd	WM Cathodic Protection	60,471									
23	590 - Water	7026		Fire Hydrant Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
24	590 - Water	7027		Water Service Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
25	590 - Water	7033		Water Dept. Temporary Location	300,000									
26	590 - Water	7034		CRIB/CCR Water Improvements		150,000	1,500,000							
27	590 - Water	7035		Water Asset Registry	25,000	25,000								
28	590 - Water	7038		Pressure Reducing Valve Abandonment	75,000									
30	590 - Water	7040	CFwd	Evergreen Reservoir and Instrumentation Upgrades	942,580									
32	590 - Water	7040		Water Facility Renewal	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
33	590 - Water	7043	CFwd	Bathurst/McLean Pressure Reducing Valve Replacement	18,767									
35	590 - Water	7044	CFwd	John Hart Pump Station Modifications	27,212									
36	590 - Water	7045	CFwd	Water Facility Decommissioning	405,476									
37	590 - Water	7046	CFwd	Rockland Rd Emergency Renewal (budget tfr'd to CC1# 8008)	257,357									
38	590 - Water	7800		Watermain Renewal	1,275,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
39	590 - Water	7802	CFwd	Watermain Renewal - Hilchey Rd (Phase 1)	922,262									
41	590 - Water	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
42	590 - Water	8006		Capital Works Management	138,735	141,510	144,340	147,227	150,171	153,175	156,238	159,363	162,550	165,801
43	590 - Water	8008	CFwd	Highway 19A - Phase 3	779,484									
44	502 - Dev Svcs	8010	CFwd	580 Dogwood - BC Housing (amendment)	69,565									
45	590 - Water	NEW		Water Condition Assessments		55,000								
46	590 - Water	NEW		Rockland Road Transmission Main		100,000	875,000							
47	590 - Water	NEW		John Hart Reservoir			2,500,000							
48	Sub-Total (Capital)				6,086,844	2,621,510	7,169,340	2,797,227	2,800,171	2,803,175	2,806,238	2,809,363	2,812,550	2,815,801
49														

2021-2030 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N
2	Water Reserve													
3	70-5-995360-1500													
4	Budget 2021-2030													
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8				Brought Forward	21,101,768	19,135,304	20,869,477	18,242,009	20,261,033	22,565,386	25,163,954	28,071,323	31,302,079	34,871,213
9				Transfer from Water Surplus	4,030,129	4,224,055	4,436,258	4,690,646	4,956,105	5,227,594	5,510,673	5,805,198	6,111,425	6,428,908
10				Interest at Year End	189,458	206,628	180,614	200,604	223,420	249,148	277,934	309,922	345,260	384,093
11				Total	25,321,355	23,565,987	25,486,349	23,133,260	25,440,558	28,042,129	30,952,561	34,186,442	37,758,763	41,684,214
12														
13				Expenditures (detail below)	(6,186,052)	(2,696,510)	(7,244,340)	(2,872,227)	(2,875,171)	(2,878,175)	(2,881,238)	(2,884,363)	(2,887,550)	(2,890,801)
14				Carry forward to next year	19,135,304	20,869,477	18,242,009	20,261,033	22,565,386	25,163,954	28,071,323	31,302,079	34,871,213	38,793,413
15	Dept	CC#	Res #	Project Name										
16														
53	OPERATING													
54	590 - Water	S074		Water Conservation Program	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
55	590 - Water	S089	CFwd	Confined Space Entry Alternate Procedures	20,150									
56	310 - Council	S133	CFwd	Qwalayu House	4,058									
57	590 - Water	S117	CFwd	Drinking Water Source Protection	10,000									
58	590 - Water	S117		Drinking Water Source Protection	65,000									
59				Sub-Total (Operating)	99,208	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
60														
61				Grand Total	6,186,052	2,696,510	7,244,340	2,872,227	2,875,171	2,878,175	2,881,238	2,884,363	2,887,550	2,890,801
62														
63													2021-2030 Total Expenditures	36,296,426



2021-2030 Financial Planning
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Water DCC													
2	10-4-232200-0000													
3	Budget 2021-2030													
4														
5														
6					2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
7														
8	Brought Forward				4,368,165	4,623,452	4,579,855	1,406,392	1,737,774	2,074,056	2,415,296	2,761,550	3,112,877	3,469,337
9	DCC Contribution				309,510	311,058	312,613	314,176	315,747	317,326	318,912	320,507	322,109	323,720
10	Deferred Revenue Received													
11	Interest at 1% of Y/E Balance				45,777	45,345	13,925	17,206	20,535	23,914	27,342	30,821	34,350	37,931
12	Total				4,723,452	4,979,855	4,906,392	1,737,774	2,074,056	2,415,296	2,761,550	3,112,877	3,469,337	3,830,987
13														
14	Expenditures (detail below)				(100,000)	(400,000)	(3,500,000)	-	-	-	-	-	-	-
15	Carry forward to next year				4,623,452	4,579,855	1,406,392	1,737,774	2,074,056	2,415,296	2,761,550	3,112,877	3,469,337	3,830,987
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	590 - Water	NEW		John Hart Reservoir	100,000	400,000	3,500,000							
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34														
35	Grand Total				100,000	400,000	3,500,000	-	-	-	-	-	-	-
36														
37													2021-2030 Total Expenditures	4,000,000

PROJECT TITLE: NEXT LEVEL COMMUNICATIONS

“Making information available is not the same as communication.”

	Total Cost	Pros	Cons
Option 1	\$140,700	<ul style="list-style-type: none"> + Savings in software costs and existing funding offset the cost of new positions + Specialized qualifications will meet the scope of work required + Consistent department resources and plan for succession to Communications Advisor. + Expansion and enhancement of the scope of departmental services + Provides an opportunity for Communications advisor to focus on strategic objectives + Brings the City's communications resources at par with other municipalities 	<ul style="list-style-type: none"> - Increased cost - Challenges in recruiting for the part-time position - Negotiations with CUPE regarding pay
Option 2	\$88,300	<ul style="list-style-type: none"> + Phases in changes + Uses existing funding to offset cost of one new position + Specialized qualifications will meet the scope of work required + Consistent department resources and plan for succession to Communications Advisor. + Limited expansion and enhancement of the scope of departmental services + Provides an opportunity for Communications advisor to focus on strategic objectives + Brings the City's communications resources at par with other municipalities 	<ul style="list-style-type: none"> - Does not address ongoing costs and demand for graphic design work - Permanent position(s); increased FTE - Could be difficult to recruit part-time position - Rate of pay will require negotiation with CUPE
Option 3	\$80,000	<ul style="list-style-type: none"> + Adaptive to City needs + Provides additional capacity on an as-needed basis + Employees working with contractors may expand their knowledge and skills + Possibility of developing a long-term relationship with consultants who provide consistent support and resources + Highly skilled labour will be available + Other services such as photography, video and graphics can be provided 	<ul style="list-style-type: none"> - Does not funnel existing funding into webmaster-digital technician to streamline online outreach - Increased cost of replacing contractor for Council meeting recordings - Communications Advisor time required to review contractor work - Loss of knowledge/expertise when project ends - Does not address succession planning in the Communications Department
Option 4	\$0	<ul style="list-style-type: none"> + No additional budgetary cost 	<ul style="list-style-type: none"> - Does not funnel existing funding into webmaster-digital technician to streamline online outreach - Requires contractor replacement for Council meeting recording on per use basis - Costs to upgrade work to keep up with contemporary style and channels of communication will continue to rise - Increasing demands of Communications Advisor's limited are not addressed - Succession planning in the Communications Department is not addressed



PROJECT TITLE: NEXT LEVEL COMMUNICATIONS

“Making information available is not the same as communication.”

Situation Assessment

Campbell River is a growing community, with increasing information demands. Despite our sometimes award-winning results, the City’s communications efforts are becoming inconsistent, inefficient and outdated.

The community and economy of Campbell River has been growing at a significant rate over the past eight years. This strong upward growth trend is expected to continue, bringing more residents, more businesses, and an increasing internal and public appetite for quick and easy access to information through modern channels and in contemporary style.

As this demand grows, departments increasingly turn to Communications for guidance, support and increased levels of service on branding, community engagement, issues management, crisis communications planning, news releases, newsletters, advertising, signs, annual reports, surveys, marketing/promotional materials, award applications, video, photography, graphics, website and social media.

The City’s communications department has one full-time communications advisor and the budget has remained essentially unchanged since 2010.

Problem Statement & Opportunity

The existing and growing demand for corporate communications materials and service cannot be delivered by one person with no budgeted resources to adapt to growing and changing, contemporary needs.

Communications is also the only remaining department-of-one function, and a known vulnerability in the event of a community emergency. In addition, the current Communications Advisor is planning to retire in spring 2022, and there is no successor identified or prepared to fill the gap.

There are two main issues to address:

- Communications initiatives are decentralized, inconsistent and missing opportunities.
- Communications Advisor relies on unpredictable funding from other departments to make incremental advancements in corporate communications.

Decentralization and Unpredictable Funding = inconsistency and missed opportunities

Clerk technicians, admin assistants and co-op students in many departments develop draft materials (advertising, social media posts and more) to meet the demand for timely, accurate, proactive information— online, in marketing campaigns and through community engagement. The Communications Advisor reviews and edits the bulk of this work before it is published.

Communications also works closely with IT’s Senior Client Support Analyst, the current webmaster who manages technical requirements on the City website and intranet.

The part-time Recreation and Culture Programmer focused on department-specific marketing works largely independently, with minimal involvement of the Communications Advisor.



Challenges:

- some departments invest more resources than others
- disorder on the website, social media and in photo archives
- inconsistent planning, branding, voice, images, messages
- (particularly in visual materials, video and photography, social media, surveys, advertising)

Increasingly, City departments use unanticipated resources (through staff vacancies, grants or funding freed up from projects postponed) to support department-specific graphic design work by hiring external contractors or an auxiliary employee with suitable communications and graphic design skills. For the last several years, auxiliary hours have been the equivalent of a part-time position. The Communications Advisor works to ensure these new opportunities develop materials and practices that can be adopted and used broadly throughout the organization (*examples in Appendix A*).

Operating by leaping rather than planning comes at a cost. And while we all want to make the most of available resources, this new work is often a sudden, unexpected opportunity – one that requires input and review from the Communications Advisor, resulting in less focused attention to a growing list of multiple communications priorities.

Relying on unpredictable funding = Leaping vs Planning dilutes already-limited capacity

This Communications work on behalf of other departments relies on unpredictable, unsustainable funding.

Corporate advancements such as social media use, televised Council Meeting Highlights, UBCM materials and the development of the City Scorecard have been pursued with no direct impact on the Communications budget, but dilute time available for other tasks and projects (such as employee newsletter).

In addition, work such as surveys, advertising campaigns, video production and photography are limited by available funding support from other departments and compromised by inefficient workarounds.

The Opportunity – From clunky to finely-tuned through a more strategic approach

Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning resources supports more efficient, strategic, planned and consistent City communications. Additional potential consequences of not addressing demand for corporate communications resources:

- inconsistent and inadequate public outreach and messaging
- in particular, website currently has confusing information (potentially a legal concern?)
- heightened political issues and discord
- increased cost of relying on external contractors
- missed opportunities to leverage technology and marketing

Each opportunity missed has potential to affect relationships and reputation, and delays introducing new platforms for public outreach. **The longer this goes on, more difficult, and costly, future work will be required to re-establish a consistent corporate voice and regain support for and understanding of local government services.**

Alternative Solutions

1. Fund 1.5 new positions, incremental increases to Communications contracted services budget over time.
2. Fund one full-time position, plan to hire a part-time FTE in future and fund incremental increases to Communications contracted services budget over time.
3. Significantly increase Communications Department contracted services budget.
4. Status quo



Evaluating Alternatives

1. Fund 1.5 new positions, incremental increases to Communications contracted services budget over time (*details Appendix B*)

- establish a full-time Digital Communications Technician position
- establish part-time Communications Assistant-Graphic Design position
- incrementally increase Communications budget for contracted services (working up to \$10,000/yr) for services for design template and photo updates, video production, online engagement platform, e-newsletters

Pros:

- Uses existing funding and savings in software costs offset cost of new position(s)
- New CUPE position classification specific to corporate communications needs, with the specialized qualifications and scope of work required
- Provides stable consistent department resources, potential successor to Communications Advisor
- Enhances, expands scope of services with resources for online community outreach (website, social media, surveys), graphics, advertising, some in-house video and photography, photo, media archives
- Frees up Communications Advisor for more strategic corporate communications advancement, brand journalism, communications playbook, crisis communications planning and community engagement
- Puts Campbell River closer to average for communications resources in local government (*see Appendix C*)

Cons:

- Permanent position(s) – increase in FTEs and increased cost
- Could be difficult to successfully recruit for part-time position
- Rate of pay will require negotiation with CUPE: Estimate for fully-loaded top-of-scale pay is:
 - **\$88,300/year full-time FTE; \$52,400 for part-time (20 hours with benefits) OR \$43,900 (17 hours, reduced benefits)**
 - **Total: \$140,700 OR \$132,200 – plus incremental increase for contracted services**

2. Fund full-time webmaster-digital communications position, plan for one part-time graphic design communications position and fund incremental increases to Communications contracted services budget over time (working up to \$10,000/yr).

Pros:

- Phases in changes
- Uses existing funding to offset cost of one new position
- New CUPE position classification specific to corporate communications needs, with the specialized qualifications and scope of work required
- Provides stable consistent department resource, potential successor to Communications Advisor
- Somewhat enhances, expands scope of services with immediate resources for online community outreach (website, social media, surveys), in-house video, photography, photo and media archive
- Frees up Communications Advisor for more strategic corporate communications advancement, brand journalism, communications playbook, crisis communications planning and community engagement
- Puts Campbell River closer to average for communications resources in local government (*see Appendix C*)

Cons:

- Does not address ongoing costs and demand for graphic design work
- Permanent position(s); increased FTE
- Could be difficult to recruit part-time position
- Rate of pay will require negotiation with CUPE; estimate **\$88,300/year per FTE**



3. Significantly increase communications contracted services budget for graphic design and regular renewal of corporate communications materials

Pros:

- Adaptive to City needs
- Provides additional capacity on an as-needed basis
- Employees working with contractors may expand their knowledge and skills
- It's possible to develop some long-term working relationships where consultants have a good understanding of branding and corporate voice, and can provide consistent support/resources
- Contractors typically offer a team of highly qualified professionals, so anticipate all skills sets available
- Will provide for delivery of photography, video, some graphics

Cons:

- Does not funnel existing funding into webmaster-digital technician to streamline online outreach (website, social media, surveys)
- Requires contractor replacement for Council meeting recording on per use basis
- (costs will increase if COW meetings are recorded in addition to regular Council meetings)
- Each new contractor requires familiarization with the City's branding, corporate voice, policies, etc.
- Higher rate per hour than internal staff
- Communications Advisor time required to review contractor work
- Loss of knowledge/expertise when project ends
- Does not address succession planning in the Communications Department
- **The existing contracted services budget is \$5,000. The requested increase is \$85,000**
 - **\$75/hour for graphic design (equivalent of part-time hours currently paid to auxiliary)**
 - **\$10,000 for project support, video, animated video and photography**

4. Status quo

Pros:

- No additional budgetary cost

Cons:

- Does not funnel existing funding into webmaster-digital technician to streamline online outreach (website, social media, surveys)
- Requires contractor replacement for Council meeting recording on per use basis
- (costs will increase if COW meetings are recorded in addition to regular Council meetings)
- As the existing Communications budget is minimal and unchanging, resources for improvements that keep pace with contemporary style and channels for communications materials (such as Annual Report) will be reduced over time as costs for upgrade work continue to rise.
- Does not address increasing demands for Communications Advisor's limited time; strategic communications work and ongoing communications tasks (such as employee newsletter) will continue to be done on priority basis.
- Does not address risks and inconsistencies with current decentralized approach to meet increasing demand for contemporary communications services and materials.
- Does not address succession planning in the Communications Department.

Note: Hiring auxiliary employees or co-op students has been considered and is not a proposed solution. (See Appendix D for more details.)



Recommendation

Fund 1.5 new positions and incremental increases to Communications contracted services budget over time to:

- continue working with multiple departments to manage ongoing public relations
- expand service scope and delivery of up-to-date website and social media presence, plus graphic design
- plan to renew images, videos, templates and materials based on regular rotation of updates
- focus more on in-house training and strategic work that keeps corporate initiatives moving forward
- formalize and enhance corporate-wide practices for internal communications and public engagement
- establish Communications Advisor back-up and develop succession plan for retirement (spring 2022)
- adapt to growing and changing communications needs

This would address the existing and growing demand for contemporary corporate communications materials and services – and provide our organization with efficiencies and professional communications resources on par with most Canadian communities (*details in Appendix C*).

This recommendation also allows the Communications Advisor to focus on the strategic advancement of corporate communications and creates in-house expertise and succession planning options, which helps meet goals of Strategic Management Plan and Council's Strategic Plan (*details in Appendix E*).

What success looks like

- Corporate voice maintained with related functions managed through Communications
- Increased use of technology and contemporary communication channels
 - City website regularly maintained (fewer broken links) and updated with current information and contemporary look
 - Website incorporates economic development portal
 - Social media streamlined
 - Increased in-house webcasting and video production
 - Timely media archiving
 - Online engagement platform established
 - E-newsletters launched
- More consistent visual representation City of Campbell River through in-house graphic design
- City templates regularly updated according to planned rotation
- Stock photos regularly updated
- Some continuity of expertise, historical knowledge, well-developed internal and external relationships, and best practices with the retirement of the current Communications Advisor

Submitted By: Julie Douglas, Communications and Sheila Girvin, Human Resources

Date Submitted: August 27, 2019



APPENDIX A – The professional mark

Consistency is essential for ongoing maintenance of Campbell River’s reputation for quality of life.

Branding speaks volumes and visuals are the difference that captures attention – for faster, more memorable and sharable messages on contemporary channels.

Your Tax & User Fee Dollars At Work

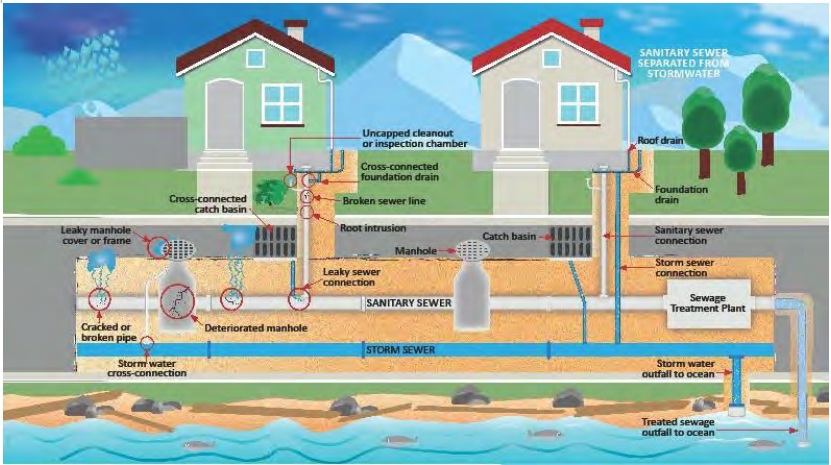
Building and maintaining critical infrastructure such as roads, water and sewer systems and essentials like emergency response and garbage, recycling and yard waste collection are among the more than 100 services the City provides. The City also takes care of parks, sports fields, trails and seawalk, along with the outdoor pool and recreation and cultural facilities for more than 35,000 local residents.

- 12 FACILITIES:
 - Spirit Square
 - Community Centre
 - Timber Theatre
 - Beckers Park
 - Solarpark
 - Playgrounds
 - Museum
- EMERGENCY SERVICES:
 - Police protection
 - Fire suppression
 - ESL Fire dispatch
- TRANSPORTATION IMPROVEMENTS:
 - Bike lanes
 - Seawalk paths
 - Asphalt overlay
 - LED streetlights
 - More bus stops and service hours
- 15 SEWAGE COLLECTION PUMPING STATIONS
- 102 STREET TREES
- 43 KILOMETRES OF TRUCKING AND PEDESTRIAN WALKWAY
- TWO BOAT RAMPS
- DEVELOPMENT SERVICES:
 - Building inspectors
 - Permitting
- 170 KILOMETRES OF STORMWATER PIPES AND DRAINAGE IMPROVEMENTS
- HIGH QUALITY DRINKING WATER AND WATER FOR FIRE PROTECTION FROM CITY OWNED AND OPERATED SYSTEM
- 300 KILOMETRES OF ROADWAYS
- THREE SPORTING FACILITIES WITH:
 - nine ball, and
 - Pine soccer fields
 - Tennis and sand volleyball courts
 - Skateparks
- CURBSIDE GARBAGE COLLECTION FOR MORE THAN 30,300 HOMES
- ECONOMIC DEVELOPMENT AND TOURISM SERVICES
- CRUISE STREETS MARKING AND ENTERTAINMENT:
 - Social events
 - Canada Day
 - Spice Square programs

177 ACRES OF PARKS

ENERGY EFFICIENCY PROJECTS

VOL AIRPORT SERVICES

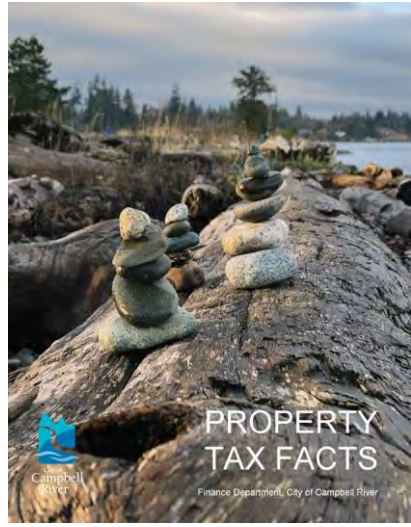


- #### TIPS FOR PREVENTING STORMWATER FROM ENTERING THE SEWER
- Inspect roof gutters, downspouts and groundwater sump pumps to make sure they are NOT connected to the sanitary sewer system.
 - If they are, have them disconnected. Direct downspouts into storm system or rain barrels, or onto lawns or garden beds.
 - Never drain standing water from your property into a manhole, cleanout or inspection chamber.
 - Have building sewer connections inspected by a plumber to identify leaking pipes – with the added benefit of catching potential system blocks before they cause sanitary sewer backups.
 - Avoid planting any trees or shrubs over sanitary sewer or storm drain systems.
- City of Campbell River

HELP EASE DRAIN PAIN

Make sure rain water from your property is going into storm drains NOT the sanitary sewer system.

Call the City's Dogwood Operations Centre with questions or to report problems: (250-286-4033)





APPENDIX B – Details of Proposed Solution

Webmaster-Digital Communications Technician:

- Dedicated webmaster to increase staffweb and website consistency and reliability (possible legal liability related to out-of-date, contradicting information on website)
- Record Council and COW meetings and expand the use of online technology and the video system in Council Chambers to record and edit Council Meeting Highlights and other video productions
- Upload online surveys (maintains minimal subscription cost for service as well as City standards, and alleviates bottleneck currently caused by multiple people working at once)
- Manage media archives, foyer screens slides, photo archives; regular refresh of stock photos
- Provide Sharepoint and intranet training for increased collaboration through technology

Part-time Communications Assistant- Graphic Design Technician:

- Provide some in-house graphic design and newsletter services
- Streamline look, tone, timing of advertising and social media posts
- reduce number of employees currently posting and monitoring
- Keep current on contemporary developments
- Maintain long-term social media strategy

Fund incremental corporate communications improvements through contracted services:

- timely template design updates (annual report, scorecard, advertising, brochures, posters)
- timely video and photography updates
- online public engagement platform, e-newsletters



APPENDIX C – Communications resources in other communities

According to a 2015 working report by the University of Alberta and Alberta School of Business on Leveraging Online Engagement in Rural Canadian Municipalities:

- In 2014, Canadian communities with populations between 20,000 and 65,000 employed on average about two full-time communications staff
- One-third of municipalities employed at least one full-time staff member for website maintenance and management

2019 data from comparator and other coastal communities demonstrate that they have been adjusting staffing levels to address the growing strategic needs for communications services.

Community	Exempt	Union	Other
<i>Vernon</i> 2	Manager, Communications and Grants	Web Developer – Graphical Support	
<i>Penticton</i> 2 (plus)	Communications Manager Community Engagement Builder		Two-year contract: Marketing, Comms. Specialist
<i>Langley</i> 1 (plus)	Communications Officer		Shared executive assistant, contractors
<i>Port Moody</i> 5.6 & 2 aux.	Manager of Communications & Engagement	2 Comms. Specialists 1 Webmaster 1 Events Assistant Communications Coordinator .6 FTE	Auxiliary Communications Assistant Auxiliary Events Assistant
<i>North Cowichan</i> 1.8 (plus)	Manager of Communications and Public Engagement (0.8 FTE) Communications and Public Engagement Coordinator		Project contractors (citizen satisfaction surveys, graphics, photography, video)
<i>Mission</i> 1 (plus)	Manager of Civic Engagement & Corporate Initiatives		Shared contractors and administrative clerk; department is described as “grossly under-resourced”
<i>Squamish</i> 2.6	Communications Manager	Web and Graphics Technician Comms. Coordinator (.6 FTE)	(population 19,893)
<i>Courtenay</i> 2	Manager of Communications	Communications and Marketing Specialist	(population 25,000)
<i>Comox Valley Regional District</i> 5	Manager of Corporate Communications Manager of External Relations	Communications Coordinator Production Technician External Relations Advisor	



APPENDIX D

Why not to hire auxiliary employee(s) at appropriate pay rate?

Increasingly, multiple departments have hired an auxiliary employee with communications and graphic design skills. The specialized work that the current auxiliary employee has been performing is overseen by the Communications Advisor.

- In both 2017 and 2018, this employee logged nearly 800 hours of work.
- More than 1,000 hours anticipated for this auxiliary employee in 2019.

Work to date has been funded by many departments based on temporary vacancies – not a sustainable solution.

While hiring an auxiliary employee provides flexibility of scheduling auxiliary employee(s) on an as-needed basis, effectiveness is absolutely contingent on the auxiliary employee(s)'s skills and availability. It is difficult to recruit and retain qualified auxiliary employees; consistently having someone available with these skills is anticipated to involve ongoing recruiting and training costs, plus, loss of continuity.

Also, the Collective Agreement limits the use of an auxiliary employee to 90 days for any given assignment.

Why not to rely on co-op students?

Since 2010, the Communications Advisor has overseen two co-op students, thanks to pooled funding from the Transportation and Sustainability departments. This is not a reliable resource.

Also, suitable co-op students are not always available. Attempts to hire communications co-op students in 2013 and 2014 fell short due to a lack of skilled applicants..



APPENDIX E

Link to Strategic Management Plan (SMP)

The six guiding principles of the City's SMP depend on strong, consistent, transparent communication.

1. Respect Governance – “accountable for professional, timely information and reports”
2. Communicate – “communication is a priority”; “communication protocols for clear expectations”
3. Engage – “employees connect with community and co-workers to better understand service needs”
4. Collaborate – “better ideas arise from considering all perspectives”
5. Empowerment – “create opportunities for involvement”
6. Service Excellence – “methods to measure, monitor and report on results”

Link to Council's Strategic Plan

Focus on Relationships:

Relationship and building trust are founding components of the City's communications plan. Positive working relationships enhance participation in community engagement and feedback opportunities, which further support partnerships and public understanding of City services.

Focus on Economic Growth:

Partnerships and public understanding of City services help build a network of well-informed ambassadors, who refer and reinforce City resources and programs to current and potential businesses.

Focus on Livability:

Ongoing outreach and connection with community members is key to increasing awareness of and participation in community development, which helps ensure the City is planning and delivering services that meet community needs.

Focus on Management and Governance:

Consistent internal communications is integral for an aligned, well-equipped, high-functioning workforce. It is also instrumental in employee retention and advancement.



PROJECT TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

“Our overall objective remains to create a people-centered and integrated organization where all parts work well together and in alignment with our corporate strategy and community service.”

D. Sargent, September 2018 (Strategic Management Plan)

	Total Cost	Pros	Cons
Option 1	\$121,000	<ul style="list-style-type: none"> + Ability to advance strategic long-term goals and objectives + Growth and retention of corporate knowledge + Enhanced HR service delivery + Guidance in decision making aligned with organizational goals 	<ul style="list-style-type: none"> - Requires budget increase of \$121,000
Option 2	\$96,800	<ul style="list-style-type: none"> + Ability to advance strategic medium and short-term goals and objectives + Growth and retention of corporate knowledge + Enhanced HR service delivery + Ability to contract services with subject matter expert for specialized projects. 	<ul style="list-style-type: none"> - Significant reduction of HR service delivery level - Retention risk being a part-time position
Option 3	\$0	<ul style="list-style-type: none"> + No budgetary increase 	<ul style="list-style-type: none"> - HR effectiveness and service delivery are drastically reduced - Expected delays in filling vacancies - Strategic Management Plan and organizational development will not in a strategic manner.



PROJECT TITLE: STRATEGIC HUMAN RESOURCE MANAGEMENT

“Our overall objective remains to create a people-centered and integrated organization where all parts work well together and in alignment with our corporate strategy and community service.”

D. Sargent, September 2018 (Strategic Management Plan)

Situation Assessment

The changing landscape caused by the current Coronavirus pandemic is forcing every organization to adapt and rethink its short and long-term strategies. Leading in these uncertain times is challenging and it is more important than ever to focus on building organizational resiliency and positive workplace culture.

The Human Resources department plays a central role in delivering people focused solutions that meet the City’s current and future human capital needs. The HR function plays an essential and instrumental role in partnering and supporting senior leaders, managers and, directly or indirectly, all other employees in the organization to maximize their contribution to the delivery of the City’s corporate strategy.

Over the past few years, we have evaluated human resources service demands to determine how the department can best meet the changing needs of the organization. We have had tremendous success with the addition of a Human Resource Advisor in a term position and it has reinforced the fact that this level of staffing is required in the Human Resources (HR) department to meet the sustained demand. There are no indications or signs that this demand will decrease going forward; rather, based on current trends reshaping our workforce, it is far more likely to continue to rise.

Having the HR term position in place since 2017 has allowed the City to focus on strategic workforce planning and recruitment, both in terms of process and volume in order to meet the unprecedented demand. The statistics on our permanent employee complement show that from 2017 to 2019 inclusive, 55 employees left the organization, 89 people transferred internally and we welcomed 76 new people to the team. (This does not include the regular seasonal hiring of auxiliary employees). Retirement projections indicate that the trend will continue with 48% of the City’s permanent employees eligible for retirement within the next five years.

The strategy and structure of our organization changed significantly with the implementation of the Strategic Management Plan (SMP) in 2018. The Human Resources department has been instrumental in assisting with a multitude of change initiatives stemming from the creation and implementation of the plan. Continuing the focus now on strategic human resource management and organizational development will help to realign the organizational culture to support the new reality, enabling people to do their best work through a sustained momentum of continuous positive change.

To date, the SMP shorter-term focus has been on alignment, and the structural changes are in place that brought functional areas together to best meet changing organizational needs. There is a lot more work to do as we shift focus to achievement... how we work together.

This is the foundation of a growth-oriented corporate HR management plan that charts a journey where we collectively shape who we are as an organization and ultimately create the place where we will flourish in our work as we meet our customers’ needs.

Problem Statement & Opportunity



Substantial organizational changes have been made since the SMP implementation in 2018, and we are well on our way to creating an even better organization. We must build on what we are doing well and identify what comes next to enhance our culture to create and sustain desired change.

Balancing the tension between short-term results, long-term success and becoming an employer of choice: We must find the right mix of cost containment and investment in talent management in order to thrive and lead the organization to the future.

We are in the midst of unprecedented organizational change and without adequate resources to continue driving change initiatives forward we are in great danger of losing the strides made and ultimately damaging trust and confidence in organizational leaders.

With additional (continued) capacity, strategic human resource management priorities will be to focus on talent management and organizational development.

[Link to Strategic Plan](#)

Relationships

Will help guide the development of a competent and diverse workforce that meets the needs of the community and is reflective of our diverse community.

Economic Growth

Will lead to building a quality workforce by putting the right people in the right staff positions to establish programs, structures and internal processes that positively impact economic development.

Livability

Will assist with building leadership capacity and organizational capability that improves the ability of individuals and teams to deliver on their key objectives.

Management and Governance

Will allow the attraction, retention and development of a quality, engaged workforce, which will enable the organization's infrastructure to grow in its ability to manage complex issues and provide strong leadership to the community at large.



Alternative Solutions

1. Add a permanent full-time position to the department (1.0 FTE)
2. Add a permanent part-time position to the department (0.8 FTE) and supplement with contracted services
3. Revert back to 2016 status quo

Consideration was also given to increasing contracted services without creating an additional internal position however this was discarded as cost estimates are substantially higher and would still leave significant gaps in human resources service delivery.

Consideration was also given to extending the current term position for another year however it was determined that there is a sustained need for service and it no longer meets the spirit of an operating project, as was the case during 2017 and 2018 evaluation of HR service delivery.

Evaluation of Alternatives

1. Add one permanent FTE position to the department

This alternative recommends confirming the current term Human Resource Advisor position as a permanent role to add the capacity needed for the HR department to work on strategic initiatives and meet current organizational objectives. Longer term deliverables include:

- Implement the strategic HR management plan within two to three years. This is essential to carry on the mandate of the Strategic Management Plan;
- Incorporate workforce analytics by conducting a workplace cultural assessment and utilizing results to inform the strategic HR management plan;
- Incorporate change management practices to effectively meet the continuous organizational shifts in today's workplace;
- Build and maintain an enhanced digital HR strategy to meet the changing demands and expectations of the workforce;
- Improve the overall workplace experience as part of a forward-thinking talent management strategy.

Pros:

- Ability to advance strategic HR management goals & objectives.
- Provides in-house resources on a long-term basis, maintains relationships established and retains corporate knowledge.
- Enhances HR service delivery capabilities and alignment by adapting, standardizing and streamlining essential processes, procedures and communication.
- Provides value-added reporting and HR business intelligence to guide decision-making related to people.

**Cons:**

Requires budget increase of \$121,000

2. Add a permanent part-time position (0.8 FTE) to the department

This alternative recommends filling a part-time position in a permanent capacity to deliver HR services and engage contractors for specific activities on a project basis to meet current organizational needs. Short and medium term deliverables include:

- Contributing to the success of the Strategic Management Plan by growing organizational change initiatives;
- Empowering management staff through education and coaching to effectively manage employee relations matters, thereby building organizational capacity;
- Incorporate workforce analytics by conducting a workplace cultural assessment and utilizing results to inform the strategic HR management plan;
- Successful renewal of IAFF collective agreement.

Pros:

- Ability to advance strategic HR management goals & objectives.
- Provides in-house resources on a long-term basis, maintains relationships established and retains corporate knowledge.
- Enhances HR service delivery capabilities and alignment by adapting, standardizing and streamlining essential processes, procedures and communication.
- Ability to contract services with subject matter expert for specialized projects.

Cons:

- Significant reduction of current HR service delivery level.
- Retention risk being a part-time position.
- Requires budget increase of \$96,800

3. Status Quo (2016)

Not continuing the term position, and returning to the former 2016 status quo, thereby reducing the staffing resources in the HR department, would result in a significant reduction of HR service delivery. Given the consistently high and changing demands for HR services from all areas of the organization, the HR department would not be able to operate in a strategic manner and the gains we have made would be lost.

Pros:

- No budgetary increase.

**Cons:**

- The department would revert to functioning at a transactional, reactionary level only, drastically reducing overall HR effectiveness and service delivery.
- There would be delays in filling vacancies, creating angst and increasing workload for staff in other departments, many of whom are already working above capacity.
- Efforts of the Strategic Management Plan would be diminished and essential organizational development will not move forward in a strategic manner.

Recommendation

Option 1 - With consideration given for all alternatives, adding a permanent full-time position to the Human Resources department is the recommended option.

This will provide necessary capacity to meet the continually growing demand for HR services as well as to focus on the next stages of forming the strategic HR management plan – the strategy for how the organization will support its people so they can be successful in the work they do each day.

Financial Stability & Resiliency Policy

Purpose

The purpose of the *Financial Stability & Resiliency Policy* is to guide the City's financial planning to meet financial obligations while providing high quality services.

Objectives

- To develop guiding principles so that taxpayers can look forward to predictable, stable, equitable and accountable property taxation.
- To support and guide decision-making, providing continuity and assurance to the City's financial management.

Policies

1. Financial Plan Bylaw Adoption – The City's Financial Plan Bylaw for the next fiscal year will be approved prior to December 31.
2. Long-Term Budgeting – At a minimum, the City will produce a 10-year financial plan.
3. Budget Parameters – Budget parameters will maintain service levels, provide an opportunity to enhance services, and invest in critical infrastructure. The parameters for each budget component, expressed in terms of a general tax increase, are:
 - 3.1 Operating costs of capital will be included as part of the base budget parameter unless funding pressure requires a tax levy increase.
 - 3.2 Debt servicing will be funded within the capital budget parameter unless funding pressure requires a tax levy increase.
 - 3.3 One-time operating projects will be funded by reserve in order to stabilize and smooth out tax increases.

BUDGET COMPONENT	Low (%)	High (%)
Base Budget	1.5	2.0
Capital Budget	0.5	1.0
Ongoing New Services	0.0	0.5
ALL SERVICES	2.0%	3.5%
TOTAL UTILITY FEE INCREASE (includes sewer, water, solid waste and storm water parcel tax)	3.5%	5.0%

4. Non-Market Change – Revenues from non-market change will be adjusted from general taxation levy calculations. To alleviate pressure to increase taxes, provide stability and maintain the integrity of the budget parameters non-market change revenue will first be applied to maintain the base budget parameter of 1.5-2 per cent and then allocated towards new services.

4.1 The City will budget 100% of BC Assessment's mid-November NMC estimate.

5. Zero Base Operating Budget Increases – The base operating budget provides annual funding to ongoing City services. Any increases to base operating budgets outside of contractual obligations or utility increases will be considered a new ongoing service level increase and will be evaluated during financial planning proceedings against other priorities.
6. Investment in Critical Infrastructure – Continued investment in infrastructure is critical to ensure service levels are maintained. The capital budget parameter of an annual 0.5 to 1 per cent increase to taxation will be invested in the City's capital program to support ongoing investment in infrastructure to ensure effective delivery of services and asset management.

6.1 Newfound revenue, such as debt servicing for newly retired debt, will be allocated towards the capital program

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer's dollars.
8. Reserve Waterfall Structure – The City's Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be transferred into working capital accumulated surplus with excess balances transferred to the Financial Stabilization Reserve and then allocated to capital reserves to fund the capital program.
9. Debt Policy – The City's long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.



11. Property Tax Increase – Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at current service levels and then consider other enhancements.

11.1 The City's tax increase will be calculated based on additional revenue required to balance the budget as required by the *Community Charter* and communicated as a percent increase over the prior year's general municipal revenue collected.

11.2 The City will phase in tax increases when changes influencing City finances are known to promote stability for taxpayers.

12. Self Financed Programs –The City's self financed programs include the Water Utility, Sewer Utility, Stormwater Utility, and Solid Waste and Recycling programs. The costs for self financed programs should be fully funded by user fees. Any surplus or deficit from these programs is to be transferred at the end of each year to or from each reserve. These funds will also follow policy clauses 2,3,5,6,7,8,9,10 and 11.



RESERVE AND SURPLUS POLICY

1 PURPOSE OF POLICY

This policy has been developed to provide guidance and direction for the development, maintenance, and the use of City's reserve and surplus funds.

2 DEFINITIONS

(A) "Annual Surplus" means the accumulated excess of revenues over expenses for the current year.

(B) "Accumulated Surplus" means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

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

(D) "Mandatory Reserve Funds" means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

(E) "Reserves" means all of the City's reserve funds and mandatory reserve funds.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring reserve/surplus funds are established and maintained in compliance with this policy;
- Conducting an annual review of the reserve/surplus funds and reporting the results to City Council;
- On an "as required basis", recommended revisions or amendments to this policy, due to changes in applicable statutes, accounting standards, or economy.

3.2 CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes,
- Eliminating those with redundant or outdated purposes,
- Re-focus departmental reserves to corporate purposes and strategic plans.



RESERVE AND SURPLUS POLICY

3.3 RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to reserve funds shall be specific to each reserve, as approved by Council through the City's annual financial planning bylaw.

3.4 MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the City's guiding principles are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. A review of actual, minimum and optimal fund balances shall be undertaken annually.

3.5 INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

3.6 INTEREST

All reserve funds will earn interest each year. Interest will be calculated based on the Fund balances at the end of year using the City's average rate of return on investments. Per section 189 (1) of the *Community Charter*, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

3.7 GUIDE AND TRANSITION

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the City towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the City's fund balances are not reaching minimum and optimal levels at the time of enacting this policy; however, the City is transitioning towards its optimal targets.

4 GUIDING PRINCIPLES AND OBJECTIVES

GUIDING PRINCIPLES

All reserve and surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or City by-law.

The City's management of reserve and surplus funds needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*.



RESERVE AND SURPLUS POLICY

OBJECTIVES

The primary objectives of the City's reserve and surplus funds are to:

a. Ensure Stable and Predictable Levies

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

b. Provide for Operating Emergencies

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

c. Finance New Capital Assets

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

d. Safeguard and Maintain Existing Assets

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

e. Focus on Long-Term Financial Stability

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



RESERVE AND SURPLUS POLICY

5 RESERVE CATEGORY

Reserve funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the reserve funds. Some reserve funds include more than one category as applicable, mainly the capital reserves that cover both risk mitigation and planned capital spending.

a. Working Capital

Working capital reserve funds are for cash flow purposes which are the accumulated surplus of each City fund, including general, airport, sewer and water.

b. Opportunity

Opportunity reserve funds are available to spend on opportunities, outside of regular City maintenance and Community Charter requirements. These reserve funds offer flexibility in the financial planning process.

c. Dedicated Revenue Source

Dedicated revenue source reserve funds have a dedicated revenue source through the *Community Charter*, external grant funding or as directed by Council; this includes the DCC reserve funds and gaming and community works fund reserve funds.

d. Risk Mitigation

Reserve fund balances in the capital reserves are focused on maintaining adequate levels in these reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the reserve funds.

e. Planned Capital Spending

Reserve funds are the key mechanism to fund the capital project plan of the City; funding is allocated through the reserve funds from different funding sources. By flowing the funding through reserves, the tracking of spend for each asset category is more efficient.

6 ACCUMULATED SURPLUSES

The City needs to maintain accumulated surplus balances in its four operating funds (general, airport, sewer, water) for working capital or cash flow purposes. Maintaining minimum working capital funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.



RESERVE AND SURPLUS POLICY

Surplus funds in excess of adequate levels as established by this policy will be transferred to a reserve fund. For general fund, excess will be transferred to the financial stabilization reserve. The airport is funded by general fund therefore the accumulated surplus will be maintained in general accumulated surplus. For sewer and water accumulated surplus; excess funds will be transferred to the respective capital reserves for these funds.

7 OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified:

7.1 Carbon Neutral Reserve

This reserve is to provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.

7.2 Community Partnership Committee Reserve

This reserve is to provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.

7.3 Community Works Gas Tax Reserve

This reserve is to be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. This reserve will be used for enhancements and betterments to the community and to fund Council's strategic capital projects.

7.4 Financial Stabilization Reserve

The financial stabilization reserve has been established for the following purposes:

Significant Operating Events and Environmental Emergencies – these appropriations are for major non-reoccurring costs related to significant operating events and various emergency events or situations, for instance significant legal costs/claims, insurance claims/deductibles, significant RCMP events, inclement weather, environmental hazards, and the like.

Revenue Stabilization and Operating Contingency – these appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust to in the short-term.

One-Time and Intermittent Projects – these appropriations are to allow the City the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation.



RESERVE AND SURPLUS POLICY

This reserve can be utilized by the airport fund as necessary.

Any excess of the financial stabilization reserve will be transferred to the capital reserves.

7.5 Gaming Reserve

This reserve is to support Council strategic priorities and initiatives; this fund can be used for any municipal purpose however Council has a general policy to use a portion of the funds for social issues and Council contingency.

7.6 International Relationship Reserve

This reserve is to fund maintaining international relations with other countries; it includes funds for the Ishikari anniversary relationship and Twinning Asia Pacific relationships.

7.7 Legacy Landmark Reserve

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

7.8 Solid Waste Reserve

This reserve is to fund solid waste initiatives and to offset solid waste user fee increases using prior year solid waste function surpluses.

8 CAPITAL RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified, in addition to any asset related operational expenses:

8.1 Airport Reserve

This reserve is to fund airport projects and initiatives including the 5% of City funding used to leverage 95% ACAP (Transport Canada) funding for capital infrastructure projects including heavy equipment.

8.2 Capital Works Reserve

This reserve is to fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. This reserve can also be used to fund other capital projects as needed.



RESERVE AND SURPLUS POLICY

8.3 Facilities Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures, and site services, including pier marine infrastructure.

8.4 Fleet and Heavy Equipment Reserve

This reserve is to fund the replacement of City fleet and heavy equipment, excluding fire trucks and airport heavy equipment eligible for ACAP funding.

8.5 Fire Reserve

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

8.6 Furniture and Equipment Reserve

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

8.7 Information Technology Reserve

This reserve is to fund the purchase and replacement of information technology assets and enterprise information system infrastructure and software, including enhancements to those systems. This includes general, airport, sewer and water.

8.8 Parks Reserve

This reserve to fund the acquisition and development of parkland as per Council bylaw. This reserve includes funding for rip rap and boat ramp marine infrastructure.

8.9 Sewer Reserve

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

8.10 Storm Water Reserve

This reserve is to fund storm water infrastructure.

8.11 Water Reserve

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.

9 MANDATORY RESERVE FUNDS

If monies are received from specific sources, certain reserve funds must be established for administering these funds, as per specific legislation. These reserve funds are termed by the City to be mandatory reserve funds, and are as noted below.



RESERVE AND SURPLUS POLICY

9.1 Development Cost Charge (DCC) Reserve Funds

Per subsection 188 (2) (a) of the *Community Charter*, separate reserves need to be established for DCC collections and use, under section 935 of the *Local Government Act*. The following DCC reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition DCC
- Parkland Development DCC
- Roads DCC
- Sewer DCC
- Storm Drain Quinsam DCC
- Water DCC

9.2 Parkland Acquisition Reserve Fund

Per subsection 188 (2) (b) of the *Community Charter*, Funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The parkland acquisition reserve fund has been established for accumulating and expending monies as per this requirement.

9.3 Capital Lending Reserve

Per subsection 188 (2) (e) of the *Community Charter*, except for tax sale proceeds and parkland proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature.

Net proceeds of any land sale (excluding parkland) are transferred to the capital lending reserve for internal borrowing opportunities. Repayment to the reserve must be at a maximum of 15 year term. Repayments must be made in equal annual installments throughout the term of the loan; borrowing can be repaid at any time without penalty. The interest rate will be fixed to Municipal Finance Authority interim financing rates at the time of borrowing, calculated annually.

The fund can be used for general and airport capital projects.

10 APPENDIX

The reserves/surplus policy appendix includes additional detail on the City's reserve funds including the funding source, minimum and optimum levels and the rationale for levels established.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Airport Accumulated Surplus	Working capital	For working capital purposes in the airport operating fund.	Annual airport operating surplus.	\$150,000 1 month of operating expenses (excluding depreciation and internal cost allocations)	\$300,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before revenues are received. Regular revenue activity, with increased costs and revenues in the summer season. Airport operation deficits are currently funded by general fund therefore the minimum surplus balanced is funded by general accumulated surplus.
Airport Reserve	Opportunity, Planned capital spending	To fund airport projects and initiatives. Includes TCA classes 1215 airport runways and 2000 airport buildings.	Airport improvement fee revenue and net capital funding allocations as necessary.	\$200,000 1% of total cost of airport building and land improvement tangible capital assets.	\$500,000 2.5% of total cost of airport building and land improvement tangible capital assets.	This reserve is utilized to leverage 5% of City funding for 95% ACAP (Transport Canada) grant funds on airport infrastructure including heavy equipment. Additionally, this reserve is used to invest in business opportunities and other initiatives to increase airport profitability.
Capital Lending Reserve	Opportunity, Dedicated revenue source	To provide an opportunity for investing in capital projects through internal borrowing.	100% of net land sale proceeds, excluding parkland and net capital funding allocations as necessary.	N/A	N/A	Funds in this reserve can be utilized to invest in projects where funding would otherwise not be available. Required annual repayment on withdraws, up to 15 year term.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Capital Works Reserve	Risk mitigation, Planned capital spending	To fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. Includes TCA classes 4000 linear assets – roads and bridges; as well as other assets as needed. This reserve is the flexible capital reserve.	Annual contribution from taxation, in addition to any other revenue sources that can be attributed to the capital program. Capital works reserve is the flow through reserve to allocate additional capital funding.	\$1,200,000 1% of total cost of roads tangible capital assets.	\$3,000,000 2.5% of total costs of roads tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes Erickson Road funds from the Ministry of Transportation (MoT).



**RESERVE AND SURPLUS POLICY
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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Carbon Neutral Reserve	Opportunity	To provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.	Annual transfer from community works gas tax reserve in lieu of purchasing carbon offsets, in addition to annual CARIP (Climate Action Revenue Incentive Program) funding.	N/A	N/A	Annual funding to this reserve of an estimated \$40,000 are based on climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. CARIP grants of approximately \$30,000 per year are received from the Province as part of being a member of the Climate Action Charter commitment.
Community Partnership Committee Reserve	Opportunity	To provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.	Budgeted transfers as available from remaining annual allocation.	N/A	N/A	Grants-in-aid provided to local recreation and culture organizations is based on 1.7% of general operating fund revenues per year; excess funds in any given year can be transferred to reserve for future grants as determined by Council.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Community Works Gas Tax Reserve	Dedicated revenue source, Planned capital spending	To be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. Fund utilized for ongoing enhancements and betterments to the community and Council strategic capital projects.	Federal Community Works Gas Tax funds distributed by the Union of BC Municipalities (UBCM).	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Historically, funding has been used 90% for capital initiatives and 10% for operating initiatives.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Facilities Reserve	Risk mitigation, Planned capital spending	To fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures and site services, and pier marine infrastructure. Includes TCA classes 2000 buildings (excluding airport, sewer, water) and 8001 docks and wharves. Excludes airport, sewer, water funds.	Annual contribution from taxation and net capital funding allocations as necessary.	\$300,000 1% of total cost of facilities tangible capital assets.	\$750,000 2.5% of total cost of facilities equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes MHC repair and maintenance reserve, SPCA building reserve, and Norm Wood salt storage building reserve.
Financial Stabilization Reserve	Risk mitigation, Opportunity	For major emergent operating issues, one-time and intermittent projects, and to offset unrealized revenues.	Excess funds transferred from accumulated surplus general.	\$950,000 2.5% of general operating fund revenues.	\$1,900,000 5% of general operating fund revenues.	Stabilization in part funds emergent issues and offset unrealized revenues which generally do not exceed a percentage of the general operating fund budget. Excess balances transferred to capital reserves.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fleet and Heavy Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City fleet and heavy equipment, excluding fire trucks. Includes airport, sewer, water fleet and heavy equipment; excludes airport heavy equipment eligible for ACAP (Transport Canada) funding. Includes TCA classes 3400 licensed & unlicensed vehicles (excluding 3402/3402 fire trucks).	Net gain/loss from fleet and heavy equipment disposals. Annual contribution from taxation; contribution derived from net charges recovered from City departments after payments for fleet/equipment expenses. Net capital funding allocations as necessary.	\$450,000	\$450,000	Fleet failure is a risk to the City and does interrupt business operations therefore minimum and maximum balances are based on ensuring enough funds remain to replace the most expensive fleet asset which is currently a vacuum truck. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fire Capital Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of fire trucks and fire equipment. Includes TCA classes 3402/3403 fire trucks and 3202 fire department equipment.	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of fire fleet and equipment tangible capital assets.	\$100,000 2.5% of total cost of fire fleet and equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Furniture and Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City furniture and equipment, excluding fire equipment. Includes airport. Includes TCA classes 3000 furniture and 3200 machinery and equipment (excluding 3202 fire department equipment).	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	\$150,000 2.5% of total cost of cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Gaming Reserve	Opportunity	To support Council strategic priorities and initiatives; this fund can be used for any municipal purpose. Recommended use is for Council's strategic operating initiatives including social issues and Council contingency.	Gaming funds received pursuant to the City's Host Financial Assistance Agreement with the Province of BC.	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Any municipal purpose pursuant to the City's Host Financial Assistance Agreement with the Province of BC.
General Accumulated Surplus	Working capital	To cover cash flows and working capital before property tax revenues are collected.	Annual general operating surplus.	\$3,000,000 1 month of operating expenses (excluding depreciation and internal cost allocations).	\$6,000,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before property taxes are collected. Includes working capital for airport fund. Excess balances transferred to the financial stabilization reserve.



**RESERVE AND SURPLUS POLICY
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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Information Technology Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of information technology assets and enterprise information system infrastructure, including enhancements to those systems. Includes TCA class 3300 computer equipment (includes equipment, file servers, software and printers).	Annual contribution from taxation and net capital funding allocations as necessary.	\$20,000 1% of total cost of information technology tangible capital assets.	\$50,000 2.5% of total cost of information technology tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
International Relationship Reserve	Opportunity	To fund maintaining internal relationships with other countries; which currently includes Ishikari and Twinning China.	Annual \$5,000 contribution from taxation for Ishikari.	N/A	N/A	Funding received for the development of an economic development twinning relationship with China; no set annual contributions to this reserve. Ishikari reserve setup for 25 th anniversary celebration for sister relationship between Ishikari, Hokkaido and Japan.



**RESERVE AND SURPLUS POLICY
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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Legacy Landmark Reserve	Planned capital spending	To fund the maintenance and replacement of legacy landmark program benches and picnic tables.	20% of the initial charge for the benches and picnic tables.	N/A	N/A	
Parks Reserve	Planned capital spending	To fund the acquisition and development of parkland as per Council bylaw. Includes TCA classes 1200 land improvements (excluding 1215 airport Runways) and 8002/8003 boat launch and other marine structures.	Annual parks parcel tax and net capital funding allocations as necessary.	\$200,000 1% of total cost of parks tangible capital assets.	\$550,000 2.5% of total cost of parks tangible capital assets.	Parks parcel tax is utilized for the development of new parks infrastructure in addition to maintenance of existing parkland. The City has significant investment in parkland at a historical cost therefore the City must balance investing in new infrastructure and maintaining existing.
Parkland Acquisition Reserve	Dedicated revenue source	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	Adequate balance to fund parkland acquisitions per Council's strategic priorities.	Acquisitions are dependent upon collections.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Parkland Acquisition DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland acquisition DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland acquisition capital program.
Parkland Development DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland development capital program.
Roads DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the transportation capital program.
Sewer Accumulated Surplus	Working capital	For working capital purposes in the sewer operating fund.	Annual sewer operating surplus.	\$500,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$750,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer Reserve	Risk mitigation, Planned capital spending	To fund sewer utility equipment and infrastructure. Includes TCA classes 5000/5100/5200 linear assets – sewage infrastructure and 2000 buildings for sewer fund.	Excess funds transferred from accumulated surplus sewer.	\$550,000 1% of total cost of sewer fund tangible capital assets.	\$1,400,000 2.5% of total cost of sewer fund tangible capital assets.	Borrowing bylaws authorized for sewer capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Sewer DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer capital program.
Solid Waste Reserve	Dedicated revenue source.	To offset solid waste user fee increases.	Solid waste user fee surplus.	N/A	N/A	Established by Council in 2013 by excess solid waste user fees to offset future fee increases.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Storm Water Reserve	Risk mitigation	To fund storm water infrastructure. Includes TCA classes 4500 – linear assets drainage infrastructure.	Storm water parcel taxes and net capital funding allocations as necessary.	\$350,000 1% of total cost of storm water tangible capital assets.	\$850,000 2.5% of total cost of storm water tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Storm Drain Quinsam DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain capital program.
Water Accumulated Surplus	Working capital	For working capital purposes in the water operating fund.	Annual water operating surplus.	\$550,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$850,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Water Reserve	Risk mitigation	To fund water utility equipment and infrastructure. Includes TCA classes 7000/7700 linear assets – water infrastructure and 2000 buildings for water fund.	Excess funds transferred from accumulated surplus water.	\$550,000 1% of total cost of water fund tangible capital assets.	\$1,400,000 2.5% of total cost of water fund tangible capital assets.	Borrowing bylaws authorized for water capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Water DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved water DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the water capital program.



LONG-TERM DEBT POLICY

1 PURPOSE OF POLICY

The purpose of the City's long-term debt policy is to establish financial guidelines and appropriate controls for the issuance and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future infrastructure challenges.

2 DEFINITIONS

“Alternative Approval Process” is one of the two forms of electoral approval to support a bylaw. Pursuant to section 86 of the *Community Charter*, after a specified public notice period, alternative approval is obtained if no more than 10% of eligible electors have signed elector response forms indicating that Council may not proceed with the loan authorization bylaw.

“Capital Assets” are the City's physical assets that are used in the delivery of services and have estimated useful lives extending beyond one year.

“Core Assets” are the City's infrastructure that provides core service levels to the citizens, primarily linear and related infrastructure including roads and transportation, storm water, sewer, water, in addition to City facilities.

“Debt Servicing Costs” are the annual repayment costs of debt which include scheduled principal and interest payments. Debt servicing costs will be funded by the respective fund operating budget revenues, property taxation or user fees.

“Elector Approval” is the approval of the electors to support a bylaw which can be obtained by either referendum or with alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

“Financial Stability & Resiliency Program” is the program implemented during 2016 financial planning to support strategic long-term planning. The program includes many components to ensure focus is on long-term stable tax rates and ongoing funding to support service levels. The components include ten year financial plan, reserve restructure and policy, net funding model for reserve contributions, waterfall system for reserve balances, and budget parameters providing stable funding for base operating budget, demands for new services, and ongoing capital funding.

“Long-Term Debt” is long-term borrowing with an underlying loan authorization borrowing bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt must be used for a capital project and the debt term cannot exceed the lesser of the estimated useful life of the underlying asset or thirty years.



LONG-TERM DEBT POLICY

“**Referendum**” is one of the two forms of elector approval to support a bylaw. Pursuant to section 85 of the *Community Charter*, assent of the electors by referendum is obtained only if a majority of the votes counted are in favour of the loan authorization bylaw.

“**Temporary Borrowing**” is short-term borrowing less than five years that is utilized for the construction period of a capital project. The temporary borrowing bylaw provides financing up to the amount approved under an adopted long-term loan authorization bylaw pursuant to section 181 of the *Community Charter*.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring the use of debt funding as a financing tool is utilized in compliance with this policy;
- Ensuring the management and maintenance of existing debt is in compliance with this policy;
- Conducting an annual review of debt and reporting the results to City Council;
- On an “as required basis”, recommend revisions or amendments to this policy due to changes in financial stability, capital financing needs, applicable statutes, accounting standards, or the economy. This policy and its ability to meet the needs of the City in maintaining stable fiscal management under the *Financial Stability & Resiliency Program* will be reviewed on an annual basis and reported to Council during financial planning.

The issuance of new debt must approved by City Council.

3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the capital plan, and related debt servicing costs will be approved by Council through the City’s annual financial planning bylaw. Debt servicing costs must be affordable and sustainable within the City’s *Financial Resiliency & Stability Program*.

Long-term debt requires approval from the electorate, whether through referendum or the use of the alternative approval process.



LONG-TERM DEBT POLICY

Pursuant to section 182 of the *Community Charter*, long-term debt must be undertaken by the City's applicable regional district, the Strathcona Regional District.

3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*.

3.4 INTEREST

All debt issues will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees. Interest rates will be based on stated MFA fixed rates at the time of issuing.

3.5 INTERNAL BORROWING

The City has established an internal borrowing reserve under section 189 (4.2) of the *Community Charter*, the capital lending reserve, which provides flexibility to fund capital projects that would not otherwise be affordable given existing reserve balances. The intended use of the capital lending reserve is for less significant discretionary projects under \$2 million dollars. The City's reserve and surplus policy states that each project funded by the capital lending reserve must have clearly defined and attainable payback plans up to a fifteen year term, including payment of foregone interest.

3.6 BORROWING LIMITS

Limits shall be established to determine the affordable levels of debt and related debt servicing costs for the City. A review of the borrowing limits shall be undertaken annually with consideration of the flexibility, sustainability, and vulnerability of the City's financial position today and in the future. Intergenerational equity shall be considered which can be defined as achieving a fair, equitable balance of costs and benefits between present and future users for the costs of maintaining City infrastructure.

4 GUIDING PRINCIPLES AND OBJECTIVES

4.1 GUIDING PRINCIPLES

Incurring debt commits a municipality's revenues several years into the future, and may limit the government's flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to a debt policy ensures that debt is issued and managed sensibly in order to maintain a sound fiscal position and protect credit quality.

The City's management of debt shall conform to the statutory and legal requirements including the *Community Charter and Local Government Act*.



LONG-TERM DEBT POLICY

This debt policy has been prepared in accordance with the Government Finance Officers Association (GFOA) Recommended Practices on Debt Management Policies as well as aligned with other local government debt policies.

4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

a. Provide Funding for the Capital Plan

Debt will be utilized for financing capital projects. Debt will not be utilized to finance operating activities. Short-term debt may be used temporarily, for a financial emergency that was not anticipated, and when the City's financial stabilization reserve has insufficient funds available to fund such events.

b. Fairness and Stability for Taxpayers

The use of external debt financing and internal reserves to fund the City's capital plan ensures fairness to both current and future City taxpayers. Debt financing provides long-term payback of significant investment in capital assets, which provides a greater correlation between the lifecycle of the related asset and the payment for that asset. Core facility and infrastructure assets have long useful lives which support long-term debt terms.

The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining stable tax rates for current and future taxpayers. Long-term financial stability is defined in the City's *Financial Stability and Resiliency Program*.

c. Maintain Service Levels

In order for the City to maintain its service levels, the core infrastructure assets must be maintained and upgraded to meet the demands of its citizens. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures that the City can continue to provide existing and enhanced service levels.

4.3 USE OF DEBT

The primary uses of the City's debt financing are to:

a. Safeguard and Replace Existing Core Capital Assets

The primary use of long-term debt in the long-term financial plan is to safeguard and replace existing capital assets. The City has an inventory of specialized machinery, equipment, facilities, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be upgraded and replaced according to service lifecycle to maintain service levels and to reduce the risk



LONG-TERM DEBT POLICY

of escalating costs of repair if these assets are not maintained and upgraded as necessary. The City has a significant infrastructure deficit due to the age of its core capital assets which are facilities and linear infrastructure including roads, storm drain, sewer and water. The use of external debt financing with a long-term payback provides funding that the City would otherwise not have access to given its current reserve funds.

b. Growth and Development Funding Support for Core Capital Assets

A secondary purpose of utilizing long-term debt is to provide funding support for core capital asset infrastructure renewals or upgrades relating to the growth and development of the City. Development cost charges and the City's internal reserve funds do not provide adequate funding to upgrade or enhance these assets due to increasing service level demands due to the ongoing development and growth in the City. Debt financing can be utilized to provide funding support for these necessary upgrades.

4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and presented to Council during financial planning. Presentation of the business case shall include the situation analysis, analysis of decision criteria and measures, identification of alternative solutions, evaluation of the alternatives both financially and non-financial, recommendation, and implementation plan. The City has limited funding available for capital maintenance and upgrades; therefore, any project recommended for debt requires a complete analysis by way of a business case to ensure the decision to obtain external borrowing is operationally, strategically, and financially sound.

5 BORROWING LIMITS

5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of calculated revenues which is a determined formula which includes ongoing core revenues, but excludes one-time or non-reliable revenues. This is set out in the *Community Charter* section 174 and *BC Regulation 254/2004*.

5.2 GUIDELINES FOR OVERALL CITY LIMIT

The City has established specific borrowing limits that ensure that the City maintains financial stability and flexibility today and in the future.

In evaluating the City's overall debt capacity, debt servicing costs should generally not exceed 10% of calculated revenues for the previous year; and in no circumstance should they exceed 12.5%.



LONG-TERM DEBT POLICY

The maximum limit of debt servicing costs for the City has been established at half of the legislated limitation; this provides adequate debt financing to fund required capital projects without hindering the City's ability to maintain base service levels.

5.3 GUIDELINES FOR FUND LIMITS

Debt funding needs for each City fund will vary based on asset conditions and estimated useful lives for respective asset categories in each fund; additional limits have been established to ensure that any one fund does not utilize all debt capacity available to the City and to ensure general fund and utilities infrastructure upgrades can be undertaken as necessary.

a. General Fund

For general fund debt, where taxation is the primary source of revenues and there are numerous service levels to be funded, debt servicing costs should generally not exceed 10% of calculated general fund revenues (including airport) for the previous year; and in no circumstance should they exceed 15%.

b. Utility Funds

For utility funds, including sewer and water, where user fees are the primary source of revenues and the related services are self-funded with a primary focus on maintaining and upgrading core infrastructure to maintain services, debt servicing costs should generally not exceed 15% of the respective utility fund's calculated revenues for the previous year; and in no circumstance should they exceed 20%.

6 DEBT TERM

6.1 USEFUL LIFE OF ASSET

Long-term debt terms shall not exceed the lesser of the estimated useful life of the underlying asset or thirty years pursuant to section 179 (5) of the *Community Charter*. It is preferred for the debt term to be less than the expected life of the asset to be less than the expected life of the asset, if it is affordable.

6.2 FLEXIBILITY

Commitment to long-term debt should not impede the City's future flexibility and funding availability for future projects. The recommended debt term is fifteen years, with a minimum of ten years up to a maximum of twenty years.

When the City is considering debt terms interest rates should be a consideration with more flexibility on longer terms if interest rates are low, as compared to shorter terms when interest rates are high. Total interest costs for a debt issue should be within 15-



LONG-TERM DEBT POLICY

45% of the total amount of debt borrowed, with 25-30% as an expected target. As interest rates increase, this ratio will need to be reviewed.

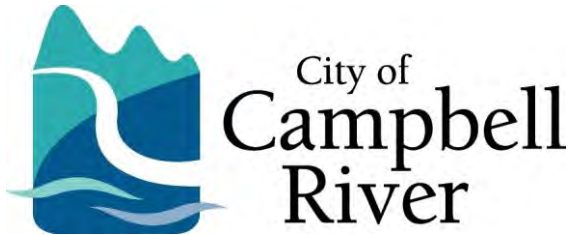
6.3 STABILITY

The debt term and related debt servicing costs must be funded by long-term sustainable revenues. The debt servicing costs must fall within the budget parameters for stable tax and user fees increases under the *Financial Stability & Resiliency Program*.

7 DEBT RETIREMENT

7.1 EARLY RETIREMENT

The decision to retire debt before the originally intended debt term must be completed in consideration of the overall capital plan and funding requirements, as well as the consideration of the long-term stability under the *Financial Stability & Resiliency Program*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.



Tangible Capital Asset Policy

PURPOSE

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

SCOPE

This policy applies to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City, including the Campbell River Economic Development Corporations (Rivercorp).

All tangible property owned by the City, either through donation or purchase and which qualifies as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- i. are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- ii. have useful economic lives extending beyond an accounting period (1 year);
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of city operations.

PRINCIPLES

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

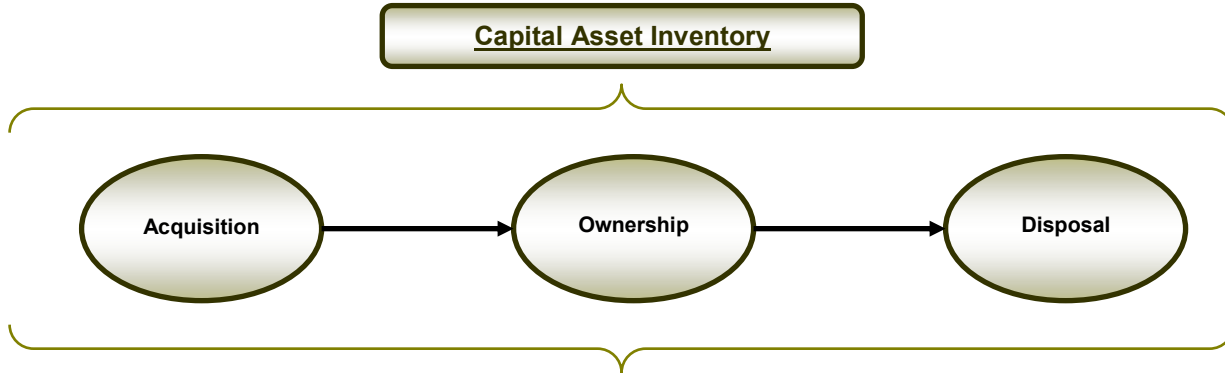
1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold) is considered.
4. The City complies with current legislative requirements.

POLICY

A framework is established for the management and control of the City's capital assets. Included in this framework is proper recognition, measurement, thresholds, aggregation, segregation, amortization, reporting, safeguarding and disposal. Additional guidelines relating to the purchase of assets are found in the City's Procurement Policy.



Tangible Capital Asset Policy

***TCA Inventory - Acquisition***

Tangible Capital Assets are recorded at historical cost. TCA's are recognized as assets on the City's Statement of Financial Position on date of receipt for capital goods or when the asset is put into use for capital projects.

COST as defined by PSAB 3150, is the gross amount of consideration given up to acquire, construct, develop or better a TCA, and includes all costs directly attributable to acquisition, construction, development or betterment of the TCA, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed TCA, including a TCA in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related TCA. The cost of a leased TCA is determined in accordance with Public Sector Guidelines for Leased Tangible Capital Assets.

For assets owned by the City but not paid for by the City including contributions gifts, and donations, valuation may be assessed by fair value. **FAIR VALUE** is the amount of the consideration that would be agreed upon in an arms length transaction between knowledgeable, willing parties who are under no compulsion to act.

Thresholds

Thresholds are established for a minimum dollar value and number of years of useful life. Thresholds help to determine whether expenditures are to be capitalized as assets and amortized or treated as a current year expense. For financial reporting purposes thresholds are set fairly high, however, details may be useful for the City's capital asset management program. Therefore, an optimal threshold for each asset category is a balance between the two. Threshold values should be reviewed periodically and adjusted for inflation.



Tangible Capital Asset Policy

Asset Category	Threshold
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
IT Infrastructure	\$5,000
Infrastructure (e.g. water, electrical wastewater, roads etc.)	\$50,000

Thresholds apply to capital goods purchased and capital projects constructed with the total cost of the good or project meeting the threshold criteria. Long term assets not individually meeting threshold limits, when purchased in sufficient volume to meet the limit are to be capitalized. Group purchases are purchases that are individually insignificant items but when purchased together, the invoice amount meets or exceeds the threshold for that asset category.

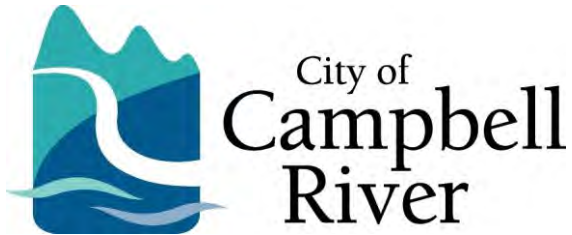
Improvements are capitalized or expensed in accordance with PSAB 3150.

Classification, Aggregation & Segmentation

The level of detail required in the capital asset inventory is a balance between cost of data collection, tracking and analysis and the beneficial use of the information gathered. The full cost of preparing a TCA for its intended use is considered the aggregate cost of the capital asset. The aggregate cost may be further segmented into elemental components based on useful life.

LAND

Land owned by the City includes parkland, land for City owned facilities and land under roads and sidewalks. All land owned by the City is segmented by each parcel held. City parkland and the land for City facilities and leased facilities is quantified and included in the City's land database. Due to the age of the land under roads and sidewalks, existing City land under roads and sidewalks is considered to have a nominal value of \$1.



Tangible Capital Asset Policy

LAND IMPROVEMENTS

Parks infrastructure includes playground equipment, outdoor pools, fencing, trails, irrigation systems, etc. Each asset when capitalized is recorded separately with an attached useful life.

BUILDINGS

Buildings owned by the City include the City Hall, Community Centre, and any other buildings the City holds or acquires, including leaseholds. New buildings may be segmented by envelope, roof and equipment and other significant component parts based on useful life. This treatment provides for capital replacement of each component over the years of ownership.

BUILDING IMPROVEMENTS

Building improvements include furniture, fixtures along with interior fit-outs required to make the building ready for use. Furniture, fixtures, equipment and fit-outs are capitalized if purchased in volume and the volume exceeds the threshold limit or if the individual cost of individual items exceeds the threshold.

WORKS IN PROGRESS

Works in progress contains capital projects underway but not yet complete or in use. Upon completion, these projects are transferred to the appropriate category and amortized based on the date they are put into service.

VEHICLES, MACHINERY AND EQUIPMENT

Mobile vehicle fleet and all machinery and equipment used in normal city operations.

IT INFRASTRUCTURE

IT infrastructure includes hardware, infrastructure, computers, printers, scanners, photocopiers and the telephone network. This IT infrastructure is capitalized if each purchase, group purchase, or project meets threshold limits.

INFRASTRUCTURE

WATER

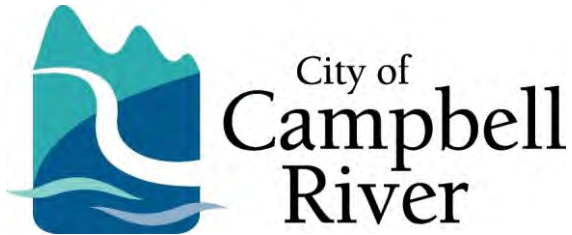
The water system components may be segmented by asset type, for example water mains, valves, hydrants and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

SEWER AND DRAINAGE

The sewer and drainage system components may be segmented by sewer mains, lift stations, manholes, catch basins and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

TRANSPORTATION

Transportation assets includes all linear assets associated with roads and may be segmented by roads, lanes, sidewalks, traffic intersections, street lights, signage and structures. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.



Tangible Capital Asset Policy

TCA Inventory – Ownership

Ownership of assets requires safeguarding, maintenance, amortization for replacement and possibly write-downs. These requirements are addressed in this section.

It is the responsibility of department managers to ensure capital assets assigned to his or her custody are maintained and safeguarded in coordination with the asset management and facilities department.

Amortization is an annual charge to expenditures for the use of a capital asset. The City sets amortization rates on a straight line basis based on the number of years in service. The asset categories are amortized as follows:

Asset Category	Amortization of Cost
Land	Not amortized
Land Improvements	Straight line over useful life of each asset unit
Buildings	Straight line over useful life of each asset unit
Building Improvements	Straight line over useful life of each asset unit
Works in progress	Not amortized
Vehicles, Machinery and Equipment	Straight line over useful life of each asset unit
Infrastructure (e.g. water, wastewater, roads etc.)	Straight line over average useful life of each segment

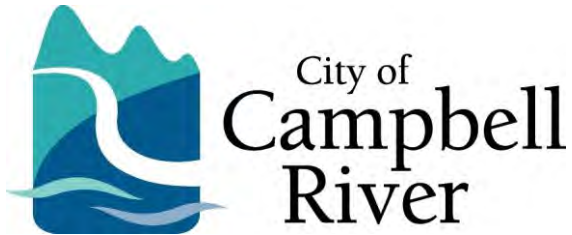
Amortization is calculated at 50% of the rate for the first year the asset is placed in service and at the full annual rate thereafter. Economic useful life is used for amortization rather than physical useful life.

Appendix I provides a general guide for useful life.

A write down of assets occurs when reduction in future economic benefit is expected to be permanent and the value of future economic benefit is less than the TCA's net book value. A write down should not be reversed.

TCA Inventory – Disposal

Disposal procedures for capital assets are in accordance with the City's Procurement Policy. All disposals of TCAs are recorded in the City's financial statements in accordance with accounting standards.



Tangible Capital Asset Policy

APPENDIX I – ASSET USEFUL LIFE (GENERAL GUIDELINES)

ASSET TYPE	DEPRECIABLE LIFE IN YRS
Land Improvements	
Playground Equipment	15
Washrooms, Concessions, Picnic Shelters	40-50
Outdoor pools, Splash pads	50-60
Tennis Courts	15
Fencing	15
Irrigation System	20
Other Land Improvement Structures	15-60
Buildings	20-75
Building Improvements	
Exterior Envelope	30-40
HVAC systems	10-12
Roofs	15-20
Electrical/Plumbing/Fire	15-20
Site works - Asphalt, water/sewer lines	10-100
Other Building Improvements	10-100
Machinery & Equipment	
General Equipment	5-10
Ground Machinery & Equipment	10-15
Heavy Construction Equipment	5-10
Other Machinery & Equipment	5-20
Vehicles	
Cars and Light Trucks	5-10
Vehicles - Medium	8
Vehicles - Heavy	15
Fire Trucks	15-25
Other Vehicles	5-25
IT Infrastructure	
Hardware	3-5
Software	3-5
Telephone System	5-7
Other IT Infrastructure	3-7
Infrastructure	
Water/Sewer/Drainage/Transportation	10-100
Other Infrastructure	10-100



ASSET MANAGEMENT STRATEGY FOR CAMPBELL RIVER – 2016



Prepared by: AIM Committee (Ron Bowles, Jennifer Peters, Drew Hadfield, Alaina Maher & Jason Decksheimer)

Presented on: April 27, 2016



ASSET MANAGEMENT STRATEGY

EXECUTIVE SUMMARY

The Federation of Canadian Municipalities (FCM) stunned the government world in 2007 with its release of the report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure*.¹ Since then, a new term “infrastructure deficit” has become synonymous with municipal governance. The *Canadian Infrastructure Report Card*² - a collaboration of the FCM and industry trade and professional associations, first published in 2012 and updated early in 2016, outlines the state of Canadian municipal infrastructure. More importantly, the 2016 report lays out a path for success. The report's major findings are:

- 1) Municipalities own 60% of Canada's core infrastructure with an estimated value of \$80,000 per household;
- 2) One third of municipal infrastructure is in fair, poor and very poor condition, with 35% in need of attention;
- 3) Increasing infrastructure investment will reduce deterioration, with critical areas being roads, sidewalks, storm, water and recreation;
- 4) Reinvestment will save money in the long-term as one dollar invested in the first 75% of the asset's life eliminates or delays spending of six to ten dollars on future rehabilitation; and
- 5) Communities will benefit from increased asset management capacity. 56% of medium-sized municipalities have a formal asset management plan in place, 40% have a computer-based management system and 19% have a formal mechanism to factor climate change into decision-making.

Given these findings, the Asset Infrastructure Management (AIM) Committee was formed to develop a framework for how the City of Campbell River can achieve an active and functional asset management program. The formulated Asset Management (AM) strategy identifies how the City can address current shortcomings, safeguarding City assets, assisting in decision making, and achieving a fully integrated AM plan by 2021.

¹ https://www.fcm.ca/Documents/reports/Danger_Ahead_The_coming_collapse_of_Canadas_municipal_infrastructure_EN.pdf

² http://canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf



ASSET MANAGEMENT STRATEGY

Locally, the City of Campbell River views asset management as an opportunity to use industry best-practices to tackle the looming infrastructure deficit problem. In its 2015 Strategic Plan, City Council adopted a priority “We will plan proactively for the long-term costs of maintaining our critical infrastructure.” To support this strategic item, the Asset Infrastructure Management (AIM) Committee has been created. The Committee’s long range goal is to establish an active and functional asset management program for the City. The AIM Committee will be taking a leadership role in the City to manage an enormous capital asset portfolio and tackle the growing infrastructure deficit.

Campbell River is not alone and Asset Management B.C. has produced a roadmap for a successful implementation of a municipal asset management program; the *Guide for using the Asset Management B.C. Roadmap*.³ This roadmap has been incorporated as the guiding document for Campbell River’s asset management program. It will be a long-term endeavor for the City and the first task is to adopt an Asset Management strategy.

The goals of the Asset Management strategy are to:

- 1) Lower infrastructure lifecycle costs;
- 2) Lower infrastructure failure risk;
- 3) Provide service and taxation stability;
- 4) Increase opportunity for government grant funding; and
- 5) Increase ability to manage impacts of climate change.

Together, let’s take AIM.

³ https://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Guide_for_using_the_Roadmap%20--AMBC--Sept_23_2011.pdf



ASSET MANAGEMENT STRATEGY

AIM COMMITTEE MISSION

The City of Campbell River will be a leader in asset management to maintain our community assets to meet current and future service needs. To lead this charge, the Asset Infrastructure Management (AIM) Committee will be tasked with meeting the ultimate goal of an integrated asset management plan by 2021. The AIM Committee will develop a strategy and execute a process towards establishing, implementing, auditing, refining and communicating a corporate-wide asset management system.

AIM COMMITTEE MANDATE (GOALS)

To develop a process for:

- Defining and recording information on physical assets
- Understanding replacement costs and condition assessments
- Defining acceptable risk and service levels
- Ensuring a corporate-wide, integrated asset replacement process
- Supporting the development of a stable long-term financial plan
- Communicating the steps, the obstacles and the successes of the asset management program internally

AIM COMMITTEE CHARTER (TERMS OF REFERENCE)

The AIM Committee is a cross-departmental, staff led group of technical and financial professionals committed to Council's strategic objective – *we plan proactively for the long-term costs of maintaining our critical infrastructure*. All decision making will be by consensus. All policy and budget recommendations will be to Council, through the City Manager. All operational decisions will be through the City Manager.



ASSET MANAGEMENT STRATEGY

STRENGTHS

- Council strategic objective to improve infrastructure management
- Some departments have started developing components of an Asset Management program
- Good GIS system
- Asset experts on staff
- PSAB 3150 Tangible Capital Asset database for baseline asset register information
- Some risk and condition assessments started
- Ability to raise funding
- AIM Committee
- Access to other municipal and industry best practices
- Eagerness at staff and department level to improve processes

WEAKNESSES

- Lack of accurate and complete asset registers for all asset categories
- High proportion of assets at or beyond expected lifespan
- No standardization of Asset Management practices or protocols between departments
- Capital planning decisions frequently made by professional judgement, not knowledge based condition/risk assessment
- Limited condition assessment information on many assets
- Undefined community service needs relating to asset condition
- Lack of clarity on AM benefits/outcomes
- Limited defined service levels for municipal services

OPPORTUNITIES

- Improved capital renewal decision making process
- Surety and consistency in future service levels
- Stable taxes and fees
- Improved maintenance practices resulting in extended asset lifespan
- Community/Council defined service levels
- Funding dictated by renewal needs, not vice versa
- Most efficient use of scarce financial and staff resources
- Risk levels defined for all asset categories
- Most accurate asset registers / condition information available

THREATS

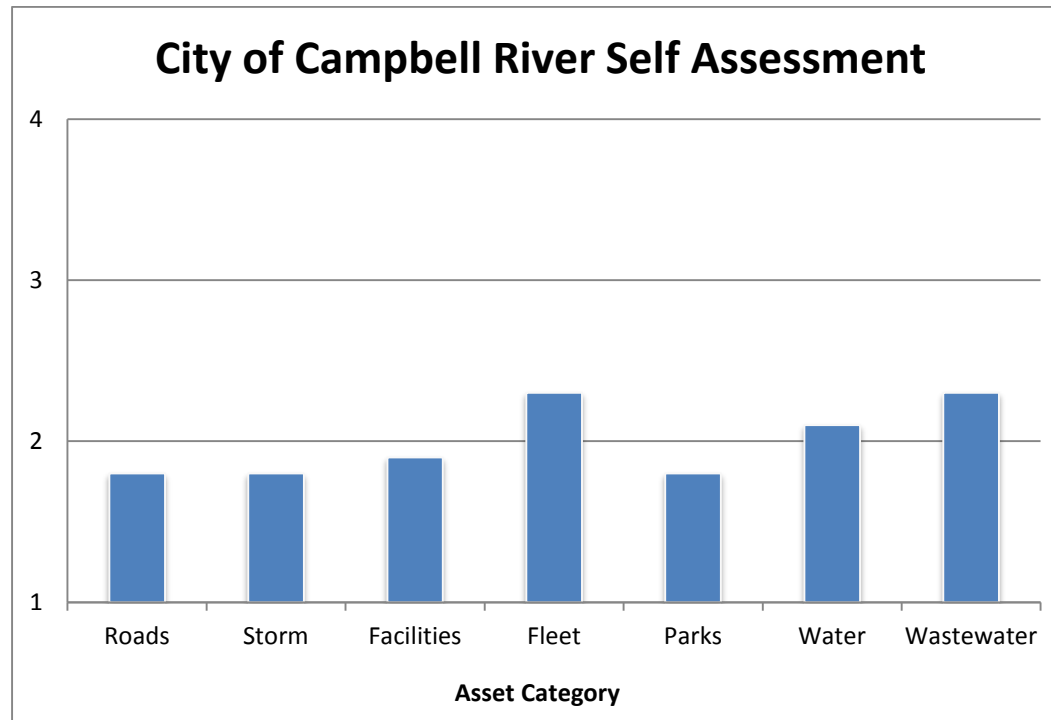
- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management program
- Unstable and unforeseen tax/fee increases for capital renewal
- Decisions made without formal risk/condition assessment information



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. PREPAREDNESS SELF-ASSESSMENT⁴

Major asset categories were scored from 1 to 4 on 21 different criteria, ranging from key attribute data to decision making. The City of Campbell River self-assessment results are:



1= No capacity 2 = Fair capacity 3 = Good capacity 4 = High capacity

⁴ http://www.civicinfo.bc.ca/Library/Asset_Management/Tools_and_Resources/AssetSMART_2%20-_A_Local_Government_Self_Assessment_Tool--LGAMWG--September_2015.pdf



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. GAP ANALYSIS⁵

A comparison between current practise at the City of Campbell River and the Asset Management B.C. Roadmap identified the following gaps in AM practices:

1.0 Know Your Assets

- Gap 1 No master asset list including asset type, location, quantity/size, material, useful life, install date and remaining life.
- Gap 2 No componentized asset inventories for all asset categories.
- Gap 3 No formal decision making tools, consistent data/asset management database for all asset categories. Varied data sources.
- Gap 4 No linkage or consistency between various data sources, GIS and financial information.
- Gap 5 No single department or person responsible for asset management data management, accuracy and process.

2.0 Know Your Financial Situation

- Gap 6 No list of depreciated and replacement costs for all asset classes.
- Gap 7 No componentized or fully reliable historical operations or repairs and maintenance costs.
- Gap 8 Future capital planning based on historical spending and not on a data supported replacement plan.

3.0 Understand Decision Making

- Gap 9 Very limited formal (written) decision making processes, across the whole organization.
- Gap 10 No improvement plan or consideration of desired decision making process.

⁵ http://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Roadmap_Diagram--AMBC--Sept_23_2011.pdf



ASSET MANAGEMENT STRATEGY

4.0 Manage Your Asset Lifecycle

- Gap 11 Almost no current condition information or rating across all asset classes.
- Gap 12 Other than regulatory, very little stated levels of service. Applies across organization, particularly relating to assets.
- Gap 13 Minimal formal renewal or replacement decision process, particularly regarding maintenance practices.

5.0 Know the Rules

- Gap 14 Limited proactive stakeholder engagement.
- Gap 15 Very limited internal/operational goals, performance measures and strategic priorities.

6.0 Sustainability Monitoring

- Gap 16 Sustainability (Financial/Environmental/Social) reporting is at a high-level and without measurable, direct and operational action plans.
- Gap 17 Renewal coordination is done on a project by project basis, not on a whole system asset class basis.



ASSET MANAGEMENT STRATEGY EXECUTION

2015 - 2017

2015

- AM strategy
- Reserve restructure
- 10 year financial plan

2017

- Central asset registry
- Replacement values

COMMUNICATION & STAKEHOLDER ENGAGEMENT

2016

- Implementation & resourcing plan
- Debt policy
- Identify electronic data platform



ASSET MANAGEMENT STRATEGY EXECUTION

2018 – 2021

2018

- Condition assessments & ratings
- Service levels (current & future)

2020

- AIM policy

COMMUNICATION & STAKEHOLDER ENGAGEMENT

2019

- Risk assessments
- First draft AIM plan (beta)

2021

- Long term financial plan (20+ years)
- Integrated AIM plan



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. FRAMEWORK⁶



⁶ <http://www.assetmanagementbc.ca/framework/>

Property Taxation Policy

Purpose

The purpose of the *Tax Policy* is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

Objective

- To provide City taxpayers with stable, equitable, and understandable property taxation while providing high quality services.

Policies

1. Tax rates will be adjusted annually to eliminate the impact of increases or decreases in assessment due to market changes, as identified by the British Columbia Assessment Authority.
2. Class 1 (Residential) taxes – the City will strive to maintain a residential tax rate that provides for average municipal taxation on a representative household with its comparator communities of similar size and of those Vancouver Island communities with a population between 10,000 and 50,000. All data used to compare Campbell River against other communities shall be sourced from Local Government Statistics provided by the Province of BC.
3. Class 3 (Supportive Housing) – the City will maintain a tax rate equal to Class 1 (Residential).
4. The City will strive to ensure all other classes of property receive an equal allocation of the percentage change in the annual tax levy.
5. The City may review its tax rates by property class as compared to the provincial average on a minimum three year basis to ensure rates are comparable and reasonable given assessed values in Campbell River as compared to other communities.
6. When necessary, tax class realignments will occur incrementally over a multi-year period.
7. New tax revenues related to the City's downtown revitalization tax exemption bylaw will be allocated to the downtown capital program
8. The City's tax increase will be communicated as a percent increase over the prior year's general municipal revenue collected and calculated based on total taxes required to balance the budget.



**STRATEGIC PLAN
CITY OF CAMPBELL RIVER
2020-2023**

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FACILITATED BY:

Tracey Lorenson
CivicExcellence

MESSAGE FROM COUNCIL

Building on the foundation of previous strategic plans, Council has renewed our focus and added two priority areas to the 2020-2023 Strategic Plan.

This plan includes an action list that helps us address these priorities, as well as policies that guide our efforts, partnerships and advocacy.

We welcome your feedback and an opportunity to discuss 2020-2023 Strategic Plan with you.

Reach us by telephone at 250-286-5708, or send email to the addresses below.



Mayor ANDY ADAMS
Mayor.Adams@campbellriver.ca



Councillor MICHELE BABCHUK
Councillor.Babchuk@campbellriver.ca



Councillor CHARLIE CORNFIELD
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Councillor CLAIRE MOGLOVE
Councillor.Moglove@campbellriver.ca



Each and every decision Council makes will be approached in a fiscally responsible manner that promotes prosperity and social, economic and environmental health for current and future generations.

STRATEGIC PRIORITIES



Management & Governance

COMMUNITY INPUT

GOOD GOVERNANCE

INFRASTRUCTURE

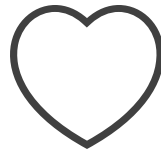


Growth Management

HOUSING

FUTURE GROWTH AREAS

VISION



Livability

SAFETY

RECREATION & CULTURE

WATERFRONT



Environment

CLIMATE CHANGE

NATURAL ASSET MANAGEMENT

SOLID WASTE

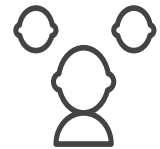


Economic Health

ECONOMIC DEVELOPMENT

BUSINESS VITALITY

TOURISM



Relationships

MOST VULNERABLE

FIRST NATIONS

REGIONAL HEALTH

MANAGEMENT & GOVERNANCE

WHAT:



Community input

We value community input and will be disciplined in defining the scope of advisory groups and others.



Good Governance

We recognize and support the principles of good governance in our community.



Infrastructure

We plan proactively for the long-term costs of maintaining our critical infrastructure.

HOW:

- Seek input from Advisory Committees to inform Council decisions
- Commit to public consultation
- Support Code of Conduct for elected local government officials
- Complete Asset Management Plan



- Advisory Committee Bylaw, 2019
- Youth Engagement Strategy, 2013
- Asset Management Strategy, 2016
- 10-Year Financial Stability & Resiliency Plan
- Council Procedures Bylaw, 2007
- UBCM Foundational Principles of Respectful Conduct, 2018



LIVABILITY

WHAT:



Safety

We will address community safety issues for transportation and infrastructure in Campbell River.



Recreation & Culture

We recognize access to recreational and cultural amenities as key to a healthy, vibrant and livable community.



Waterfront

We will ensure a marine and river waterfront that is open and accessible.

HOW:

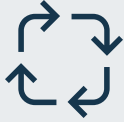
- Update Master Transportation Plan (including Dogwood Corridor Review)
- Complete Highway 19A upgrade
- Review Downtown Safety program
- Plan for Future Fire Services
- Create Public Art Master Plan
- Update Parks & Recreation Strategic Plan
- Complete Nunns Creek Park Plan
- Complete Sportsplex Review
- Expand CR Live Streets, Spirit Square Programs
- Install Willow Point Park Turf Field
- Complete Robron Fieldhouse
- Develop Bike park
- Complete 3.5-acre Walkway

GUIDES

- Master Transportation Plan, 2012
- Strategic Parks Plan, 2006 updated 2012
- Recreation Department Service Review, 2014
- 10-Year Financial Stability & Resiliency Plan
- Sea Level Rise Assessment, 2019
- Sustainable Official Community Plan, 2012
- Youth Engagement Strategy, 2013
- Community Partnership Committee

ECONOMIC HEALTH

WHAT:



Economic Development

We will align our internal processes and infrastructure in support of economic health within the community.



Business Vitality

We want a vibrant and prosperous downtown core.



Tourism

We support our tourism industry in attracting visitors and business to the city.

HOW:

- Develop a five-year rolling Economic Development Strategy
- Complete Airport Land Use and Development Strategy
- Grow Tech Ecosystem
- Continue Modern Entrepreneur, Food Incubator, Immigration programs
- Support Creative Industries Council and INFilm
- Develop and Host Regular Building Forums
- Collaborate with North Island College, North Island Employment Foundations Society, Community Futures, Chamber of Commerce and Regional Economic Development
- Manage Commercial Area Beautification Agreements (Downtown, Pier Street, Campbellton, Willow Point)
- Advance Downtown Revitalization through funding for:
 - Small Initiatives
 - Facade and Signage Improvements
 - CR Live Streets and Spirit Square programs
- Collect 3% MRDT (Hotel Tax)
- Market Tourism through Destination Campbell River

GUIDES

- Downtown Revitalization Tax Exemption Bylaw, 2013
- Provincial MRDT (Hotel Tax) Regulations
- Agriculture Plan, 2011
- Five-year Tourism Strategy, 2016
- Downtown Form and Character Development Permits
- Downtown Refresh, 2017
- Employment Lands Strategy, 2020



GROWTH MANAGEMENT

WHAT:



Housing

We take a deliberate approach in planning for growth to provide a diversity of housing.



Future Growth areas

We plan future growth with infrastructure to maximize livability and efficiency and to reduce costs of roads, water, sewer and storm drains



Vision

We align our growth management studies and guides to ensure consistency and implementation of the SOCP over time.

HOW:

- Complete Housing Growth Strategy
- Amend Sustainable Official Community Plan and Zoning Bylaw to align with Growth Strategy
- Develop agreements with BC Housing to provide:
 - emergency, transition, supportive and affordable housing
- Promote opportunities for increased housing affordability and diversity
- Update Master Transportation Plan (including Dogwood corridor analysis)
- Advance Pedestrian, Transit and Traffic Improvements through:
 - bus stops, sidewalks, Willis Road Connector and Highway 19A
- Complete the Asset Management Plan
- Complete Airport Land Use and Development Strategy
- Review Development Cost Charges
- Update Industrial Zones

GUIDES

- Sustainable Official Community Plan, 2012
- Zoning Bylaw, 2006
- Asset Management Strategy, 2016
- Master Transportation Plan, 2012
- South Campbell River Sewer Study, 2008
- Water System Strategic Action Plan Update, 2017
- Area D Water Rates Bylaw, 2019 (Agreement 2016)
- BC Housing Partnership Agreements



ENVIRONMENT

WHAT:



Climate change

We prepare and plan for, and mitigate the impacts of climate change, specifically sea level rise and energy use.



Natural Asset Management

We value and leverage our natural assets as a key component of our community planning, with a focus on urban forest management.



Solid Waste

We actively support a regional solution for management and reduction of solid waste.

HOW:

- Advance Energy Reduction, Water Conservation and Invasive Plants programs
- Develop climate action plan
- Advance Urban Forest Management Plan
- Develop Tree Protection Bylaw
- Develop Environmentally Sensitive Areas Policy
- Develop Drinking Water Source Protection Plan
- Support development of regional organics facility
- Promote region-wide contract of curbside waste removal
- Conduct technical reviews of proposed industrial waste sites

- Sustainable Official Community Plan, 2012
- Urban Forest Management Plan, 2016
- Regional Solid Waste Management Plan, 2013
- Sea Level Rise Assessment, 2019
- Foreshore Restoration Agreement with Federal Department of Fisheries and Oceans, 2012
- Environmental Protection Bylaw, 2014



RELATIONSHIPS

WHAT:



Regional Hub

We recognize our role as a regional hub and deliver services with our neighbouring communities in a manner that is financially responsible and sustainable for our residents.



First Nations

We value our First Nations neighbours and seek alignment and opportunities to work together.



Most Vulnerable

We understand that a community is strengthened through diversity, and is defined by how it treats its most vulnerable.

HOW:

- Support Regional Facilities Development:
 - New Library
 - Strathcona Gardens Re-Crete
- Support Regional Transportation Improvements:
 - Willis Road Connector
 - Ferry Terminal Access
- Develop Protocol Agreements with Wei Wai Kum, Homalco First Nations
- Update Municipal Service Agreements with First Nations neighbours
- Advance Partnership Opportunities with Wei Wai Kum
 - Cruise Ship Terminal Lease
 - Road Access to the Tye Spite
- Support childcare study & improve access to childcare
- Support CR Coalition to End Homelessness
- Support Community Action Team (to address drug use)
- With BC Housing, advance supportive, affordable housing
- Manage Downtown Safety Office with:
 - enhanced Bylaw Enforcement
 - building improvements to reduce crime
- Administer \$100,000 annually in Social Grants

GUIDES

- Vancouver Island Regional Library Facility Plan
- Ministry of Transportation and Infrastructure Regional Road Network Plans
- Government-to-Government Protocol Agreements
- Social Grants Program, 2019
- BC Housing Agreements



**CAMPBELL
RIVER**



OUR GOVERNANCE VALUES



ACCOUNTABILITY

Effective and efficient transparent use of all resources and answering to the public.



LEADERSHIP

Developing a plan and having the courage to stick with it.



COURAGE

Ability to make the tough decisions required in developing and implementing plans.



INTEGRITY

Decision-making is based on unbiased, moral, fact-based evidence, in the public interest.



PROFESSIONALISM

Knowing the role and setting the bar to a standard that sets an example.



ETHICS

Staying true to principles in all circumstances.



PRAGMATISM

Down to earth. Real life.



RELIABILITY

Doing what you say you are going to do. Being approachable and consistent.



COLLABORATION

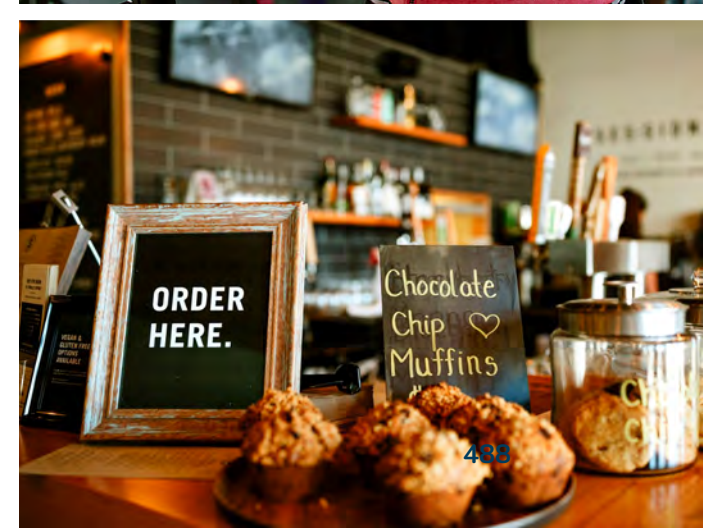
Reaching out to communities with a purpose in mind to form policies. Being open minded.



CHALLENGE

Leveraging the value of diverse perspectives to arrive at a decision.







GOVERNANCE

Contracted Services under budget	(28,000)
Legal fees under budget	(10,000)
Wages & benefits under budget	(10,500)
Miscellaneous	(1,000)

GOVERNANCE TOTAL (49,500)

RCMP

RCMP contract under budget	(534,200)
Miscellaneous	13,300

RCMP TOTAL (520,900)

FIRE

Contract revenues over budget	(69,500)
Contracted services under budget	(76,900)
Miscellaneous	14,500

FIRE TOTAL (131,900)

CORPORATE SERVICES

Legal fees under budget	(48,900)
HR programs under budget	(17,700)
Wages & benefits under budget	(14,400)
Servicing Agreements under budget	162,300
Gaming revenues under budget	732,200
Tax prepayment interest over budget	50,000
Miscellaneous	(8,800)
Risk management legal under budget	(84,800)

CORPORATE SERVICES TOTAL 770,100

COMMUNITY DEVELOPMENT

Development revenues over budget	(49,200)
Wages & benefits under budget	(255,200)
Recreation revenues under budget	569,300
Miscellaneous	9,400

COMMUNITY DEVELOPMENT TOTAL 274,300

ASSETS & OPERATIONS

Fleet costs under budget	(34,200)
Facilities contracted services under budget	(33,800)
Road maintenance grant over budget	(50,000)
Transit revenues under budget	152,200
Wages & benefits under budget	(72,100)
Miscellaneous	(5,700)

ASSETS & OPERATIONS TOTAL (43,600)

UTILITIES

Yard waste site costs under budget	(91,400)
Solid waste revenues over budget	(19,500)
Contracted services under budget	(36,800)
Wages & benefits under budget	(33,900)
Miscellaneous	(12,500)

UTILITIES TOTAL (194,100)

GENERAL FISCAL SERVICES

Payment in lieu of taxes over budget	(186,000)
Tax revenue over budget	(14,000)
Transfers between reserves	(12,300)
Retroactive pay for CUPE settlement	375,000

GENERAL FISCAL SERVICES TOTAL 162,700

2020 PROJECTED OPERATING DEFICIT 267,100

Note: the 2020 general operating fund is projecting a deficit for 2020. This was anticipated as a result of COVID-19. Council adopted a cost-savings measure plan that included a transfer from the Financial Stabilization Reserve to offset any 2020 deficit.

The proposed 2021-2030 Financial Plan accounts for this anticipated operating deficit and has held funds in Financial Stabilization to offset this deficit.

Council Agenda Information

COTW [Click and type date of meeting] Regular Council February 22, 2021



City of Campbell River Report/ Recommendation to Council

Date: February 11, 2021
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q4, 2020

Purpose / Introduction

Council receives a quarterly financial report for informational purposes to ensure that the City governance structure has continued oversight of the City's ongoing financial results.

Recommended Resolutions

THAT the report dated February 11, 2021 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2020 be received for information.

Background

The Quarterly Financial Report provides regular information to Council on the progress of the work plan approved during Financial Planning. This report also ensures that the actual results are aligning with approved budgets and any variances are investigated and explained. The report includes the three core components of the budget, which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2020 was originally adopted in early December 2019 with projected carry forward balances on operating and capital projects based on the best information at the time. After the City's annual fiscal year cut-off, those carry forwards were adjusted to actual amounts remaining for completion of these projects. The results reported in this financial report are based on the revised carry forward amounts, and not the estimates approved during Financial Planning.

Discussion

COVID-19 Impact on City Finances

Due to the COVID-19 pandemic, the City's operating revenues have been significantly impacted for the 2020 fiscal year and beyond. Closures of various City facilities (Community Centre,

Sportsplex, Airport, Transit etc.), as well as other revenue generating sources (i.e. Gaming revenue sharing and MRDT), resulted in decreased operating revenues throughout the last three quarters.

At the onset of the COVID-19 pandemic, initial estimates were that City operating revenues through Q4 (ending December 31) would be reduced by up to \$3.13M, primarily due to loss of revenues in recreation (programming fees and field bookings due to facility closures), Gaming, Transit fares and the Airport. Actual revenue loss in these areas as at Q4 is approximately \$2.45M, or approximately 78% of what was originally anticipated:

	Q1	Q2	Q3	Q4	Total
Airport	(2,914)	(245,592)	(626,246)	(92,071)	(966,823)
Recreation	(18,051)	(133,987)	(237,542)	(158,940)	(548,521)
Transit	(13,474)	(115,287)	(40,637)	(45,761)	(215,159)
Gaming	(47,248)	(225,000)	(225,000)	(225,000)	(722,248)
Total	(81,688)	(719,866)	(1,129,425)	(521,772)	(2,452,751)

This is good news overall and combined with recent updates to the City’s projected operating surplus/deficit for 2020 it appears that the City will be in a small surplus position. The city’s Finance Department is currently preparing the City’s financial statements for the 2020 fiscal year, and the actual results will not be known until the City’s external audit is finalized in April. Temporary reductions in the City’s operating budget for 2020 were used to offset the overall losses in revenues which has yielded positive results. City Council authorized the use of Provincial COVID-19 Safe Restart Grant funds to offset any operating deficit that may have resulted from the pandemic, however at this time it appears that use of these funds for this purpose will not be necessary.

COVID-19 significantly impacted City operations for the majority of 2020, with Q2 focused on business continuity and Q3/Q4 focussing on overall recovery and relief. Work plans for 2020 were impacted by having to pivot due to the pandemic or from unforeseen and uncontrollable delays (i.e. supply chain disruption). As the City progresses into 2021, there remains some uncertainty over how the pandemic will continue to affect City operations, although it is anticipated that disruptions will be significantly less than what was experienced in 2020.

Operating Financial Report

The City’s departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2019, as well as the variance to the

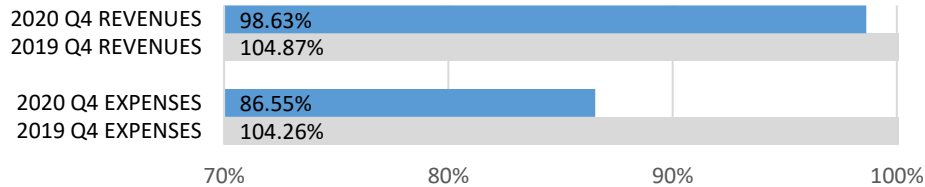
approved 2020 budget. Overall, City revenues are 103% of budget (lost revenues associated with the closure of City facilities and a reduction in other revenues has been offset in the current year by the City receiving a \$4.6M COVID-19 Safe Restart Contribution. While this funding was largely unutilized in 2020, for accounting purposes it is fully recognized as revenue in 2020 and will be held in a reserve fund pending future decisions on its use) and expenses are 89% of budget for the year. At year-end in 2019, while the percentage of revenues collected is very similar (106%), the City's expenses were at 101% of budget.

	2019 Q4	2019 Budget	2020 Q4	2020 Budget	2020 Variance \$
REVENUE					
FISCAL SERVICES	(51,052,642)	(48,681,314)	(46,561,820)	(47,208,401)	(646,581)
GOVERNANCE	-	-	-	-	-
CORPORATE SERVICES	(4,821,149)	(3,276,563)	(7,139,493)	(3,764,995)	3,374,498
RCMP	(695,884)	(761,263)	(676,827)	(735,155)	(58,328)
FIRE	(1,881,784)	(1,845,973)	(1,962,610)	(1,900,883)	61,727
ASSETS & OPERATIONS	(1,261,160)	(1,077,551)	(1,212,194)	(1,126,832)	85,362
UTILITIES	(17,621,665)	(17,088,105)	(18,696,686)	(18,045,370)	651,316
COMMUNITY DEVELOPMENT	(2,458,965)	(2,215,789)	(1,881,538)	(2,145,910)	(264,372)
ECONOMIC DEV. & TOURISM	(618,307)	(504,000)	(314,146)	(475,000)	(160,854)
AIRPORT	(1,702,723)	(2,113,387)	(971,710)	(2,040,198)	(1,068,488)
REVENUE TOTAL	(82,114,280)	(77,563,945)	(79,417,024)	(77,442,744)	1,974,280
EXPENSE					
FISCAL SERVICES	25,860,025	24,804,486	20,722,941	23,941,987	3,219,046
GOVERNANCE	972,453	1,166,143	891,723	956,599	64,876
CORPORATE SERVICES	3,720,571	3,266,405	2,599,686	4,451,325	1,851,639
RCMP	10,421,810	9,875,966	9,922,049	10,417,651	495,602
FIRE	6,537,500	6,234,082	6,157,323	6,582,108	424,785
ASSETS & OPERATIONS	11,702,465	11,258,294	10,429,159	11,450,722	1,021,563
UTILITIES	9,170,554	10,390,906	9,448,610	10,117,359	668,749
COMMUNITY DEVELOPMENT	6,741,691	7,249,811	5,728,452	6,304,666	576,214
ECONOMIC DEV. & TOURISM	1,364,559	1,164,938	884,574	1,095,993	211,419
AIRPORT	2,054,406	2,152,914	1,735,661	2,124,334	388,673
EXPENSE TOTAL	78,546,034	77,563,945	68,520,177	77,442,744	8,922,567
GRAND TOTAL	(3,568,246)	-	(10,896,847)	-	10,896,847

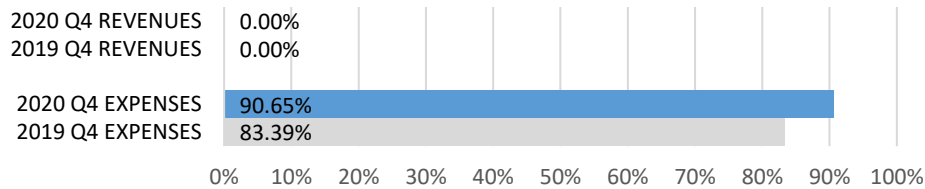
**Note: these figures include Financial Plan amendments as approved by Council.*

Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the fourth quarter of 2020 and 2019 for comparison.

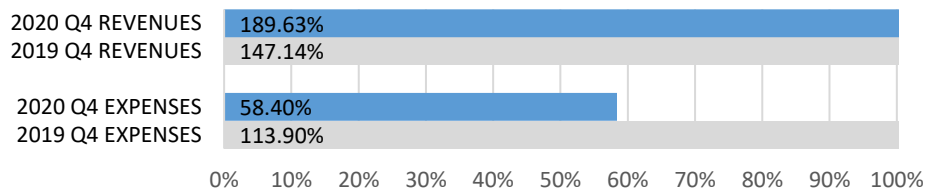
0 - FISCAL SERVICES – Revenues are on trend with prior year. Airport deficit funding from the General Operating Fund still to be recorded for year-end purposes (tentatively estimated at ~\$830K). Expenses are lower due to COVID-19 cost saving measure changes made, impacting reserve transfers.



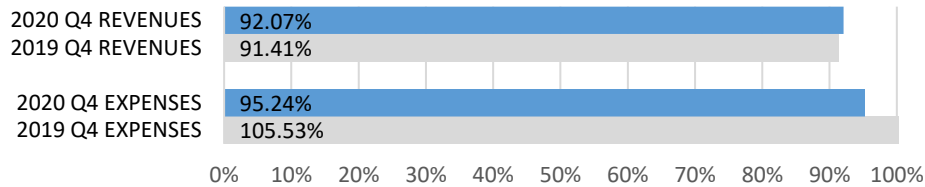
1 – GOVERNANCE – Overall budget in 2020 reduced by 18% from prior year due to COVID-19 cost saving measures resulting in decreased expenses of approximately \$100,000 from the prior year.



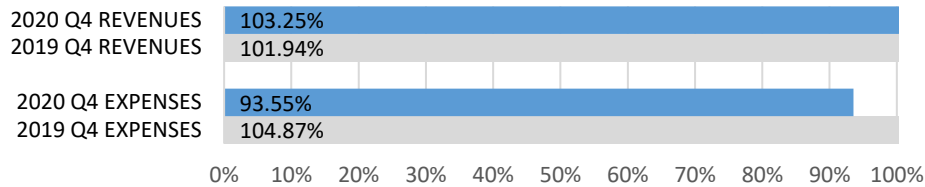
2 – CORPORATE SERVICES – Revenues were trending lower in 2020 primarily due to loss in gaming revenues due to the closure of the casino from Q2 and beyond. In Q4 a \$4.6M COVID-19 Restart grant was received. Fortis Franchise fees still to be recognized in Q4 (budget of \$180K). \$141K reduction in liability insurance settlements from prior year.



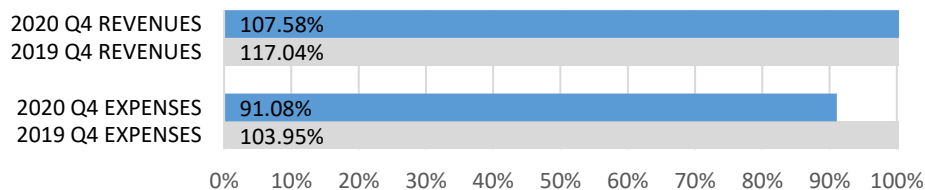
3 – RCMP – Revenues on trend with prior year. Traffic fine revenue sharing funding was \$46K higher than budgeted primarily due to the advent of e-Ticketing and Camera ticketing (17% increase in revenue sharing from 2019). Expenses on trend with the prior year.



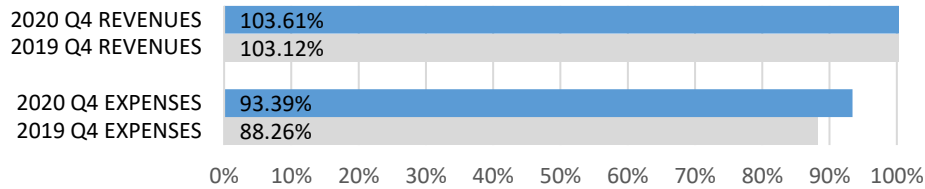
4 – FIRE – Revenues are consistent with the 2020 financial plan (\$63K increase in contract fee revenues – PEP tasks and shared service agreements). Expenses trended lower than 2019 due to corporate cost saving measures taken resulting in a reduction of contracted service costs (\$75K under budget).



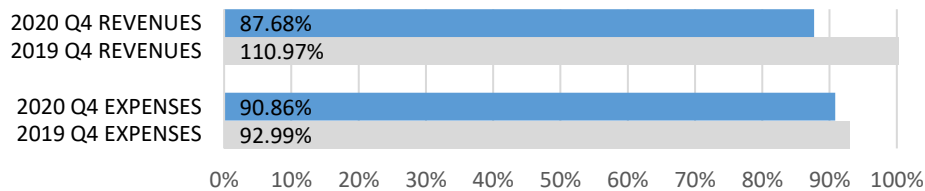
5 - ASSETS & OPERATIONS – Decrease in revenues due to a reduction in transit sales relating to COVID-19 relief (no revenues for April and May – free ridership). Expenses are less than budget due to staffing vacancies and cost saving measures due to COVID-19. Two months of public transit contracted services still need to be recorded (~\$300K).



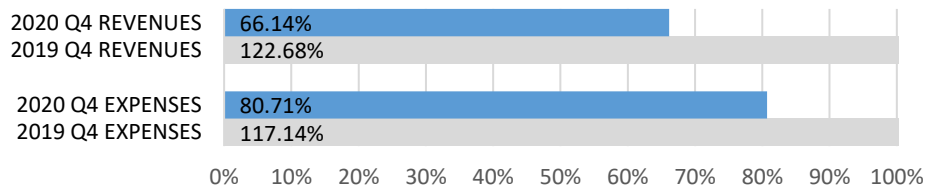
6 – UTILITIES – Revenue on trend with 2019. Expenses are under budget but higher than 2019 (3% budget decrease with a 7% increase in actual expenses from prior year).



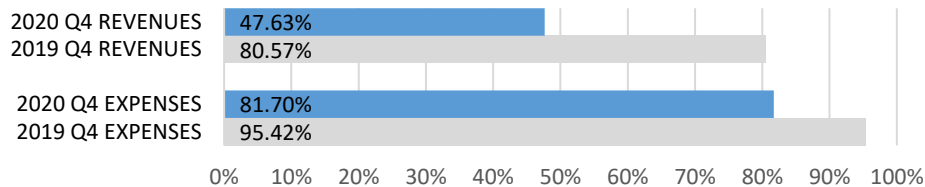
7 - COMMUNITY DEVELOPMENT – Revenue is lower than 2019 as a result of COVID-19. Decreased revenues in remedial action recoveries, and from facility closures (\$496K under budget for program and facility rental revenues). Expenses are lower in dollar value due to staffing vacancies and reduction in services due to COVID-19 (2020 Recreation budget reduced by 17% from prior year).



8 – ECONOMIC DEV. & TOURISM – Revenues are lower than 2019 as a result of COVID-19 (MRDT revenue estimated to be \$140K less than prior year. November and December revenue reports not received prior to this report). Expenses are lower than 2019 due to COVID-19 (contracted services with Destination Think reduced accordingly).

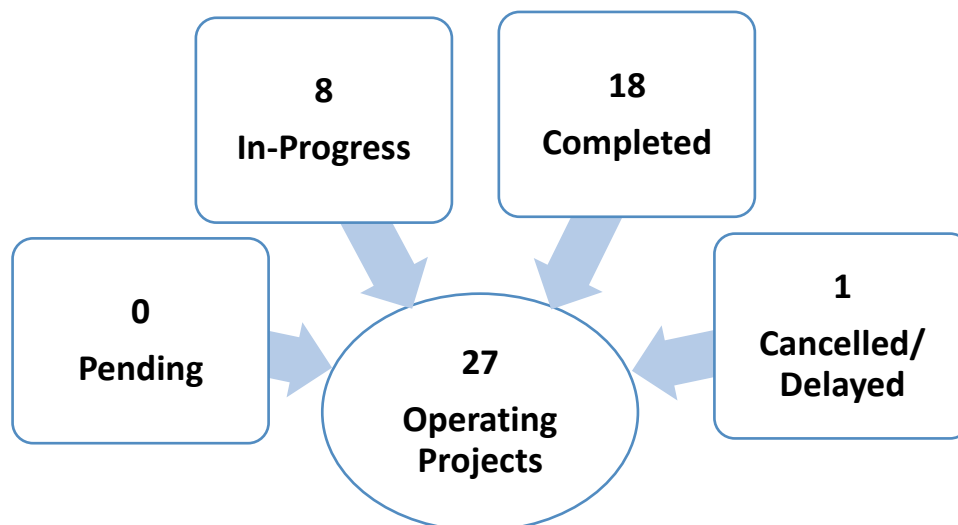


9 – AIRPORT – Revenues decreased as a result of the airport facility being closed due to COVID-19. There has been a \$240K reduction in jet fuel sales and \$404K reduction in airport improvement and passenger service fees (\$221K revenue recognized in Q4 – 2020 versus \$281K revenue recognized in Q4 – 2019). Expenses are also lower as less jet fuel was required to be purchased due to decreased sales.



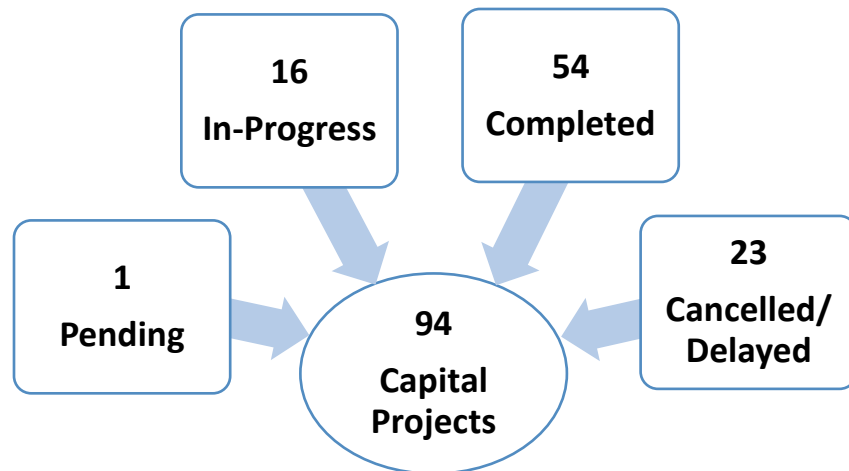
Operating Projects

There are 49 operating projects with a total budget of \$2.06M for 2020 as approved during Financial Planning. Of these 49 projects, 22 were either delayed (9) or cancelled (13) as a cost savings measure due to COVID-19 (\$669K total savings). The total spend in 2020 on operating projects is \$1.03M or 73% of the amended budget. Of the remaining 27 planned projects (\$1.4M budget), 18 have been completed, 8 remain in progress with completion in 2021, and 1 has been delayed until next year. Appendix 2 provides the detail on the status for each operating project; green highlighted projects are completed (or ongoing projects) and red highlighted projects have been delayed or cancelled.



Capital Projects

There were 117 capital projects with a total budget of \$34.3M for 2020 approved in the Financial Plan. Of these 117 projects, 17 were delayed and 6 cancelled as a cost savings measure due to COVID-19 (\$2.8M total savings). The most significant capital works being undertaken in 2020 are the waterfront projects for the Highway 19A upgrades and renewal of the waterfront sewer forcemain. The total spend for 2020 on capital projects is \$20.5M (\$7.7M in Q4) or 60.0% of budget. Overall, 70 of the remaining 94 capital projects are currently underway and 54 have been completed as of the date of this report. Appendix 3 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects and red projects have been delayed or cancelled.





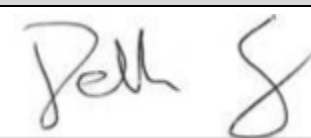
Communications

The Q4 quarterly financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress periodically throughout the year.

Conclusion

Starting in the second quarter of 2020 the City of Campbell River began to experience the financial impacts of COVID-19. In order to minimize the impacts of lost revenues in 2020 associated with the temporary facility closures, as well as lost revenues associated with Gaming and MRDT, Council identified various cost saving measures to reduce expenditures and mitigate financial impacts to align actual costs incurred with the budget.

The number of planned operating and capital projects for 2020 were also reduced as a result. Those projects that haven't been delayed or cancelled are well underway with 79% in progress or complete. The total spend as at year-end for both operating and capital projects is \$1.0M and \$20.5M respectively.

Prepared by:		Reviewed by:	
			
<hr/> Mark Coulter, CPA, CGA Senior Accountant		<hr/> Dennis Brodie Acting Director of Finance/CFO	
Reviewed for Form and Content / Approved for Submission to Council:			
			
<hr/> Deborah Sargent, MCIP, RPP City Manager			
Finance			AD

Attachments:

1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q4, 2020)
3. Appendix 3 – Capital Projects (Q4, 2020)

0 - FISCAL SERVICES	00 Taxation 02 Miscellaneous Other 04 Debt Interest 05 Debt Principal 07 Fiscal Services 08 Reserves
1 – GOVERNANCE	10 Mayor & Council 15 City Manager
2 – CORPORATE SERVICES	20 Deputy City Manager 21 Legislative & Property Services 22 Communications 23 Human Resources 24 Information Technology 25 Finance
3 - RCMP	30 RCMP 31 Police Protection 35 Victim Services
4 - FIRE	40 Fire Protection 45 E911
5 - ASSETS & OPERATIONS	50 GM Assets & Operations 51 Capital Works 52 Stores 53 Fleet 54 Facilities 55 Roads & Transportation 56 Public Transit 58 Parks 59 Cemeteries
6 - UTILITIES	60 Storm Drains 65 Solid Waste 68 Sewer 69 Water
7 - COMMUNITY DEVELOPMENT	70 GM Community Development 71 Long Range Planning & Sustainability 72 Development Services & Business Licensing 74 Bylaw Enforcement 75 Animal Control 79 Recreation & Culture
8 – ECONOMIC DEVELOPMENT & TOURISM	80 Economic Development 85 Tourism
9 - AIRPORT	90 Airport

On Track	Project Status
Possible Delay	A - Not Started
Delayed/Cancelled	B - Planning / Request for Proposal / Design
	C - In Construction / In Progress
	D - Completed / In Use
	X - Cancelled
	Z - Delayed Until Next Year

Index	Department	CC3#	Project Name	December 2020 (Q4)	2020 Budget	\$Variance	%Variance	Q4 Status	2021 CFWD	Estimated Quarter for Project Completion	Q4 Comments as at Feb 5, 2021
Strategic Projects											
1	Reserves	NA	Centennial Pool and Operating Budget Fund	300,000	300,000	-	100.0%	D ✓	-	Q3 - 2020	Processed in Q3 as per Financial Plan.
2	Mayor & Council	Various	Council Contingency - Annual Allocation	98,139	150,000	51,861	65.4%	D ✓	-	Q4 - 2020	On-going throughout the year. Commitments totaled \$136,671.
3	Mayor & Council	X071	Council Contingency - CR Baptist Church Stove Replacement	5,000	5,000	-	100.0%	D ✓	-	Q1 - 2020	Funding provided. Stove currently held in storage as Radiant Life is no longer active.
4	Mayor & Council	X079	Council Contingency - Architectural Services for Robron Field House	-	15,000	15,000	0.0%	D ✓	-	Q2 - 2020	Funded through Capital Project Robron Fieldhouse. Architectural services complete.
5	Bylaw Enforcement	S109	Safer Downtown	40,470	52,000	11,530	77.8%	D ✓	-	Q4 - 2020	Downtown safety office and increased bylaw enforcement is fully operational.
6	Long Range Planning & Development Services	S078	Social Grants	72,161	100,000	27,839	72.2%	D ✓	-	Q4 - 2020	2020 Social Grants issued. Some applicants were unable to complete their projects due to COVID-19 and funding was returned.
7	Recreation & Culture	S132	Senior's Hub	5,000	5,000	-	100.0%	D ✓	-	Q4 - 2020	Project complete.
8	Human Resources	S095	Strategic HR Management	117,978	108,300	(9,678)	108.9%	D ✓	-	Q4 - 2020	Project complete. Permanent position approved for 2021.
Corporate Projects											
9	Human Resources	S112	CUPE Agreement Renewal	15,929	15,000	(929)	106.2%	D ✓	-	Q4 - 2020	Project complete.
10	Finance	S125	Marketing & Communications	28,881	30,000	1,119	96.3%	D ✓	-	Q4 - 2020	Project complete.
11	Deputy City Manager	S094	DCC Review	25,682	35,000	9,318	73.4%	C	9,318	Q1 - 2021	Project is anticipated to be complete and presented to Council by the end of Q1 - 2021.
12	Long Range Planning & Development Services	S113	Enviro Monitoring - Big Rock Boat Ramp	4,625	5,250	625	88.1%	D ✓	625	Q4 - 2020	2020 monitoring is complete.
13	Long Range Planning & Development Services	S087	Sea Level Rise Assessment & Planning	22,220	82,200	59,980	27.0%	C	-	Unknown	Multi-year ongoing project. Work being conducted by consultant and work being developed for the City's Floodplain Bylaw and Sea Level Rise Development Permit guidelines and associated Flood Construction Levels.
14	Long Range Planning & Development Services	S124	Housing Growth Review	35,727	77,364	41,637	0.0%	C	41,637	Q1 - 2021	Housing Growth Review results to be presented to Council in Q1 2021. Final phase of analysis underway - Community Lifecycle Infrastructure Costing Tool results being completed by Stantec Consulting.
Operational Projects											
15	Long Range Planning & Development Services	S127	Hourly Rainfall Gauge and Streamflow Gauges in Willow Creek	105	3,500	3,395	3.0%	C	3,395	Q1 - 2021	Rainfall gauges purchased & pending installment.
16	Long Range Planning & Development Services	S069	Co-op Position - Energy Efficiency Projects	18,000	18,000	-	100.0%	D ✓	-	Q2 - 2020	Co-op term position completed.
17	Long Range Planning & Development Services	C036	Zoning/OCF Update	11,545	48,699	37,154	23.7%	C	37,154	Q2 - 2021	Updates underway in parallel with Housing Growth Project; currently focusing on Hazard Development Permits (DPs) for Steep Slopes, Eagle and Blue Heron DP's Additional updates to Zoning/OCF for industrial, airport and commercial zones, secondary suites in areas of new development, and a range of other updates forthcoming.
18	Long Range Planning & Development Services	C048	Environmental Benchmarking	3,250	3,200	(50)	101.6%	D ✓	-	Q4 - 2020	Work on environmental timing window information & stream reports cards complete & pending presentation to Council.
19	Roads	S114	Bridge Inspections	10,853	20,000	9,147	54.3%	D ✓	-	Q4 - 2020	Project complete.
20	Airport	S068	Flight Way Clearing	-	30,000	30,000	0.0%	Z	30,000	Q3 - 2021	Still waiting for the results from the survey and contractor availability which should be available by the end of February (weather dependant). Once survey results are received tree removal will follow based on the review of the survey results.
21	Sewer	S116	Sewer Right of Way Clearing	30,309	50,000	19,691	60.6%	C	19,691	Q2 - 2021	Mainstream and Highland are working on environmental permit approvals before construction can be completed.
22	Sewer	S055	Lift Station Auto-Cleaning	21,297	24,546	3,249	86.8%	D ✓	-	Q4 - 2020	Completed in Q4.
23	Sewer	S089	Confined Space Entry Alternate Procedures	2,278	16,150	13,873	14.1%	C	14,590	Q2 - 2021	Anticipated completion in 2021.
24	Water	S089	Confined Space Entry Alternate Procedures	-	20,150	20,150	0.0%	C	20,150	Q2 - 2021	Anticipated completion in 2021.
25	Recreation & Culture	S108	PLAY Campbell River	4,708	5,000	292	94.2%	D ✓	-	Q4 - 2020	Project is complete.
26	IT	S130	IT Tech Attraction Partnering	81,545	108,300	26,755	75.3%	D ✓	-	Q4 - 2020	Project complete.
27	Long Range Planning & Development Services	S133	Qwalayu House	49,394	65,000	15,606	76.0%	D ✓	15,606	Q1 - 2021	Project complete & occupancy granted Feb 5. Final landscaping & property improvements pending completion.
Projects Delayed/Cancelled as a COVID-19 Cost Savings Measure											
28	Mayor & Council	X078	Council Contingency - 2020 Rogers Hometown Hockey Event	5,395	4,301	(1,094)		Z	-		Expenses for this project were incurred prior to the event being cancelled as a result of COVID-19
29	IT	S072	Network Security Audit	-	-	-		Z	-		

On Track	Project Status
Possible Delay	A - Not Started
Delayed/Cancelled	B - Planning / Request for Proposal / Design
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	X - Cancelled
	Z - Delayed Until Next Year

Index	Department	CC3#	Project Name	December 2020 (Q4)	2020 Budget	\$Variance	%Variance	Q4 Status	2021 CFWD	Estimated Quarter for Project Completion	Q4 Comments as at Feb 5, 2021
30	Economic Development	S126	Economic Development Strategic Planning	-	-	-	-	Z	-		
31	Long Range Planning & Development Services	S100	Development Process Update	-	-	-	-	Z	-		
32	Long Range Planning & Development Services	S038	Façade Storefront Downtown Revitalization	-	-	-	-	X	-		
33	Long Range Planning & Development Services	S101	Public Art Master Plan	3,745	-	(3,745)	-	X	-		
34	Long Range Planning & Development Services	S086	Public Art	-	-	-	-	X	-		
35	Long Range Planning & Development Services	S084	Downtown Signage Incentive Program	6,832	6,832	0	0	X	-		
36	Long Range Planning & Development Services	S131	5 Year Visioning for Downtown BIA/Willow Point/Pier Street Beautification	-	-	-	-	X	-		
37	Long Range Planning & Development Services	S129	Energy Rebate Program	-	-	-	-	X	-		
38	Long Range Planning & Development Services	S067	Downtown Small Initiatives Fund	11,345	11,345	0	0	X	-		
39	Long Range Planning & Development Services	S053	Beautification Grants	(4,392)	-	4,392	-	X	-		
40	Airport	S049	Crack Sealing	-	-	-	-	Z	-		
41	Airport	S048	Runway Line Painting	-	-	-	-	Z	-		
42	Airport	S128	Wings & Wheels Event	161	161	1	1	X	-		
43	Airport	S015	Business Opportunity Fund	-	-	-	-	X	-		
44	Water	S117	Drinking Water Source Protection Plan	-	-	-	-	Z	-		
45	Water	S074	Water Conservation Program	10,210	2,817	(7,393)	-	Z	-		
46	Parks	S122	Tree Protection Bylaw	-	-	-	-	Z	-		
47	Recreation & Culture	S093	Increase Spirit Square Program Budget	-	-	-	-	X	-		
48	Recreation & Culture	S067	CR Live Streets	355	355	(0)	0	X	-		
49	Recreation & Culture	S104	Enhanced Skatepark Environment	285	-	(285)	-	X	-		
TOTAL				\$ 1,039,029	\$ 1,418,470	\$ 379,441	73.3%		192,166		

*2020 Budget as approved.



APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)

STATUS		
On Schedule	A	Not Started
	B	Planning
Possible Delay	C	In Construction
	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
Strategic Priorities Projects											
1	213 - IT	2018	Municipal Broadband Network	86,777	82,336	(4,441)	105.4%	D ✓	-	Q3-2020	Project completed.
2	450 - Facilities	4082	1047 S. Island Highway House Demolition	44,204	50,000	5,796	88.4%	D ✓	-	Q3-2020	Project completed.
3	450 - Facilities	4087	Library Site Assessment Works	42,550	100,000	57,450	42.6%	C	93,927	Q1-2021	Phase 1 and modified Phase 2 Environmental Assessments complete. Hazardous materials assessment complete. Geotech assessment complete with minor follow up required once structure is removed. Architectural design related to potential Tidemark Theatre impacts will be responsibility of VIRL project.
4	532 - Roads	6009	Seagull Walkway Design	84,167	117,220	33,053	71.8%	B	46,222	Q4-2021	Council approved option of rehabilitating North and South sections only in like for like manner. Detailed design resumed.
5	532 - Roads	6033	3.5 Acre Walkway Lights & Surface Improvements	282,681	350,000	67,319	80.8%	C	205,550	Q2-2021	Paving on site to be completed in Q2 - 2021
6	532 - Roads	6035	Willis Road Connection Concept	-	30,000	30,000	0.0%	Z	-	Unknown	No further works or program development currently underway.
7	532 - Roads	6039	Master Transportation Plan Update	-	125,000	125,000	0.0%	Z	-	Q2-2021	To be done in 2021 following the Housing Growth Review.
8	532 - Roads	6040	Transit Stop at Carihi	63,295	450,000	386,705	14.1%	C	449,470	Q4-2020	Landscaping to be completed in Q2 - 2021
9	590 - Water	7046	Rockland Road Emergency Renewal	292,102	500,000	207,898	58.4%	D ✓	207,898	Q3-2020	Complete and in maintenance period.
10	Multi-Departmental	8008	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	6,695,221	10,549,242	3,854,021	63.5%	C	3,854,021	Q3-2021	Multi-year project. Roadway surface works complete and project shut down for winter. Construction to resume in late Q1 - 2021.
11	550 - Storm Drains	6502	Downtown Storm Mitigation	174,496	200,000	25,504	87.2%	D ✓	-	Q4-2020	Project is complete.
12	570 - Airport	3011	Airport Development Servicing	170,427	171,718	1,291	99.2%	D ✓	-	Q4-2020	Project is complete.
13	570 - Airport	3012	Security Fencing - South Development	10,216	50,000	39,784	20.4%	D ✓	-	Q3-2020	Project is complete.
14	580 - Sewer	5002	Waterfront Sewer Forcemain	2,721,912	5,090,875	2,368,963	53.5%	C	2,368,963	Q2-2021	Multi-year project. Lift station construction ongoing. Anticipated completion Q2 - 2021.
15	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade	12,359	-	(12,359)	100.0%	D ✓	-	Q1-2020	Project is complete.
16	720 - Parks	9035	Robron Field House	1,146,903	842,018	(304,885)	136.2%	D ✓	-	Q4-2020	Project is complete.
17	720 - Parks	9056	Willow Point Park Turf Installation	222,202	250,000	27,798	88.9%	C	43,132	Q2-2021	Portable fencing to be installed in Q2 - 2021.
18	720 - Parks	9058	Robron Field House - Civil Site Servicing	327,662	348,000	20,338	94.2%	D ✓	20,338	Q3-2020	Site Civil Works complete. Maintenance period.



APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)

STATUS		
On Schedule	A	Not Started
	B	Planning
Possible Delay	C	In Construction
	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
Asset Management Planning											
19	212 - Finance	2020	Corporate Asset Management	28,000	50,000	22,000	56.0%	D ✓	-	Q4-2020	Asset Management Policy & Updated Strategy completed and presented to Council at Feb 9, 2021 COW.
20	212 - Finance	2034	Asset Management Investment Plan	77,150	95,000	17,850	81.2%	D ✓	-	Q4-2020	Asset Management Investment Plan complete. Presented to Council at Feb 9, 2021 COW.
21	580 - Sewer	5030	Sewer Condition Assessment	-	55,000	55,000	0.0%	A	55,000	Unknown	Project has been planned but not started due to staffing vacancy.
Renewal / Replacement Capital Projects											
22	213 - IT	2001	Printer/Peripheral Replacement	18,893	20,000	1,107	94.5%	D ✓	-	Q4-2020	Completed in Q4.
23	213 - IT	2002	Workstation/Laptop Replacement	45,019	46,000	981	97.9%	D ✓	-	Q4-2020	Completed in Q4
24	213 - IT	2014	Vadim E3 Upgrade	2,365	7,334	4,969	32.2%	D ✓	-	Q3-2020	Project complete.
25	213 - IT	2015	Scheduled Photocopier Replacement	16,241	17,000	759	95.5%	D ✓	-	Q1-2020	Equipment purchased and in use.
26	322 - Fire Protection	1004	Small Equipment Replacement	48,657	25,000	(23,657)	194.6%	D ✓	-	Q4-2020	All 2020 funds spent. Expenses over budget but offset due to \$23,380 of grant funding received from UBCM.
27	322 - Fire Protection	1009	Pumper Rescue Replacement	991,394	986,000	(5,394)	100.5%	D ✓	-	Q4-2020	Pumper received, project completed.
28	447 - Fleet	4009	Fleet Replacement Plan	371,326	1,037,000	665,674	35.8%	Z	525,000	Q2-2021	Of the 9 units scheduled for replacement in 2020, 3 have been replaced, 3 have been awarded and are awaiting imminent delivery, 1 was deferred to 2021 due to ACAP grant timing and 2 were deferred to 2021 due to staff capacity.
29	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	6,080	25,000	18,920	24.3%	Z	18,920	Q1-2021	Several failed cameras were replaced in 2020 however vendor/equipment availability has been impacted due to Covid-19 and remaining camera additions will likely be deferred to 2021.
30	450 - Facilities	4078	Centennial Pool Changehouse Renovations	542,485	296,621	(245,864)	182.9%	D ✓	-	Q4-2020	Works are now substantially complete with only minor mechanical works needed to open for the next operating season. Project faced considerable delays due to Covid-19 material supply and unanticipated subsurface conditions affecting the gutter design.
31	450 - Facilities	4083	CRCC Hydronic Circulating Pump Replacement	-	15,000	15,000	0.0%	Z	-	Unknown	Equipment was re-assessed and replacement has been deferred at this point.
32	450 - Facilities	4084	Museum Roof Replacement & Skylight Repair	-	30,000	30,000	0.0%	Z	30,000	Q1-2021	Consultant awarded, design works in progress. Project was delayed due to Covid-19 due to staff capacity. Engineering work will be completed early 2021 with construction scheduled for 2022.
33	450 - Facilities	4085	Dogwood Operations Centre Master Plan	-	50,000	50,000	0.0%	Z	50,000	Q2-2021	Project deferred to 2021 due to staff capacity relating to Covid-19.
34	450 - Facilities	4086	City Hall Storefront Door Replacement	7,446	75,000	67,555	9.9%	D ✓	73,075	Q4-2020	Main entry doors are now installed and project is substantially complete with only minor commissioning and trim work outstanding. Basement entry doors will be replaced imminently.
35	450 - Facilities	4088	Sportsplex Gym Floor Refurbishment	135,028	200,000	64,972	67.5%	D ✓	-	Q4-2020	Project complete. Painting deficiency repaired at contractors expense over Christmas break.
36	450 - Facilities	4089	Sportsplex Gym Movable Wall	319,863	425,000	105,137	75.3%	D ✓	-	Q4-2020	Project complete.
37	532 - Roads	6020	Traffic Control Upgrades - 13th/Dogwood	11,221	210,000	198,779	5.3%	Z	206,373	Q1-2021	Contractor to be complete by March 2021.



APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)

STATUS		
On Schedule	A	Not Started
	B	Planning
Possible Delay	C	In Construction
	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
38	532 - Roads	6026	Asphalt Overlays - Charleville/Detweiler/Quinsam	504,931	500,000	(4,931)	101.0%	D ✓	-	Q4-2020	Project complete.
39	550 - Storm Drains	6501	Drainage Improvements - 6th Ave East of Alder, Homewood/Nunns	14,050	400,000	385,950	3.5%	Z	-	Q3-2021	Delay due to technical challenges to undertake this project. Work to be delayed until 2021.
40	550 - Storm Drains	6503	Shoreline Outfall Upgrades	-	35,000	35,000	0.0%	Z	-	Q3-2021	Delayed work - to be partially completed in 2020. Other works to be continued in 2021. Re-budgeted as part of Storm System Renewals approved capital project.
41	550 - Storm Drains	6505	6th Avenue Storm Drains	-	200,000	200,000	0.0%	Z	-	Q3-2021	Delay due to technical challenges to undertake this project. Work to be delayed until 2021.
42	580 - Sewer	5006	Norm Wood Environmental Centre Upgrades	116,908	1,580,249	1,463,341	7.4%	C	1,463,341	Unknown	Project plan updated. Detailed design advancing and anticipate tender for construction late Q3 - 2021.
43	580 - Sewer	5020	Sewer Main Replacement - 2018	13,148	25,000	11,853	52.6%	D ✓	11,853	Q3-2020	Maintenance period.
44	580 - Sewer	5024	Sewer Facility Renewal	267,023	295,774	28,751	90.3%	C	28,751	Q4-2020	Still waiting for a second quote for Lift station #17 siding job. LS #11 Biofilter design is now at 90% design review stage. All other work was completed in 2020
45	580 - Sewer/590 - Water	5029	SCADA Communication Equipment Rehabilitation	64,327	70,233	5,906	91.6%	C	5,907	Q1-2021	Will be completed by Q1 - 2021 due to COVID delays.
46	580 - Sewer	5801	Sewer Main Rehabilitation	592,909	1,000,000	407,091	59.3%	D ✓	211,000	Q3-2020	Complete and in maintenance period.
47	590 - Water	7025	WM Cathodic Protection	51,569	112,040	60,471	46.0%	D ✓	-	Q4-2020	Project is complete.
48	590 - Water	7026	Fire Hydrant Renewal	13,349	50,000	36,651	26.7%	D ✓	-	Q4-2020	Annual project completed.
49	590 - Water	7027	Water Service Renewal	36,187	50,000	13,813	72.4%	D ✓	-	Q4-2020	Annual project completed.
50	590 - Water	7036	Watermain Renewal - Fir Street	-	25,000	25,000	0.0%	D ✓	-	Q2-2020	Complete and in maintenance period.
51	590 - Water	7040	Evergreen Reservoir and Instrumentation Upgrades	73,531	989,472	915,941	7.4%	C	915,941	Q2-2021	Anticipated completion in Q2 - 2021.
52	590 - Water	7043	Bathurst/McLean Pressure Reducing Valve Replacement	2,383	21,150	18,767	11.3%	D ✓	18,767	Q2-2020	Complete and in maintenance period.
53	590 - Water	7045	Water Facility Decommissioning	326,271	409,406	83,135	79.7%	C	83,135	Q2-2021	Project in progress, anticipated completion in 2021.
54	590 - Water	7801	Watermain Renewal - Garfield/Painter/Barclay	34	25,000	24,966	0.1%	D ✓	-	Q2-2020	Complete and in maintenance period.
55	590 - Water	7802	Watermain Renewal - Hilchey Rd - Phase 1	773,416	1,050,000	276,584	73.7%	D ✓	276,584	Q2-2021	Complete and in maintenance period.
56	580 - Sewer/590 - Water	8002	Meter Renewal	34,056	50,000	15,944	68.1%	D ✓	-	Q4-2020	Annual project completed.
57	720 - Parks	9011	Willow Point Tennis Courts	63,412	70,000	6,588	90.6%	D ✓	-	Q3-2020	Project completed.
58	720 - Parks	9044	Sign Replacement - Lilelana, Sequoia and Charstate Parks	10,104	15,000	4,896	67.4%	D ✓	-	Q3-2020	Project completed.



**APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)**

STATUS		
On Schedule	A	Not Started
	B	Planning
Possible Delay	C	In Construction
	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
59	720 - Parks	9045	Dick Murphy Fencing Renewal	9,574	10,000	426	95.7%	D ✓	-	Q1-2020	Project completed.
60	720 - Parks	9046	Lilelana and Rotary Park Irrigation	34,436	35,000	564	98.4%	Z	-	Q3-2020	Lilelana and Rotary irrigation upgrade had to be deferred to 2021. Funding for the irrigation strategic upgrades was redirected to the WP turf field project as a new backflow preventer was needed for this project to happen.
Other Capital Projects											
61	213 - IT	2031	Firehall 1 Disaster Recovery Unit	13,842	-	-	100.0%	D ✓	-	Q1-2020	2019 Project completed in Q1 2020.
62	322 - Fire Protection	1011	Fire Hall 1 and 2 Gear Dryers	18,165	51,500	33,335	35.3%	D ✓	-	Q1-2020	Completed and in service.
63	448 - Capital Works	8006	Capital Works Project Management	449,427	449,427	-	100.0%	D ✓	-	Q4-2020	Annual project management completed.
64	450 - Facilities	4048	City Facilities Fall Protection	19,687	167,593	147,906	11.7%	Z	-	Unknown	Project was awarded in Q3 but the contractor subsequently declined the contract citing staffing and supply issues relating to Covid-19. Project has been re-budgeted in 2021.
65	450 - Facilities	4050	Small Equipment	31,891	30,000	(1,891)	106.3%	D ✓	-	Q4-2020	2020 acquisitions included gas powered equipment, traffic safety supplies, barricades, and a line painting machine for joint use by the Roads and Airport departments.
66	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	22,884	50,000	27,116	45.8%	D ✓	-	Q4-2020	2020 projects included light and water reduction projects at a number of facilities including Dogwood Operations Centre, City Hall, and the Museum.
67	450 - Facilities	4061	ERT Materials Transfer Pit Site Improvements	15,280	-	(15,280)	100.0%	D ✓	-	Q1-2020	CFWD from 2019, assessment works now complete. Minor remediation will be planned for in 2021.
68	450 - Facilities	4077	Downtown Outdoor Washroom	153,961	155,345	1,384	99.1%	D ✓	-	Q3-2020	Project complete.
69	450 - Facilities	4079	City Hall Counter Renovations	135,046	122,890	(12,156)	109.9%	D ✓	-	Q3-2020	Project complete.
70	502 - Long Range Planning	8010	580 Dogwood - BC Housing	122,826	454,000	331,174	27.1%	C	449,695	Q1-2021	Project nearing completion. Occupancy granted Feb 1 and final landscaping/site development to be completed.
71	532 - Roads	6001	Cycling Infrastructure	12,443	15,000	2,557	83.0%	D ✓	2,557	Q4-2020	Greenways Loop Project is complete.
72	532 - Roads	6006	Sidewalk Infill - Cheviot from Petersen	96,164	250,000	153,836	38.5%	Z	153,836	Q3-2021	Work moved to 2021.
73	532 - Roads	6007	Transit Bus Shelters	8,331	144,391	136,060	5.8%	Z	136,060	Q1-2021	On going - awaiting contractor to install remaining shelters - to be completed by March 2021.
74	532 - Roads	6017	Pier St. & MHC Entrance Improvements	3,804	-	-	100.0%	D ✓	-	Q1-2020	Complete.
75	532 - Roads	6018	Parking Lot Improvements - Rotary Beach Park	-	25,000	25,000	0.0%	Z	-	Q4-2020	Delayed due to staff and contractor availability.
76	502 - Long Range Planning	6042	Campbelltown Neighbourhood Assn Wayfinding Signage	-	31,400	31,400	0.0%	Z	-	Unknown	Project plan expected to be brought forward to Council for approval.
77	550 - Storm Drains	6504	Nunns Creek/2nd Ave Detention Pond (Quinsam)	-	25,000	25,000	0.0%	Z	-	Unknown	Delayed.
78	570 - Airport	3018	Airside Concrete Parking, Combined Taxi "C" Widening, Approach Lighting & Sign Replacement	51,090	210,000	158,910	24.3%	Z	158,910	Q2-2021	ACAP application being reviewed by Transport Canada. If approved funding may be announced in April 2021.



APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)

STATUS		
On Schedule	A	Not Started
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	D	Completed
Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
79	580 - Sewer	5022	Biosolids Site Management	364,828	710,993	346,165	51.3%	D ✓	346,165	Q4-2020	Complete and in maintenance period.
80	580 - Sewer	5028	Norm Wood Environmental Centre SCADA Upgrades	-	90,000	90,000	0.0%	Z	90,000	Q1-2021	Scope development underway. No project expenses expected for 2020.
81	580 - Sewer	5031	SL-RAT (obstruction locator) Equipment	34,024	40,000	5,976	85.1%	D ✓	-	Q1-2020	Asset purchased and in use in Q1 - 2020.
82	580 - Sewer	5032	Sewer Camera Truck Purchase	493,939	500,000	6,061	98.8%	D ✓	-	Q3-2020	Unit has been purchased.
83	590 - Water	7023	Area D Connection Improvements	-	20,000	20,000	0.0%	Z	-	Q1-2021	Completion in Q1, 2021 as part of 2021 capital plan.
84	590 - Water	7024	Shetland PRV	143,343	156,646	13,303	91.5%	D ✓	13,303	Q3-2020	Maintenance period.
85	590 - Water	7038	Pressure Reducing Valve Abandonment	-	75,000	75,000	0.0%	Z	75,000	Q2-2021	Anticipated completion in 2021.
86	590 - Water	7039	Load Bank Testing Unit	59,845	65,000	5,155	92.1%	D ✓	-	Q3-2020	Project completed.
87	590 - Water	7042	SCADA - Holm Reservoir, Rockland PRV, Willow PRV	25,270	50,000	24,730	50.5%	C	-	Q2-2021	Anticipated completion in 2021.
88	590 - Water	7044	John Hart Pump Station Modifications	63,289	85,296	22,007	74.2%	C	22,007	Q2-2021	Anticipated completion of water department portion by Q2 - 2021.
89	720 - Parks	9001	Greenways Loop Wayfinding & Signage	1,530	15,000	13,470	10.2%	C	13,470	Q2-2021	Balance of project to be completed by Q2 - 2021.
90	720 - Parks	9008	Marine Foreshore Restoration	19,230	30,000	10,770	64.1%	D ✓	-	Q3-2020	Project completed.
91	720 - Parks	9018	Big Rock Boat Ramp	(5,177)	-	-	#DIV/0!	D ✓	-	Q1-2020	Project completed.
92	720 - Parks	9048	Willow Point Skate Park Repairs	124,328	135,000	10,672	92.1%	D ✓	-	Q3-2020	Project completed.
93	720 - Parks	9054	Disc Golf Safety and Asset Upgrades	59,918	60,000	82	99.9%	D ✓	-	Q3-2020	Project completed.
94	720 - Parks	9057	Campbelltown Neighbourhood Assn Parkette Projects	-	75,600	75,600	0.0%	Z	-	Unknown	Project plan expected to be brought forward to Council for approval in spring 2021.
Projects Delayed/Cancelled as a Cost Saving Measure											
95	720 - Parks	9055	Willow Point Lights	-	-	-		Z			
96	213 - IT	2029	CRadvantage Economic and Governance Strategy	-	-	-		X			
97	322 - Fire Protection	1006	#1 Fire Station Replacement	-	-	-		Z			
98	450 - Facilities	4039	Big House Pavilion	-	-	-		Z			



APPENDIX 3
CAPITAL PROJECTS
at December 31, 2020 (Q4)

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Delayed/Cancelled	X	Cancelled
	Z	Delayed

Index	Department	CC1	Project Name	December 2020 (Q4)	2020 Budget	\$ Variance	% Variance	Q4 Status	2021 CFWD	Estimated Quarter Asset in Service	Comments as at Feb 5 2021
99	450 - Facilities	4064	Council Chambers Accessibility Improvements	-	-	-		Z			
100	532 - Roads	6028	Cypress Street Improvements	5,553	5,552	(1)		Z			
101	532 - Roads	6034	Willis Road Pedestrian Upgrades - Carolyn to Hwy 19	233	232	(1)		Z			
102	720 - Parks	9015	Nunn's Creek Master Plan	-	-	-		Z			
103	570 - Airport	3024	Airport Condition Assessment	-	-	-		Z			
104	213 - IT	2016	GIS Orthophotos	-	-	-		Z			
105	213 - IT	2030	Operations Management Software Planning & Replacement	-	-	-		Z			
106	450 - Facilities	4080	Sportsplex Rehabilitation & Expansion Project	-	-	-		Z			
107	450 - Facilities	4090	Sportsplex - Public Consultation	-	-	-		Z			
108	740 - Recreation & Culture	9900	Recreation Equipment	-	-	-		X			
109	740 - Recreation & Culture	9909	Sportsplex Chair and Dollies	-	-	-		X			
110	213 - IT	2033	Council Chambers Sound System	-	-	-		Z			
111	532 - Roads	6008	LED Light Conversion	11,175	11,175	(0)		Z			
112	532 - Roads	6012	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	14,527	7,650	(6,877)		Z			
113	570 - Airport	3021	Equipment Shelter	-	-	-		X			
114	570 - Airport	3022	Public Parking Lot Lighting Upgrade	-	-	-		X			
115	570 - Airport	3023	Runway De-icing Trailer	-	-	-		Z			
116	570 - Airport	3025	ATB HVAC - Assessment	-	-	-		X			
117	590 - Water	7033	Water Department Temporary Location	-	-	-		Z			
TOTAL				20,570,654	34,304,378	13,746,193	60.0%		12,724,171		

*2020 budget as approved.



Financial Statements



The enclosed audited financial statements present the City's financial position as at December 31, 2019 and are prepared as prescribed by Canadian public sector accounting standards and pursuant to sections 98 and 167 of the British Columbia Community Charter.



Alaina Maher
**Director of Finance/
Chief Financial Officer**

Report from the Director of Finance/ Chief Financial Officer & Controller

July 31, 2020

We are pleased to present the City of Campbell River's audited consolidated financial statements for the year ended December 31, 2019, as well as detailed information concerning the financial position of the City.

The City's independent external auditors, MNP LLP, have audited the City's financial statements in accordance with Canadian generally accepted auditing standards and have issued an unqualified opinion on the City's 2019 financial statements. As expressed in the audit report, it is MNP LLP's opinion that the City's financial statements present fairly in all material respects, the financial position of the City of Campbell River as at December 31, 2019, and the results of the operations and its cash flows for the year then ended are in accordance with Canadian public sector accounting standards.

Although the City relies on the standards and expertise of the City's external auditors, the financial statements are the responsibility of management, which includes the oversight of strong internal controls for reliability purposes, accuracy, and to ensure City assets are safeguarded. Management is also responsible for ensuring the City remains fiscally prudent and financially sustainable through the ongoing oversight of all financial affairs for the City. The City's 2019 financial statements have been prepared by City staff in accordance with generally accepted accounting principles, as prescribed by Canadian Public Sector Accounting Standards, pursuant to Sections 98 and 167 of the Community Charter.

Financial Statement Highlights

The City ended the year with a \$15.2 million increase to accumulated surplus, for a total of \$319.8 million in 2019. The accumulated surplus represents the net value of the City (the City's overall net assets, not just cash). This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City's net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$15.2 million increase represents the economic resources gained by the City in 2019, which is mainly a result of the net increase to capital infrastructure/contributed assets in the year and related capital funding. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades. Revenues of \$79.1 million were higher than 2018 by approximately \$8.4 million which is attributable to an increase in development within the City. The increase from the prior year is from additional contributed TCA (assets provided to the City by developers), which is a result of increased development in the City and includes assets such as sidewalks, roads, streetlights, sewer, and water lines to the new residential properties.

Overall the City's expenses were approximately \$2.1 million over budget. The variance from the budget during the year is attributable to the settlement of a legacy agreement with the RCMP and the City taking a significant write-down on the old ultraviolet water treatment facility that is no longer in use. The majority of departments' actual results for the year are consistent with the 2019 financial plan.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2019 Financial Plan. The year-end results also demonstrate that the City's financial position continues to increase with a focus on reinvestment in infrastructure through stable tax and user fee increases. These stable increases are a key component of the City's Financial Stability & Resiliency Policy which ensures funding is available to maintain and upgrade the City's significant infrastructure across the City. This framework establishes guidelines for how the City will acquire and manage a portfolio of financial and physical assets to ensure that the City's current and future needs are of our community are met.

Forward Facing

The City is committed to continually improving its financial position to ensure sustainable service today and in the future. The City is undertaking various initiatives to support this by:

- The Financial Stability & Resiliency Policy establishes a long-term framework that focuses on providing ongoing stable funding, without the need for large tax increases in any one year. This provides stability to the City, while maintaining services, providing for modest service enhancements and investing in critical infrastructure. Under the City's budget parameters, the annual tax rate increase will be between 2% to 3.5%, which provides funding to maintain base service inflationary increases, provide incremental service level increases to meet the needs of the growing community, and allocate funds to capital reserves to ensure ongoing maintenance and upgrade of infrastructure including roads, facilities, fleet, and fire.
- By maintaining a fair and equitable property tax policy. This policy strives to maintain tax rates for all classes within the provincial average and each class is allocated the same tax percentage increase, unless realignments are required. Any realignments are phased in and occur over a multi-year period to reduce volatility for taxpayers. Building a sustainable utility rate structure with rates approved for five-years ensures adequate funding to maintain services, and upgrade infrastructure as required under the ten-year capital plan.
- Taxing 0.60% or \$211,000 to invest in critical infrastructure to ensure ongoing replacement and renewal of critical infrastructure.
- The City is in the process of developing an asset management investment plan (AMIP) to have a better understanding of the life-cycle costs of infrastructure and to fully integrate into financial planning. This will also provide a comprehensive understanding of the City's asset inventory, condition and replacement/renewal needs for City assets. The AMIP will not only provide a comprehensive framework for guiding long-term decision making for funding needs, it will support evidence based decision making when investing in critical infrastructure.
- The City is committed to improving asset management practices by developing standard operating procedures and a corporate wide asset management plan.
- Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- Reviewing development cost charges to ensure that development is paying for itself and that projects related to growth are being properly captured and integrated into the financial plan.
- Through the City's reserve policy, the City is maximizing the use of its resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and service enhancements. While the City is focused on asset renewal, funds are allocated in the financial plan to strategic initiatives that continue to enhance service levels to meet community demand/needs and that align with Council's strategic plan.

Campbell River continues to be an attractive place to live, work and play, resulting in growing development across the community. Key strengths of the current economy are reflected in a solid mix of residential, commercial and industrial opportunities that continue to attract new investment and people. Strong community growth translates into increased revenue and property assessments, which has generated and will continue to generate additional funding for City services and projects. Increased growth can also create substantial challenges in terms of maintaining service levels and meeting a growing demand for new services. The City's 10-year financial plan helps to mitigate this by planning for incremental growth in service levels with a need for increased fire, RCMP, development and various other City services. It also demonstrates the need for even longer-term planning, especially with asset management and the maintenance of critical infrastructure through asset renewal and replacement.

The City of Campbell River continues to maintain a strong financial position and is well situated to continue to deliver the over 100 services the City provides. Through the Financial Stability & Resiliency Policy, related financial policies and procedures, and long-term financial planning, the City continues to increase its financial position, and is well positioned to deliver the municipal services residents and businesses expect. Through quarterly financial reporting, year-end financial reporting and the Government Finance Officers Association award-winning budget, the City has a transparent process explaining what the City's priorities are and an accountable decision making process to ensure sustainable service delivery today and in the future.

Working collaboratively, the City is dedicated to its commitment to continually improving its long term financial sustainability as reflected in maintaining service levels, service enhancements, ensuring strong financial policies and processes, prudent management of debt and investment in capital assets and reserves.

Sincerely,



Alaina Maher, CPA, CMA, BCom
Director of Finance/ CFO



Aaron E. Daur, CPA
Controller

Overview of the Financial Statements

The 2019 financial statements provide a summary of the City's financial activity and financial assets, liabilities, and net equity position for the year ended December 31, 2019 with comparatives to the 2018 fiscal year. The financial statements include:

- **Statement of Financial Position** - summarizes year end balances of financial assets, liabilities, non-financial assets, and accumulated surplus.
- **Statement of Operations** - summarizes annual surplus for the year, which consists of revenues earned during the year, expenses incurred, and the estimated usage of tangible capital assets.
- **Statement of Changes in Net Financial Assets** - reconciles the annual surplus for the year to the change in value of net financial assets.
- **Statement of Cash Flows** - summarizes how the City's cash and investments changed during the year, sorted into operating, capital, and financing transactions.
- **Notes and Schedules** - provide additional detail and explanations to assist the reader's understanding and transparency of the City's financial results.

Statement of Financial Position

The Statement of Financial Position provides a summary of the City's economic resources available to meet its obligations and to provide services. By continuing to grow its net financial assets and improve its financial position from the prior year, the City strengthens its ability to meet its demands.

Financial assets have increased to \$98 million from \$93 million in 2018; this is primarily a result of an increase in cash and investments and accounts receivables. Financial liabilities for the City have also increased from the prior year; total liabilities increased from \$49 million in 2018 to \$53 million in 2019. This can mostly be attributed to increases in liabilities associated with increased development within the City of Campbell River.

During 2019 the City converted \$4.8 million of short term debt to long term debt. The City's total debt balance declined from \$13 million in 2018 to \$12.5 million in 2019. The short term debt that was converted to long term debt was originally acquired to help fund the significant multi-year water supply capital project and leverage over seventy-five percent of the funding for this project from BC Hydro, as the project itself is a result of the John Hart dam upgrade.

Non-financial assets are primarily comprised of the City's capital infrastructure and have increased to \$274 million in 2019 from \$260 million in the prior year. In 2019, \$10.2 million of assets were contributed to the City through new subdivisions, an increase of nearly \$7 million over 2018. It is important to note that the City invested \$15.3 million in capital renewal and enhancement projects in 2019, which helps to address the infrastructure deficit that the City, as well as many Canadian municipalities, are currently facing.

Following public sector accounting standards, the City amortizes its existing infrastructure over their estimated useful lives, which decreases the net book value of the City’s assets over time; the amortization expense for 2019 was nearly \$10 million and is similar to the 2018 expense. In order to maintain the City’s net infrastructure balance in core assets, the City must continue to invest in annual capital projects and infrastructure renewal projects.

The City’s Financial Stability & Resiliency Policy directs a portion of the annual tax increase approved in the ten-year Financial Plan to capital funding to ensure sustainable service delivery and ongoing investment in maintaining the City’s infrastructure. This funding will also help to mitigate the City’s infrastructure deficit.

The accumulated surplus or net equity position of the City is \$320 million for 2019 as compared to \$305 million in 2018. This \$15 million annual surplus increase is mainly a result of the \$14 million increase in tangible capital assets (TCA) for fiscal 2019 as discussed above. The accumulated surplus represents the net value of the City (the City’s net assets, not just cash).

This includes unappropriated surplus to meet cash flow needs, reserves to fund infrastructure improvements projects and strategic initiatives, and the City’s net value of infrastructure assets that provide service levels to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology.

Unappropriated surplus (all funds)	\$ 6,050,000
Reserves	51,745,067
Investment in tangible capital assets	<u>262,059,540</u>
Accumulated Surplus	<u>\$ 319,854,607</u>

Statement of Operations

The statement of operations summarizes the financial activities or revenues and expenses for 2019 as compared to both budget and the prior year. The financial statements are prepared in accordance with Canadian Public Sector Accounting Standards and as such, the presentation is significantly different from that presented in the Financial Plan. The Financial Plan presents the operating and capital plans separately, whereas the Financial Statements combine these funds. Revenues on the statement of operations include taxes, sales of service, grants and other revenues that fund the capital plan, as well as user fee revenues that are allocated to reserves for future capital projects for sewer and water utilities. Total revenues for 2019 were \$79 million, which was higher than the prior year and budget by approximately \$8 million. The main variance from budget is in contributed TCA (assets provided to the City by developers), which is a result of increased development in the City and includes assets such as sidewalks, roads, streetlights, sewer, and water lines to the new residential properties.

Total expenses for 2019 were nearly \$64 million as compared to a budget of approximately \$62 million and 2018 expenses of \$58 million. The variance between actual results and the 2019 budget is attributable to the settlement of a legacy agreement with the Government of Canada. Overall the majority of Departments were on budget with minor variances from the financial plan approved by Council for 2019.

The annual surplus represents the economic resources gained by the City in 2019. As noted on the statement of financial position, the annual surplus of \$15.2 million is mainly a result of the net increase to capital infrastructure in the year and related capital funding shown on this statement. The City has also been incrementally increasing sewer and water utility reserves to fund future planned capital projects and infrastructure upgrades. In 2019 there was significant expenditure from the sewer reserve for large projects, including the Larwood-Erickson sewer upgrade and waterfront sewer forcemain.

Net decrease in unappropriated surplus	\$ 3,544
Net increase in tangible capital assets	14,743,426
Net increase in general reserves	<u>371,247</u>
Net increase in statutory reserves	<u>564,488</u>
Net decrease in airport reserve	<u>(104,624)</u>
Net decrease in sewer reserve	<u>(1,236,599)</u>
Net increase in water reserve	881,914
Total increase (annual surplus)	<u>\$ 15,223,396</u>

The \$15.2 million of annual surplus includes a \$641,481 of general operating surplus, which is comprised of the following:

Investment interest & other income higher than budget	1,341,341
Loss on disposal of tangible capital assets	(46,126)
Materials and contracted services expenses over budget	(385,000)
Settlement of legacy agreement with Public Safety Canada	<u>(806,636)</u>
Recreation and Culture Revenues over budget	75,000
Development Services revenue over budget	407,000
General Government revenues over budget	143,000
Other miscellaneous items	(87,098)
2019 General Operating Surplus	<u>\$641,481</u>

As summarized above, the annual operating surplus resulted from a combination of higher revenues and lower department expenditures. As part of the City's Financial Stability & Resiliency Policy through the waterfall system, the \$641 thousand general operating surplus is flowed into the Financial Stabilization Reserve to fund emerging risks and/or liabilities the City may incur in any one year. Additional funding over the Financial Stabilization Reserve maximum threshold then flowed into to capital reserves to fund the 2020-2029 capital plan, which included asset renewal and numerous upgrades and maintenance projects required across the City to maintain service levels for facilities, furniture and equipment, fleet, fire, and roads infrastructure.

Statement of Changes in Net Financial Assets

The statement of changes in net financial assets highlights the City's acquisition of tangible capital assets increased from \$17.5 million in 2018 to \$25.5 million in 2019. The change from the prior year is largely attributable to significant growth in the City which resulted in the City receiving \$10.2 million in contributed assets from developers (2018 - \$3.3 million) for new subdivisions including roads, streetlights, storm drain, water and sewer lines. The City receives these assets and then has to maintain and upgrade them in the future.

The City continues to invest in its infrastructure to maintain service levels across the City. During 2019 the City of Campbell River spent \$15.3 million on capital renewal and enhancement projects.

The City's overall net financial assets increased \$1.1 million from 2018; the balance is \$44.9 million up from \$43.7 million in 2018.

Statement of Changes in Cash Flows

The statement of Changes in Cash Flows identifies an increase in cash and investments of \$3.3 million; \$87.6 million in 2018 up to \$90.9 million in 2019. The increase in cash in 2019 is largely attributable to the City collecting and additional \$2.5 million of cash associated within development within the City. Cash collections associated with development include deposits/holdbacks as well as development cost charges. Development cost charges will be utilized to upgrade infrastructure in the future as the community continues to grow. Deposits/holdbacks will be returned to developers once the project is completed and all criteria have been achieved to release these funds. The Statement of Cash Flows also highlights the difference between the amount included in the Statement of Operations as amortization of Capital Assets for the period and the amount the City paid to acquire new assets during the year. The City paid \$15.3 million in cash to acquire new assets during the year for the purposes of provided services to residents.



FINANCIAL STATEMENTS

2019 Audited Financial Statements






Financial reporting responsibility for the year ended December 31, 2019.

The preparation and presentation of the Financial Statements is the responsibility of the management of the City of Campbell River. The 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 the Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Financial Statements.



Alaina Maher, CPA, CMA
Deputy Chief Financial Officer



Ron Bowles, CPA, CGA
Chief Financial Officer

Independent Auditor's Report

Independent Auditor's Report

To the Mayor and Council of the City of Campbell River:

Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

Management is responsible for the other information, comprising the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation and fair presentation of the 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.

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

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

Independent Auditor's Report

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Campbell River, British Columbia

July 20, 2020

MNP LLP

Chartered Professional Accountants

MNP

City of Campbell River Statement of Financial Position

As at December 31, 2019

	2019	2018
FINANCIAL ASSETS		
Cash and investments (note 2)	90,898,593	87,586,763
Accounts receivable (note 4)	7,423,817	5,529,421
Inventory held for sale	29,776	60,608
	98,352,186	93,176,792
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 5)	11,053,031	9,920,350
Deposits and holdbacks	4,652,936	3,733,740
Development cost charges (note 6)	12,506,819	10,885,296
Deferred revenue (note 6)	12,738,110	11,769,378
Short-term debt (note 7)	-	4,800,000
Long-term debt (note 8 & schedule 1)	12,527,259	8,319,927
	53,478,155	49,428,691
NET FINANCIAL ASSETS	44,874,031	43,748,101
NON FINANCIAL ASSETS		
Inventory of supplies	393,777	375,302
Prepays	-	71,767
Tangible capital assets (schedule 2)	274,586,799	260,436,041
	274,980,576	260,883,110
ACCUMULATED SURPLUS (note 10)	319,854,607	304,631,211

See Contingent liabilities Note 11.

See Subsequent events Note 18.



Alaina Maher, CPA, CMA
Deputy Chief Financial Officer



Ron Bowles, CPA, CGA
Chief Financial Officer

The accompanying notes are an integral part of these financial statements

City of Campbell River Statement of Operations
For the year ended at December 31, 2019

	2019 Budget (see note 13)	2019 Actual	2018 Actual
REVENUE			
Taxes & parcel taxes (note 12)	33,980,697	34,213,916	32,528,517
Payments in lieu of taxes	635,800	683,089	716,817
Sale of services	24,440,084	25,065,270	24,535,635
Services provided to other governments	1,373,547	1,545,783	1,681,129
Transfers from other governments (note 16)	8,349,371	4,961,949	5,986,445
Investment and other income	528,455	1,869,796	1,536,179
Other revenue	235,145	338,391	262,653
Development cost charges recognized	1,670,000	248,992	152,834
Contributed tangible capital assets	169,000	10,227,164	3,350,027
Loss on disposal of tangible capital assets	-	(46,126)	(72,536)
	71,382,099	79,108,224	70,677,700
EXPENSES			
General government	7,642,205	7,962,897	6,760,561
Protective services	17,698,933	18,506,359	16,572,269
Transportation services	12,267,481	12,442,699	12,000,146
Environmental health services	2,662,361	2,590,889	2,604,117
Public health services	198,671	199,877	148,775
Development services	2,789,740	2,634,950	2,226,581
Parks, recreation and cultural services	8,548,645	8,674,083	8,184,428
Sewer utility services	4,364,126	4,149,424	3,779,109
Water utility services	5,566,014	6,723,650	5,341,630
	61,738,176	63,884,828	57,617,616
ANNUAL SURPLUS	9,643,923	15,223,396	13,060,084
Accumulated Surplus, Beginning of Year	304,631,211	304,631,211	291,571,127
ACCUMULATED SURPLUS (note 10)	314,275,134	319,854,607	304,631,211

See Budget legislative compliance Note 13.

The accompanying notes are an integral part of these financial statements

City of Campbell River Statement of Changes in Net Financial Assets
For the year ended at December 31, 2019

	2019 Budget (see note 13)	2019 Actual	2018 Actual
ANNUAL SURPLUS	9,643,923	15,223,396	13,060,084
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(35,835,545)	(15,315,367)	(14,160,160)
Contributed tangible capital assets	-	(10,227,164)	(3,350,027)
Proceeds on disposal of tangible capital assets	-	90,186	16,119
Loss on disposal of tangible capital assets	-	46,126	72,536
Writedown of tangible capital assets	-	1,515,301	37,241
Amortization	8,905,000	9,740,160	9,381,614
	(26,930,545)	(14,150,758)	(8,002,677)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory of supplies	-	(18,475)	(58,819)
Decrease in prepaids	-	71,767	73,402
	-	53,292	14,583
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(17,286,622)	1,125,930	5,071,990
NET FINANCIAL ASSETS, BEGINNING OF YEAR	43,748,101	43,748,101	38,676,111
NET FINANCIAL ASSETS, END OF YEAR	26,461,479	44,874,031	43,748,101

The accompanying notes are an integral part of these financial statements

City of Campbell River Statement of Cash Flows
For the year ended at December 31, 2019

	2019	2018
OPERATING ACTIVITIES		
Annual surplus	15,223,396	13,060,084
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(70,812)	(100,568)
Contributed tangible capital assets	(10,227,164)	(3,350,027)
Loss on disposal of tangible capital assets	46,126	72,536
Writedown of tangible capital assets	1,515,301	37,241
Amortization expense	9,740,160	9,381,614
Decrease in inventory of supplies	(18,475)	(58,819)
Decrease in prepaids	71,767	73,402
Changes in financial assets and liabilities:		
Accounts receivable	(1,894,396)	167,388
Inventory held for resale	30,832	(25,324)
Accounts payable and accrued liabilities	1,132,681	827,206
Deposits and holdbacks	919,198	(406,569)
Development cost charges	1,621,523	1,329,071
Deferred revenue	968,732	(1,163,843)
	19,058,869	19,843,392
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	90,186	16,146
Acquisition of tangible capital assets	(15,315,367)	(14,160,160)
	(15,225,181)	(14,144,014)
FINANCING ACTIVITIES		
Debt proceeds	-	4,800,000
Debt principal repaid	(521,858)	(414,849)
	(521,858)	4,385,151
INCREASE IN CASH AND INVESTMENTS	3,311,830	10,084,529
CASH AND INVESTMENTS BEGINNING OF YEAR	87,586,763	77,502,234
CASH AND INVESTMENTS, END OF YEAR	90,898,593	87,586,763
INTEREST RECEIVED	1,562,309	1,130,366
INTEREST PAID	525,724	397,407

The accompanying notes are an integral part of these financial statements

City of Campbell River Notes to the Financial Statements

For the year ended at December 31, 2019

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 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 Financial Statements.

1. Significant accounting policies

a) Basis of presentation

The 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 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. All inter-fund balances and transactions are eliminated.

The Cemetery Trust Funds administered by the City are specifically excluded from the 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. The accrual basis of accounting recognizes expenses as they are incurred and become measurable based upon receipt of goods or services and/or creation of a legal obligation to pay.

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 12) are not included in these financial statements.

ii) Sale of services

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

City of Campbell River Notes to the Financial Statements

For the year ended at December 31, 2019

iii) Transfers from other governments

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

iv) Other revenue

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

v) Development cost charges and other deferred revenues

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

e) Cash and investments

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2019.

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 2.66% to 5.00% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

g) Financial instruments

The City's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities, deposits and holdbacks, short-term and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for 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.

City of Campbell River Notes to the Financial Statements

For the year ended at December 31, 2019

h) Non-financial assets

The City's non-financial assets consist of inventory of supplies, prepaids, and tangible capital assets. Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

i) Tangible capital assets

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use.

The estimated useful lives that the City uses to amortize its tangible capital assets are:

Asset	Useful life (yrs)
Land	N/A
Buildings	7-60
Furniture, machinery & equipment	3-50
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water infrastructure	20-60

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions of tangible capital assets are recorded at fair value at the date of contribution.

ii) Inventory

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

i) Use of estimates/measurement uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring use of management estimates relate to the useful lives of tangible capital assets, determination of employee future benefits, accrual for retroactive wages and the outcome of litigation and claims. Accounts receivable are recorded after considering the collectability of the amounts and setting up an allowance for doubtful accounts, if necessary. Actual results will depend on future economic events and could differ from the estimates. Adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for.

City of Campbell River Notes to the Financial Statements

For the year ended at December 31, 2019

j) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2019.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

2. Cash and investments

	2019	2018
General operating fund	74,698,989	73,092,872
Development cost charges deferred revenue	12,532,602	10,771,077
Capital lending reserve fund	1,707,788	1,907,408
Parks acquisition & development reserve fund	1,307,526	1,158,995
Parkland acquisition reserve fund	497,958	504,712
Other bank investments	153,730	151,699
	90,898,593	87,586,763

The City's investment policy is designed to provide the optimal blend of investment security and rate of return while meeting the operational requirements of the City while maintaining compliance with restrictions imposed by the Community Charter. The investment policy applies to all cash assets of the City not required for immediate operational needs. All current investments are held within the MFA Money Market Fund (MMF) which are accessible within one business day. The monthly average interest rate for the MMF in 2019 was 1.85% (2018 - 1.61%).

3. Trust funds

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

	December 31, 2018	Collections	Expenses	December 31, 2019
CR Municipal Cemetery	325,418	3,354	-	328,772
Elk Falls Memorial Cemetery	241,054	9,724	-	250,778
	566,472	13,078	-	579,550

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

4. Accounts receivable

	2019	2018
Property taxes	1,588,297	1,531,384
Due from other governments	2,093,516	967,747
Other	3,742,004	3,030,290
	7,423,817	5,529,421

Other receivables includes from one customer an amount of \$544,551 (2018 - \$599,580) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

5. Accounts payable and accrued liabilities

	2019	2018
Trade accounts payable	2,001,710	2,750,474
Due to other governments	3,896,562	2,564,046
Accrued liabilities	307,370	449,294
Accrued wages and benefits	4,758,858	4,096,496
Accrued interest	88,531	60,040
	11,053,031	9,920,350

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial woodwaste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2018 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2019 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

Accrued wages and benefits:

	2019	2018
Employee future benefits	1,653,400	1,581,600
Vacation liability	1,354,385	1,329,690
Banked overtime liability	271,065	276,016
Wages and other accruals	1,480,008	909,190
	4,758,858	4,096,496

Employee future benefits:

	2019	2018
Accrued benefit obligation - beginning	1,581,600	1,586,000
Current service cost	129,700	129,600
Interest cost	52,300	47,600
Benefits paid	(143,800)	(98,900)
Recognition of Actuarial loss/gain	33,600	(82,700)
	1,653,400	1,581,600

Discount rate	2.70%	2.90%
Inflation rate	2.50%	2.50%

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

6. Development cost charges and 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 Municipal Affairs and Housing.

The funded DCC's are disclosed as cash and investments in Note 2 and total \$12,532,602 (2018 - \$10,771,077).

	December 31, 2018	Transfers	Collections	December 31, 2019
Development cost charges				
Park development	804,526	9,548	162,093	957,071
Parkland acquisition	628,281	17,175	306,409	917,515
Roads	3,900,558	253,984	526,574	4,173,148
Sanitary sewer	867,042	47,326	279,744	1,099,460
Storm drains	1,241,956	-	100,723	1,342,679
Water	3,442,933	34,960	608,973	4,016,946
	10,885,296	362,993	1,984,516	12,506,819
Deferred revenue				
Future local improvements	2,604,184	57,796	-	2,546,388
Prepaid property taxes	2,351,562	4,468,849	4,952,193	2,834,906
Community Works Fund	3,098,546	1,440,998	2,894,021	4,551,569
Parkland acquisition	524,612	12,521	5,767	517,858
Other	3,190,474	1,734,222	831,137	2,287,389
	11,769,378	7,714,386	8,683,118	12,738,110
	22,654,674	8,077,379	10,667,634	25,244,929

7. Short-term debt

Short-term financing is secured through the Municipal Finance Authority of BC for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate basis at prime less 1.28%. In 2019 the rate averaged 2.55% (2018 - 2.21%). Short-term borrowing was replaced by long-term debt issue #147 in May 2019.

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

8. Long-term debt

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

Year	General	Sewer	Water	Total
2020	120,348	323,145	391,822	835,315
2021	134,312	338,112	415,658	888,082
2022	139,684	348,978	428,127	916,789
2023	145,272	360,200	440,971	946,443
2024	26,965	371,787	454,200	852,952
2025 & thereafter	16,035	3,561,868	4,509,775	8,087,678

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2020	49,453	162,308	216,650	428,411
2021	49,453	162,308	216,650	428,411
2022	49,453	162,308	216,650	428,411
2023	46,877	162,308	216,650	425,835
2024	9,920	162,308	216,650	388,878
2025 & thereafter	6,916	1,265,430	1,760,325	3,032,671

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 11b).

9. 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:

	2019	2018
General	23,362	22,830
Sewer	61,660	12,525
Water	75,494	73,776
	160,516	109,131

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

10. Accumulated surplus

	<u>2019</u>	<u>2018</u>
Unappropriated surplus		
General	4,400,000	4,396,456
Sewer	800,000	800,000
Water	850,000	850,000
	<u>6,050,000</u>	<u>6,046,456</u>
Non-statutory reserves		
General	13,076,969	12,705,722
Airport	440,916	545,540
Sewer	14,816,045	16,052,644
Water	19,683,623	18,801,709
	<u>48,017,553</u>	<u>48,105,615</u>
Statutory reserves		
Capital lending	2,619,988	2,104,031
Parkland acquisition & development	1,107,526	1,058,995
	<u>3,727,514</u>	<u>3,163,026</u>
Investment in tangible capital assets	<u>262,059,540</u>	<u>247,316,114</u>
Total	<u>319,854,607</u>	<u>304,631,211</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.

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less debt or leases outstanding on those assets.

City of Campbell River Notes to the Financial Statements

For the year ended at December 31, 2019

11. Contingent liabilities

a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2018, the plan has about 205,000 active members and approximately 101,000 retired members. Active members include approximately 40,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,889,325 (2018 - \$1,875,948) for employer contributions, while employees contributed \$1,573,052 (2018 - \$1,516,169) to the Plan in fiscal 2019. The City of Campbell River expects to pay \$1,965,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

b) Regional District debt

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District Audited Financial Statements for specific information and detail.

c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2019 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$119,616 (2018 - \$230,103) has been recorded for these claims.

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

12. Property taxation

	2019	2018
Municipal Taxation:		
General municipal property taxes	31,864,875	30,368,917
Local service taxes	88,727	85,206
Parcel taxes	1,733,611	1,554,614
1% utility tax	526,703	519,780
Total municipal taxation	34,213,916	32,528,517
Collections for Other Taxing Authorities:		
BC Assessment Authority	312,868	290,961
Comox Strathcona Regional Hospital District	4,208,781	4,183,915
Comox Strathcona Regional Solid Waste Board	1,469,618	972,306
Municipal Finance Authority	1,463	1,269
Provincial School Levy	16,063,840	15,462,174
Strathcona Regional District	6,280,198	5,893,843
Regional Library	1,537,066	1,460,947
Total collections for other taxing authorities	29,873,834	28,265,415
Payments to other taxing authorities	(29,873,834)	(28,265,415)
Net taxation for municipal purposes	34,213,916	32,528,517

13. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 17, 2018, to the exception of the amounts noted below.

Adjustments to the 2020-2029 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	9,643,923
Adjustments for non-cash item:	
Amortization offset	8,905,000
Debt proceeds	4,629,986
Debt principal repayments	(848,332)
Capital expenses	(35,835,545)
Net transfer from reserves & unappropriated surplus	13,504,968
	-

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

14. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for future lease/rental revenue, E-911 operations agreement and a local area service agreement. The following table summarizes the contractual rights of the City for future assets:

	Lease/Rental Revenue	E911 Dispatch Operations	Local Area Service
2020	214,461	1,333,000	81,353
2021	203,537	1,378,000	81,353
2022	201,350	-	81,353
2023	201,350	-	81,353
2024	183,344	-	81,353
Thereafter, to completion	-	-	244,059
Total Contractual Rights	1,004,042	2,711,000	650,824

15. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

Development services - activities related to economic development, community planning and development.

Parks, recreation & cultural services - activities related to all recreation and cultural services including the maintenance of parks, recreation and fitness programs as well cultural facilities including the museum.

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

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

City of Campbell River Notes to the Financial Statements
For the year ended at December 31, 2019

16. Government transfers

	2019	2018
Federal	<u>3,327,615</u>	3,530,747
Provincial	<u>1,584,334</u>	1,535,698
Regional	<u>50,000</u>	920,000
	<u>4,961,949</u>	<u>5,986,445</u>

17. Comparative figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

18. Subsequent events

In March 2020, the COVID-19 outbreak has caused governments worldwide to enact emergency measures to combat the spread of the virus. These measures, which include the implementation of facility closures, travel restrictions, self-isolation periods, and social and physical distancing, will have a significant impact on the local and global economy. At this time, it is not possible to reliably estimate the length and severity of the COVID-19 outbreak and how it may impact the City's financial results for 2020.

City of Campbell River Financial Statements - Schedule of Long-Term Liabilities
As at December 31, 2019

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2018	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2019
Long-term debt								
General								
3303	Issue #103	23/04/23	5.00	77,870	-	9,713	4,664	63,493
3301	Issue #104	20/11/23	5.00	274,477	-	34,235	16,442	223,800
3302	Issue #104	20/11/23	5.00	200,201	-	24,971	11,992	163,238
3302	Issue #106	10/13/24	4.00	62,952	-	6,668	2,822	53,462
3301	Issue #112	06/10/25	4.00	100,093	-	9,259	3,413	87,421
				<u>715,593</u>	<u>-</u>	<u>84,846</u>	<u>39,333</u>	<u>591,414</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	4.00	242,924	-	22,473	8,283	212,168
3345	Issue #117	10/11/26	3.00	332,447	-	27,418	8,662	296,367
3519	Issue #147	04-09-34	2.66	-	4,800,000	-	-	4,800,000
				<u>575,371</u>	<u>4,800,000</u>	<u>49,891</u>	<u>16,945</u>	<u>5,308,535</u>
Water								
3518	Issue #141	04/07/32	3.00	2,744,077	-	155,923	4,678	2,583,476
3518	Issue #145	04/23/33	3.00	4,300,000	-	231,196	-	4,068,804
				<u>7,044,077</u>	<u>-</u>	<u>387,119</u>	<u>4,678</u>	<u>6,652,280</u>
Accrued actuarial adjustment				<u>(15,114)</u>	<u>-</u>	<u>-</u>	<u>9,856</u>	<u>(24,970)</u>
Total long-term liabilities				<u>8,319,927</u>	<u>4,800,000</u>	<u>521,856</u>	<u>70,812</u>	<u>12,527,259</u>

City of Campbell River Financial Statements - Tangible Capital Asset Continuity
 Schedule - As at December 31, 2019

**CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
 As at December 31, 2019**

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2019	Total 2018
COST							
Opening balance	33,228,595	43,228,877	28,482,938	350,434,293	7,369,934	462,744,637	445,831,286
Additions	12,521	392,339	1,200,261	6,355,137	7,355,109	15,315,367	14,160,160
Contributed tangible capital assets	-	-	-	10,227,164	-	10,227,164	3,350,027
Construction completed	-	38,059	-	2,046,796	(2,084,855)	-	-
Writedowns	-	(1,180,062)	-	(132,799)	(618,070)	(1,930,931)	(37,241)
Disposals	-	(2,691)	(492,729)	(281,909)	-	(777,329)	(559,595)
Closing balance	33,241,116	42,476,522	29,190,470	368,648,682	12,022,118	485,578,908	462,744,637
ACCUMULATED AMORTIZATION							
Opening balance	-	21,955,902	14,657,650	165,695,044	-	202,308,596	193,397,926
Amortization current year	-	879,819	1,265,908	7,594,433	-	9,740,160	9,381,614
Amortization from writedowns	-	(339,270)	(76,360)	-	-	(415,630)	-
Amortization from disposals	-	(1,658)	(396,328)	(243,031)	-	(641,017)	(470,944)
Closing balance	-	22,494,793	15,450,870	173,046,446	-	210,992,109	202,308,596
NET BOOK VALUE	33,241,116	19,981,729	13,739,600	195,602,236	12,022,118	274,586,799	260,436,041
NET BOOK VALUE (2018)	33,228,595	21,272,975	13,825,288	184,739,249	7,369,934		

City of Campbell River Financial Statements - Schedule of Segmented Reporting -
For the year ended at December 31, 2019

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2019

SCHEDULE 3
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
REVENUE												
Taxes & parcel taxes (note 12)	32,401,426	30,896,375	-	-	505,352	337,799	-	-	-	-	76,865	73,689
Payments in lieu of taxes	663,089	716,817	-	-	-	-	-	-	-	-	-	-
Sale of services	522,797	321,545	2,059,569	1,923,153	2,486,696	2,715,606	2,448,993	2,377,319	77,773	52,989	1,813,848	1,661,363
Services provided to other governments	1,052,458	1,123,441	426,470	487,899	-	-	-	-	66,855	69,789	-	-
Transfers from other governments (note 16)	2,973,595	2,078,350	367,922	379,099	1,585,691	3,486,883	20,000	15,285	-	-	20,000	-
Investment and other income	1,812,742	1,214,486	-	-	219	292	-	-	-	-	-	-
Other revenue	-	-	-	-	213,825	193,571	92,800	27,550	-	-	8,159	2,416
Development cost charges recognized	-	-	-	-	222,883	118,790	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	6,696,796	1,469,736	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	66,186	(56,772)	-	-	-	-	-	-
	39,446,097	36,351,014	2,853,961	2,790,151	11,777,648	8,265,905	2,561,793	2,420,154	144,628	122,778	1,918,872	1,737,468
EXPENSES												
Amortization & writedowns	299,543	308,444	332,602	499,394	4,397,448	4,229,938	-	-	9,883	9,030	-	-
Interest & debt issue expenses	69,423	14,789	-	-	51,964	157,369	-	-	-	-	-	-
Operating expenses	1,759,146	911,761	10,134,727	8,761,543	5,589,337	5,237,117	2,476,253	2,503,981	36,809	37,723	1,447,497	1,285,321
Wages & benefits	5,834,785	5,525,567	8,039,030	7,311,332	2,403,950	2,375,722	114,636	100,136	153,185	102,022	1,187,453	941,260
	7,962,897	6,760,561	18,506,359	16,572,269	12,442,699	12,000,146	2,590,889	2,604,117	199,877	148,775	2,634,950	2,226,581
ANNUAL SURPLUS (DEFICIT)	31,483,200	29,590,453	(15,652,398)	(13,782,118)	(665,051)	(3,734,241)	(29,096)	(183,963)	(55,249)	(25,997)	(716,078)	(489,113)

See Note 15 for description of Segment Reporting categories.

City of Campbell River Financial Statements - Schedule of Segmented Reporting -
For the year ended at December 31, 2019

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2019

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services	
	2019	2018	2019	2018	2019	2018	2019	2018
REVENUE								
Taxes & parcel taxes	517,038	512,256	33,500,681	31,820,119	713,235	708,398	-	-
Payments in lieu of taxes	-	-	683,089	716,817	-	-	-	-
Sale of services	1,141,681	1,163,693	10,551,357	10,215,668	6,244,359	6,033,765	8,269,554	8,286,202
Services provided to other governments	-	-	1,545,783	1,681,129	-	-	-	-
Transfers from other governments	(5,249)	25,309	4,961,949	5,984,926	-	-	-	1,519
Investment and other income	-	-	1,812,961	1,214,778	30,175	188,822	26,660	132,579
Other revenue	23,158	39,116	337,942	262,653	449	-	-	-
Development cost charges recognized	-	-	222,883	118,790	26,109	34,044	-	-
Contributed tangible capital assets	-	-	6,696,796	1,469,736	2,068,555	1,478,564	1,461,813	401,727
Loss on disposal of tangible capital assets	-	-	66,166	(66,772)	(23,661)	-	(88,651)	(15,764)
	1,676,628	1,740,374	60,379,627	53,427,844	9,059,221	8,443,593	9,669,376	8,806,263
EXPENSES								
Amortization & writedowns	1,498,068	1,540,118	6,537,544	6,586,924	1,312,675	1,260,373	2,787,172	1,534,317
Interest & debt issue expenses	-	-	121,387	172,158	187,687	39,004	216,650	209,295
Operating expenses	2,870,822	2,685,207	24,314,591	21,422,653	1,634,785	1,430,354	2,005,780	1,900,420
Wages & benefits	4,305,193	3,959,103	22,038,232	20,315,142	1,014,277	1,049,378	1,714,048	1,697,598
	8,674,083	8,184,428	53,011,754	48,496,877	4,149,424	3,779,109	6,723,650	5,341,630
ANNUAL SURPLUS (DEFICIT)	(6,997,455)	(6,444,054)	7,367,873	4,930,967	4,909,797	4,664,484	2,945,726	3,464,633
								15

See Note 15 for description of Segment Reporting categories.



City Scorecard

Work in Progress

City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council's Strategic Plan as well as departmental operational and master plans.



Key Performance Indicators

The scorecard helps illustrate the type of service delivered, set standards and share results. The following key performance indicators are samples of City service measurements.



City Scorecard Highlights 2019

Online Home Owner Grants



42%

Value Projects Awarded



\$11.75M

Number of Revenue Generating Properties



38

Value of Buildings Saved from Fire



\$67M

Total Fire Emergency Calls



2,576

Internal Promotions



34%

Number of Helpdesk Support Requests



5,019

Police Services Annual File Count



16,438

Construction Projects Completed on Budget



100%

DOC # of External Service Requests



2,629

Total Hours Booked on Fields



3,297

Percentage of Sewer Lines Flushed



17.8%

Average Daily Water Consumption Litres Per Capita



400

Bylaw Offences



1,345

Plane Movements



16,648

Recycling in Metric Tonnes



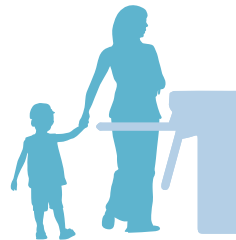
1,234

Eagle Nest Trees



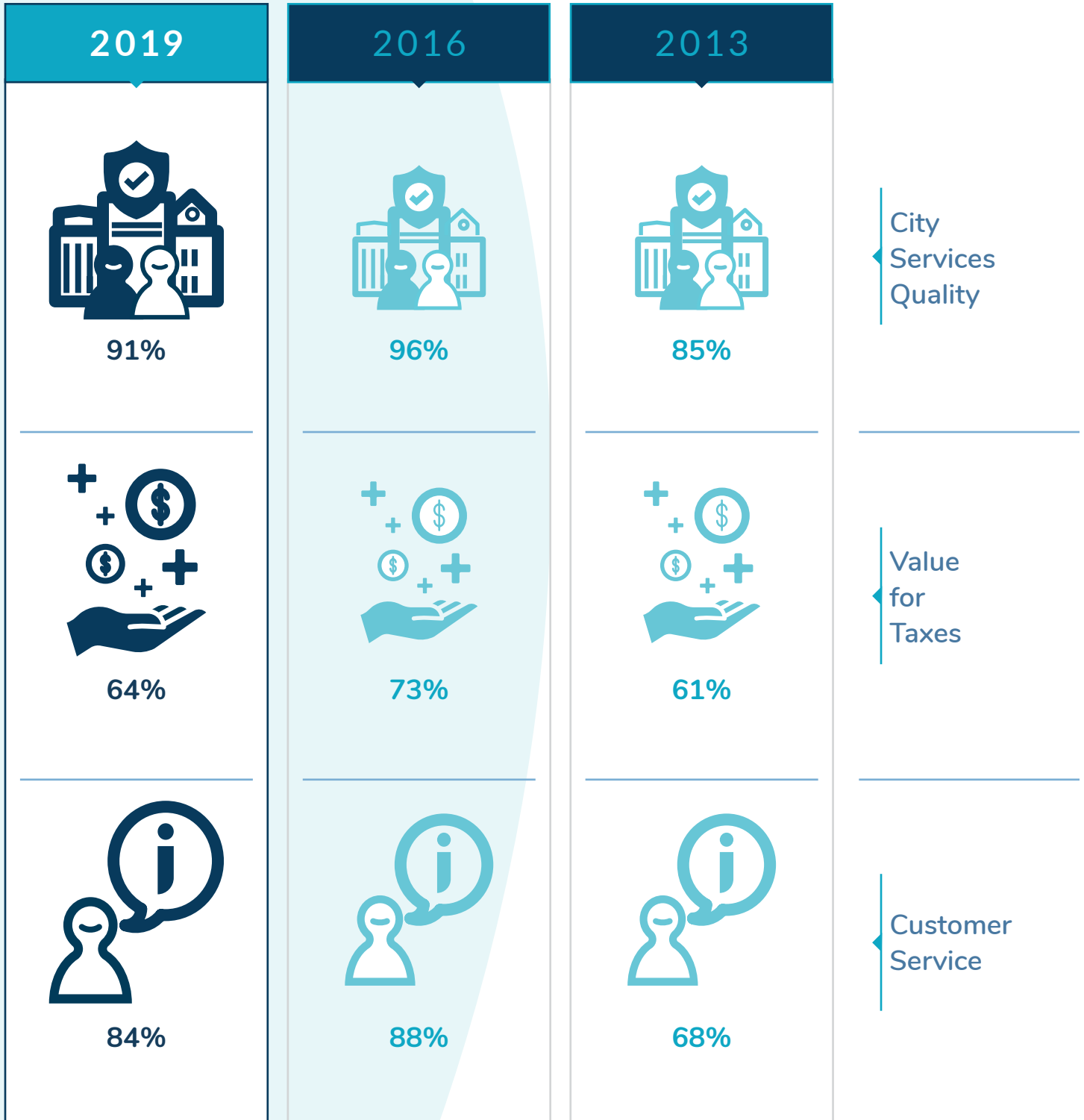
38

Total Recreation Visits

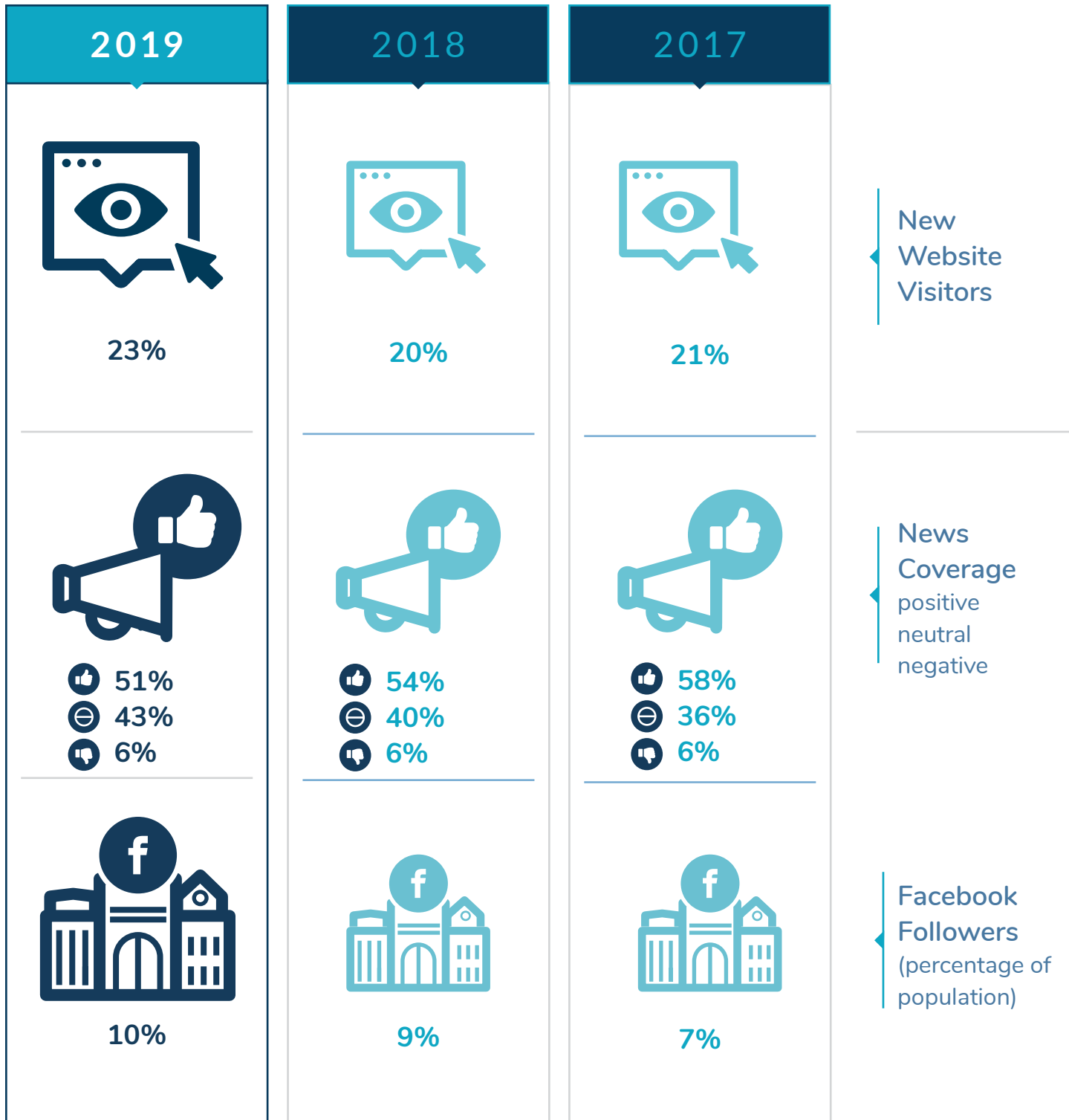


164,993

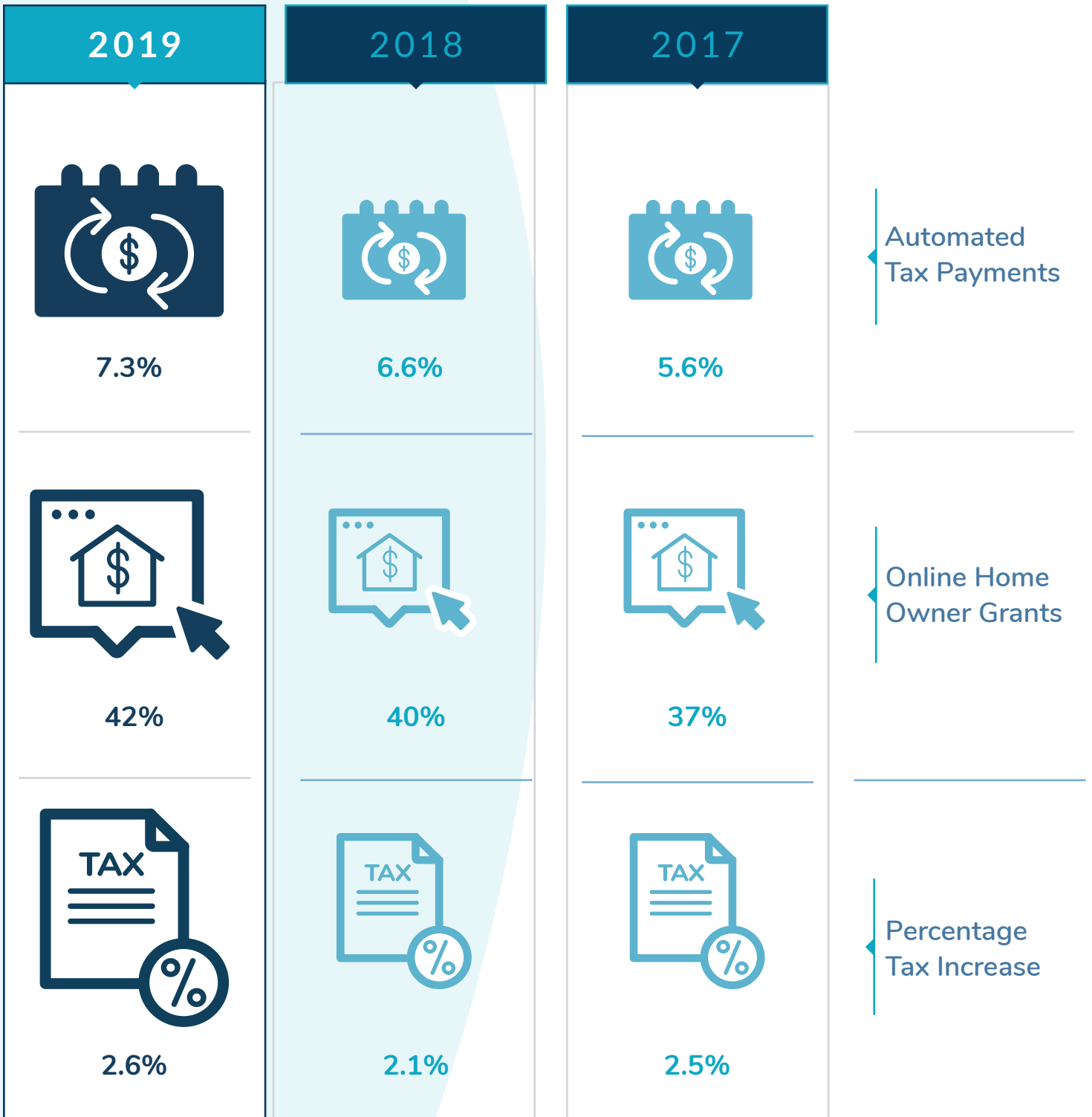
City Manager



Communications



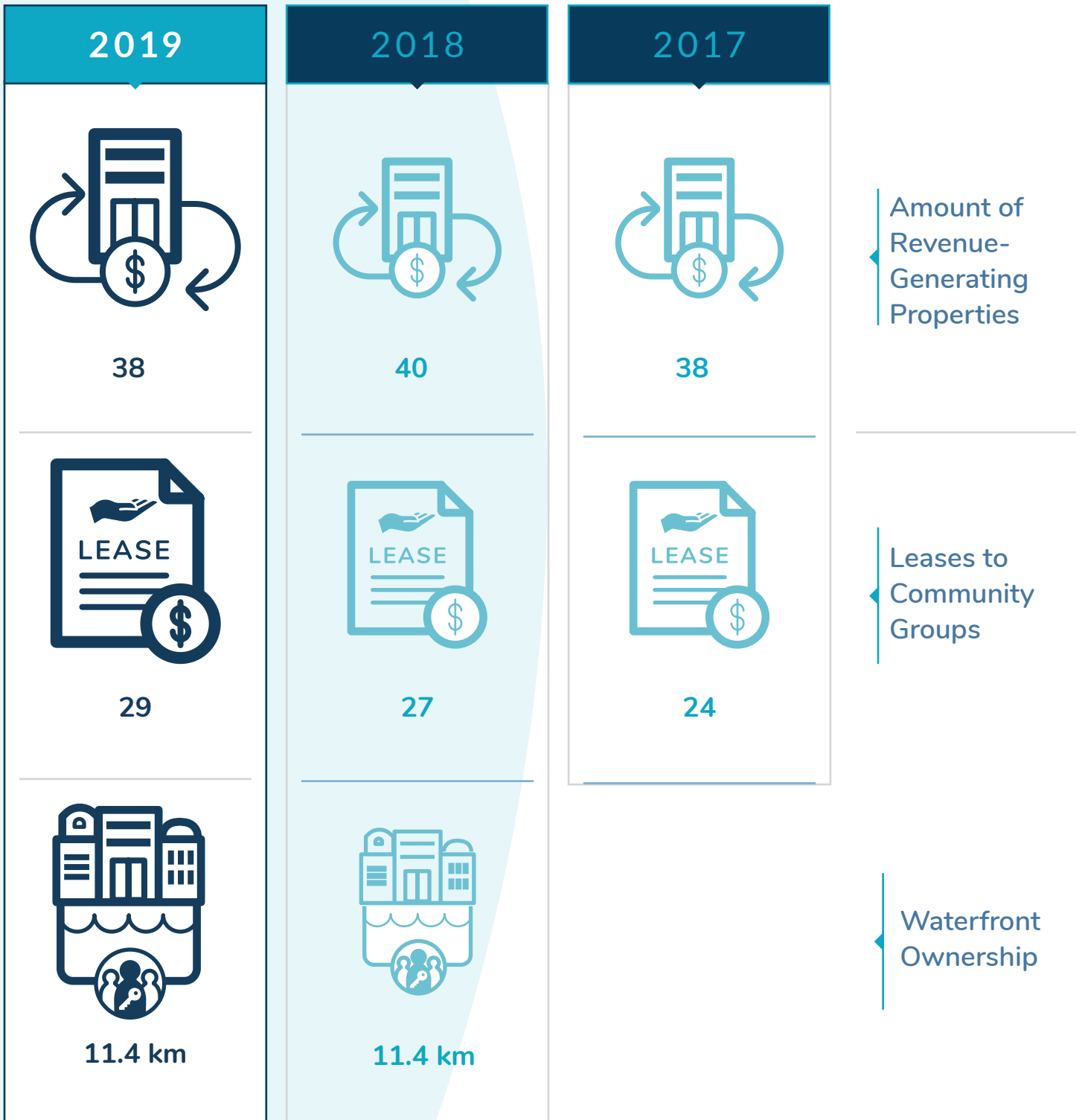
Finance



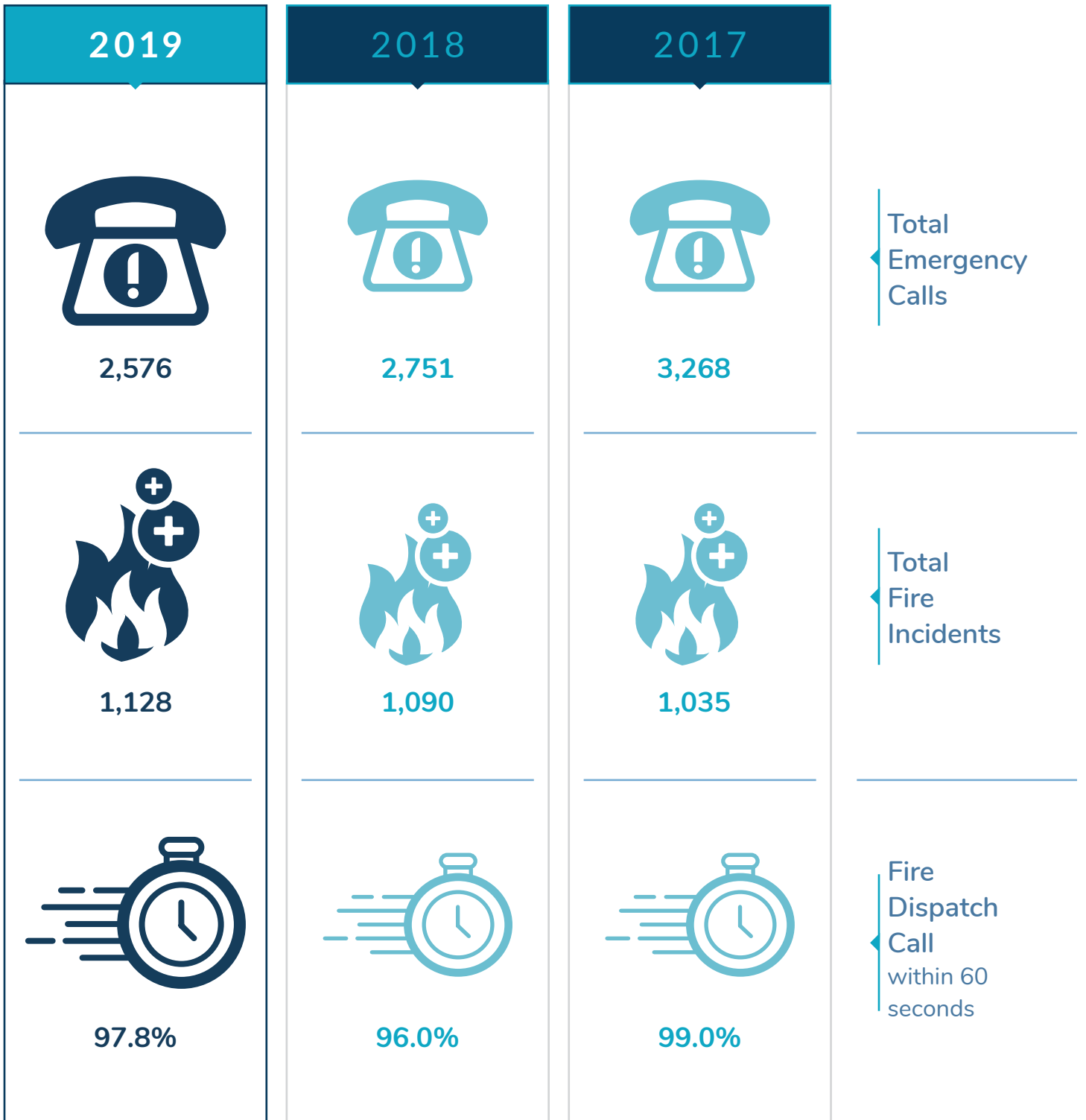
Purchasing



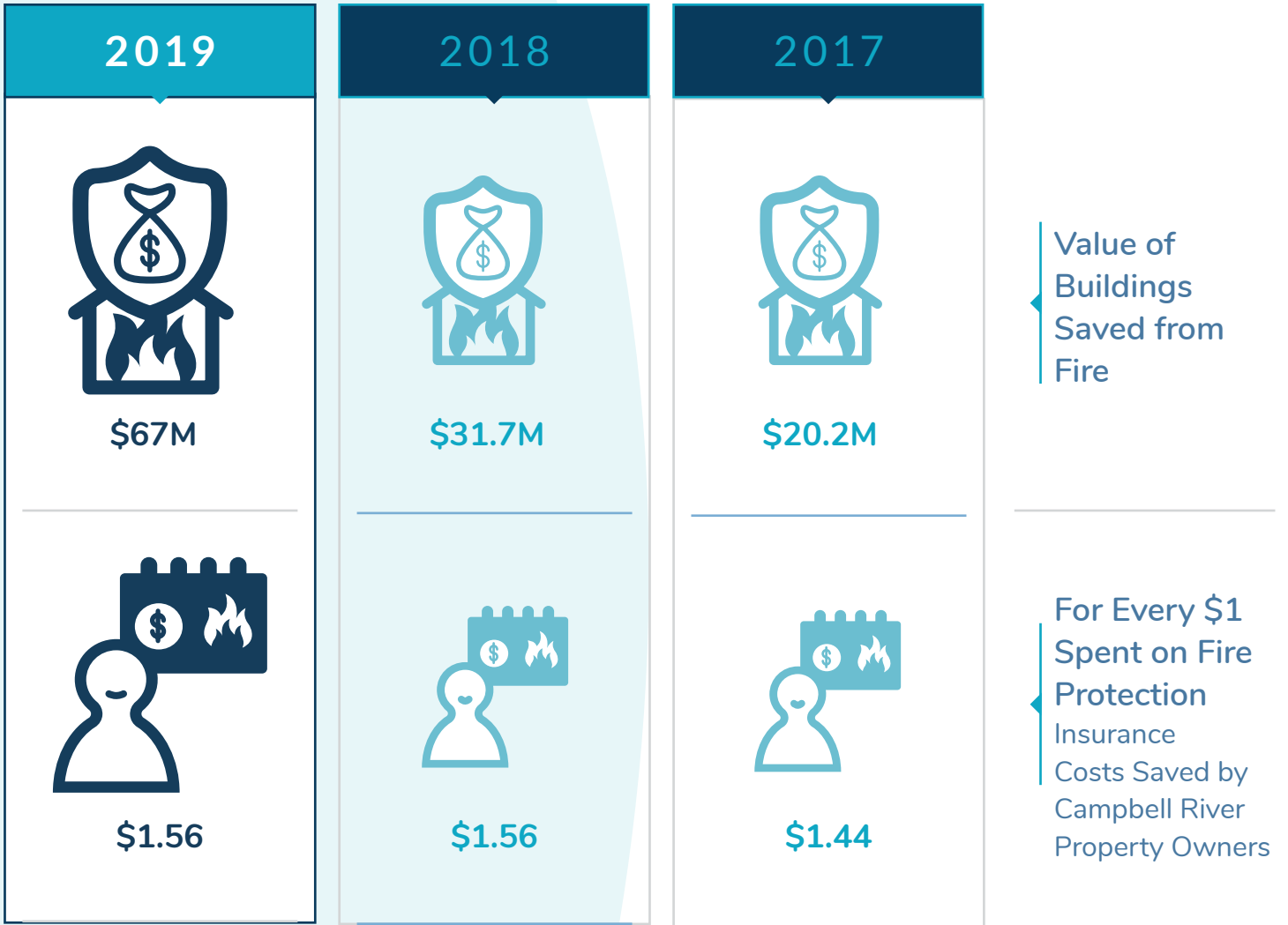
Property Services



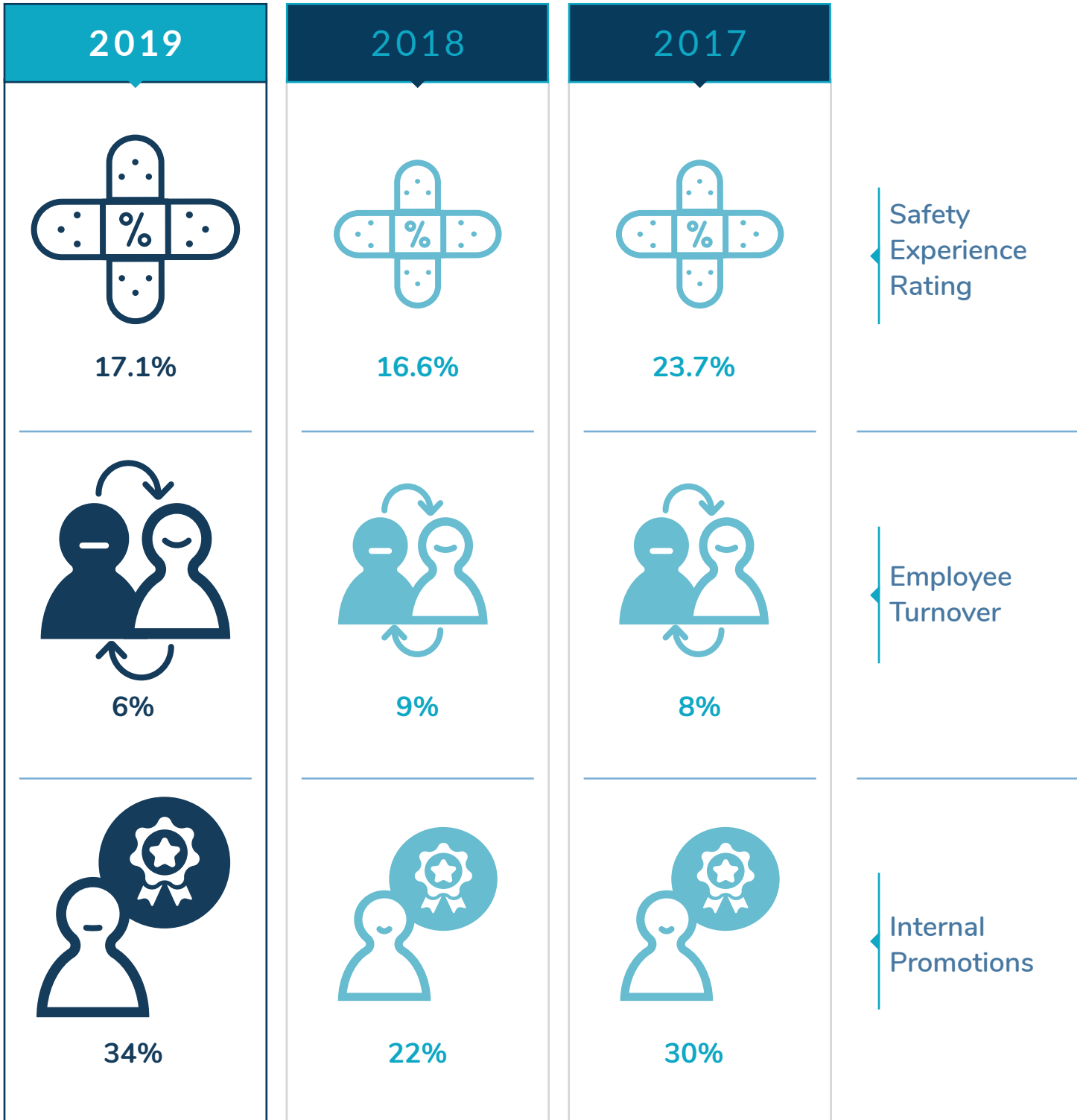
Fire



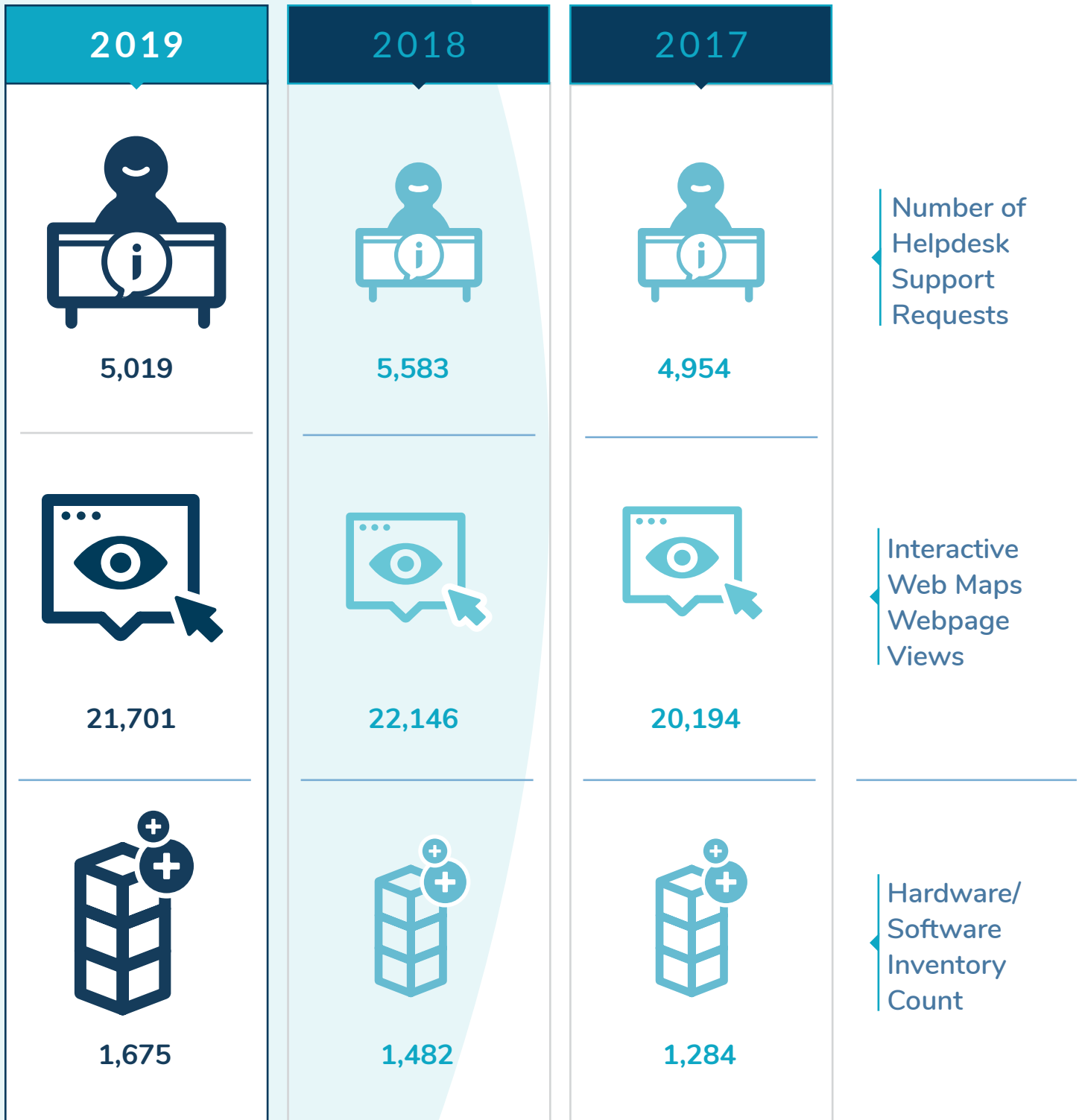
Fire



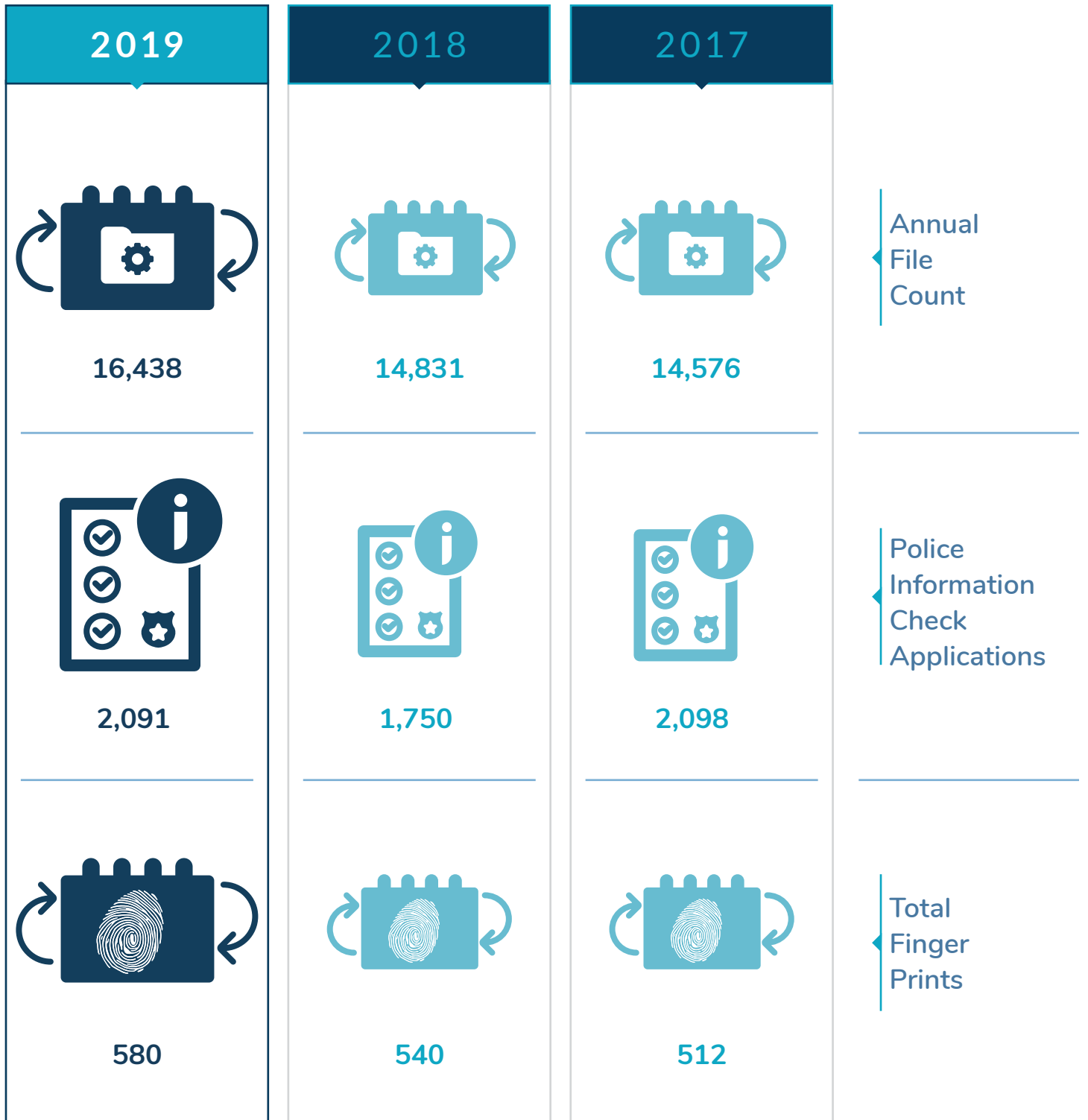
Human Resources



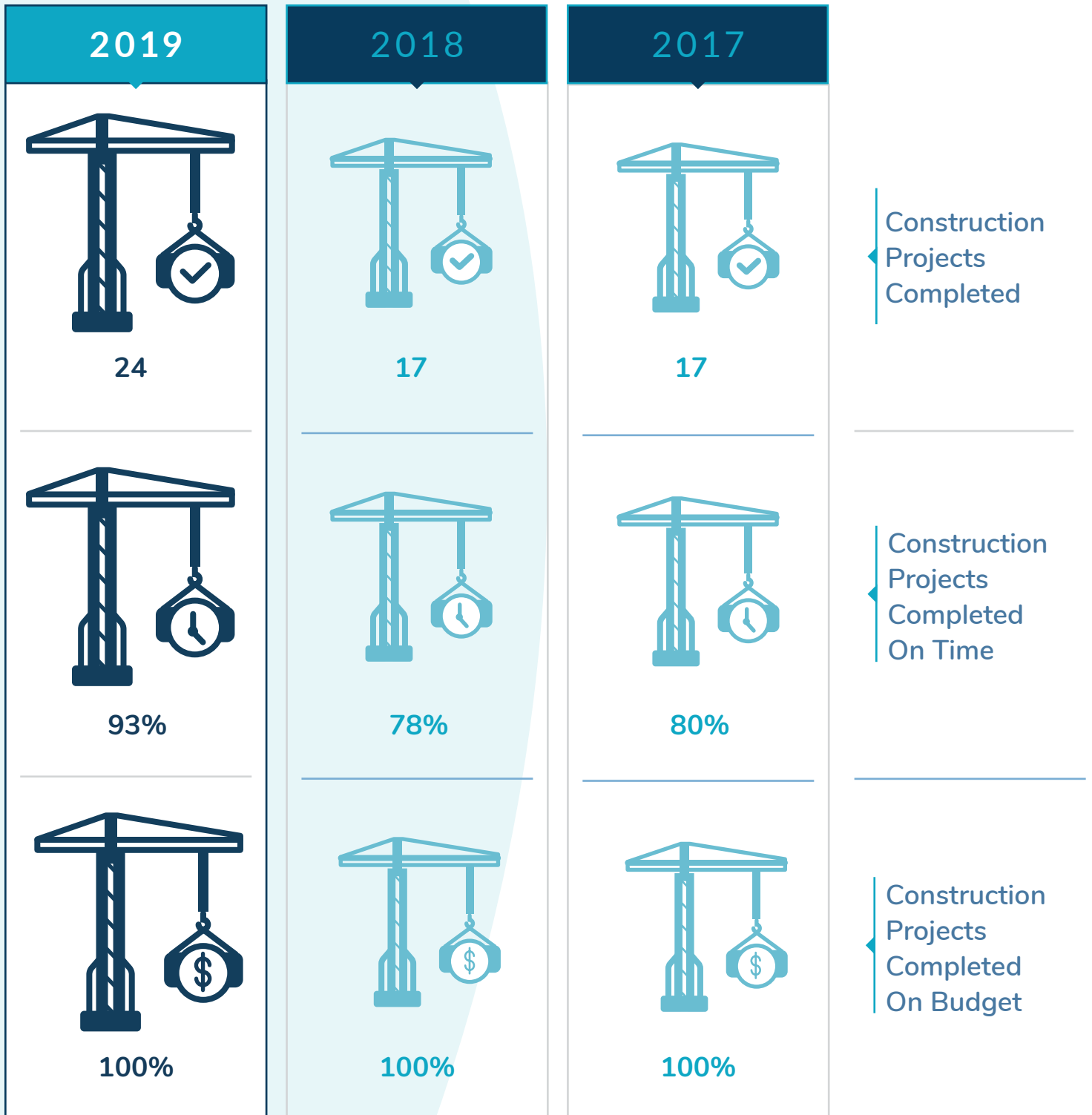
Information Technology



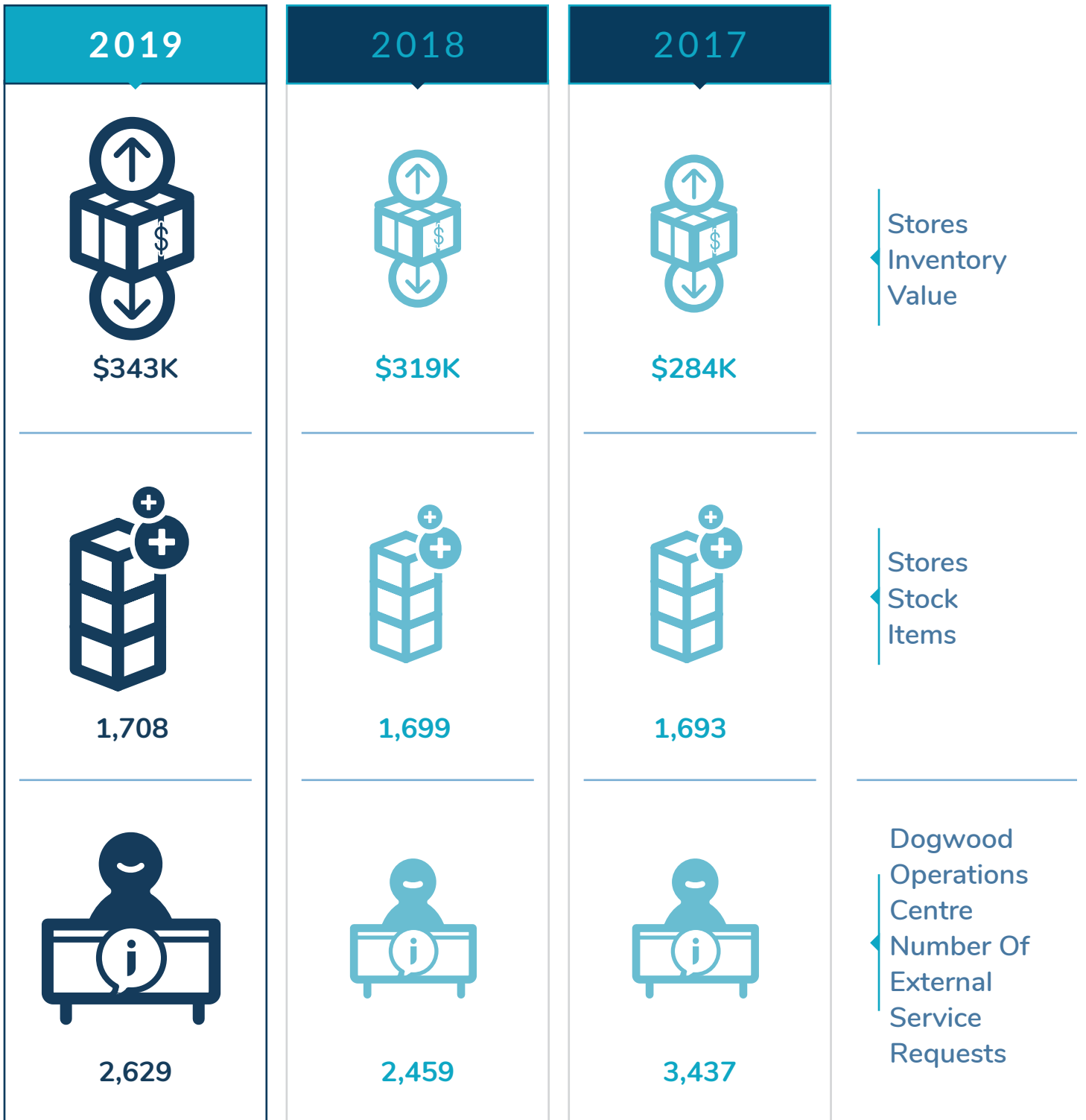
Police Services



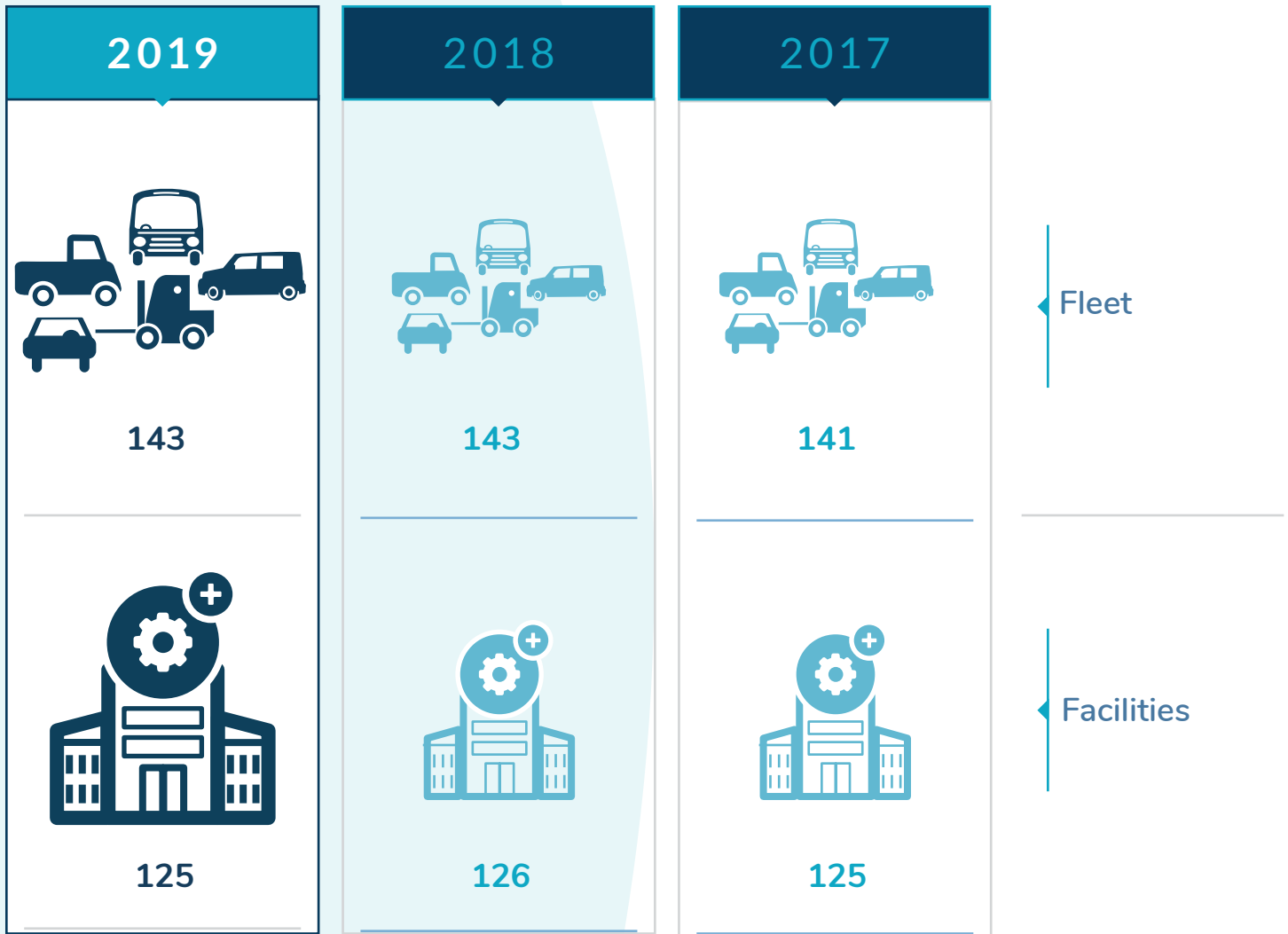
Capital Works



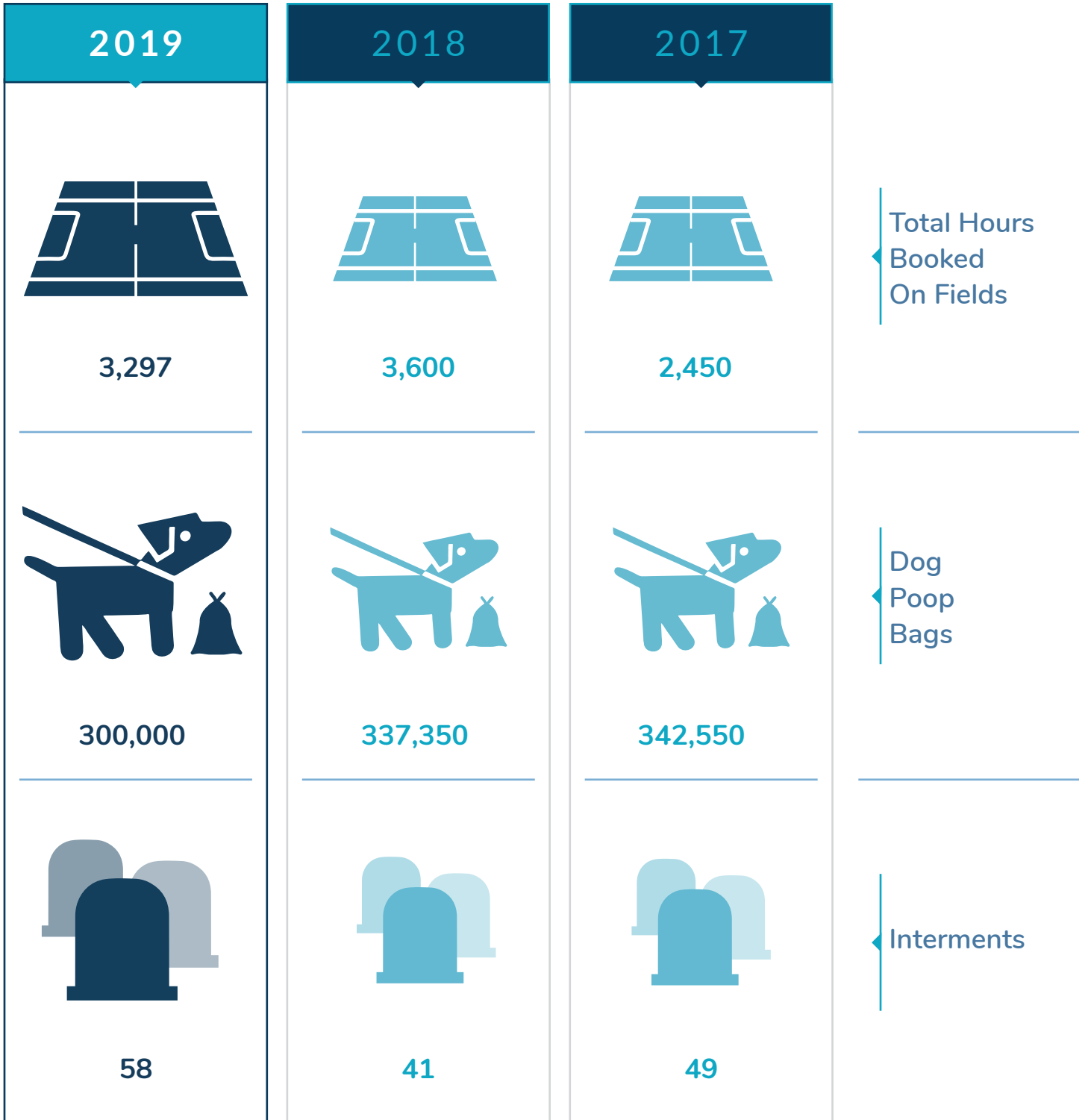
Fleet & Facilities



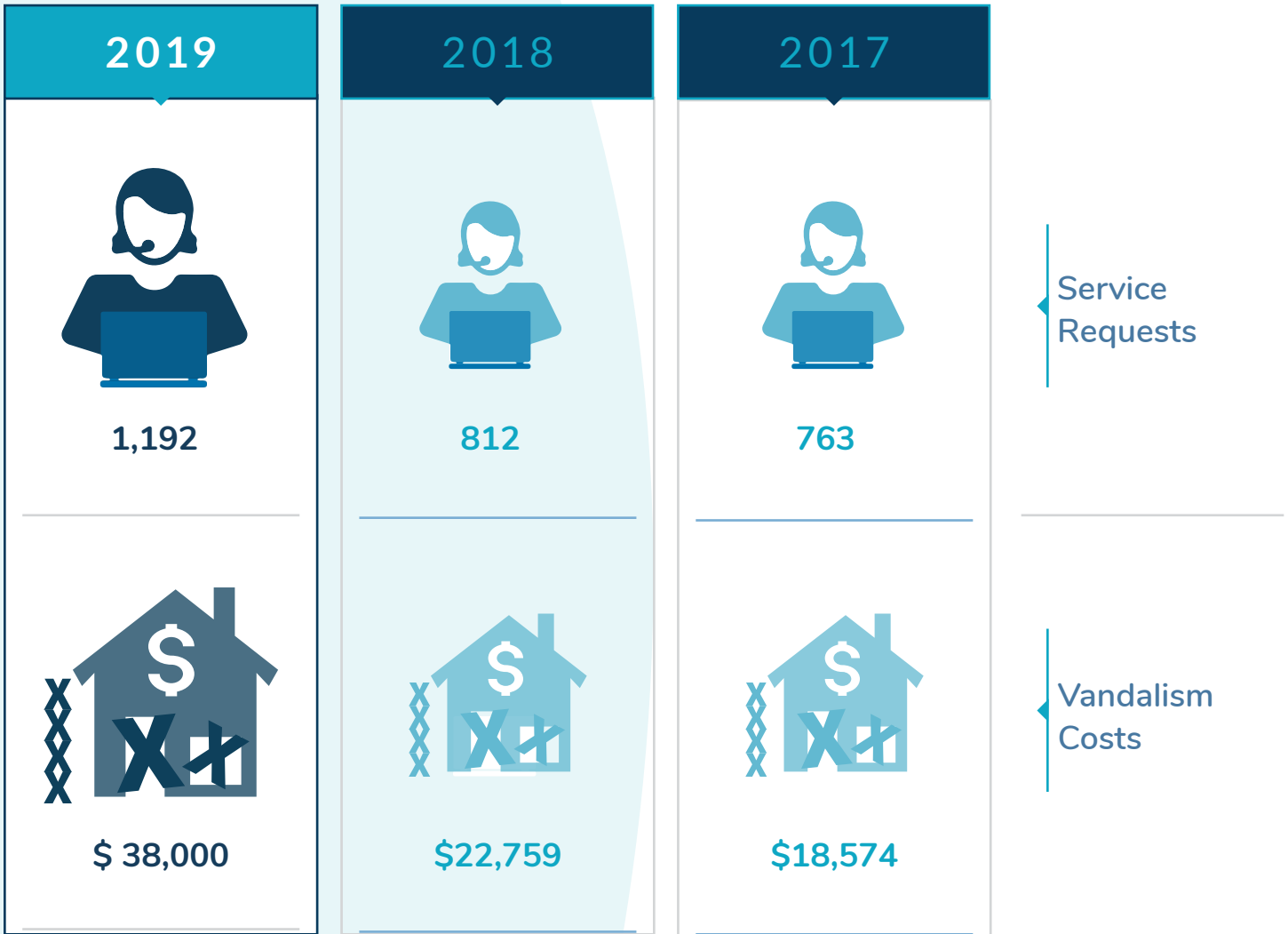
Fleet & Facilities



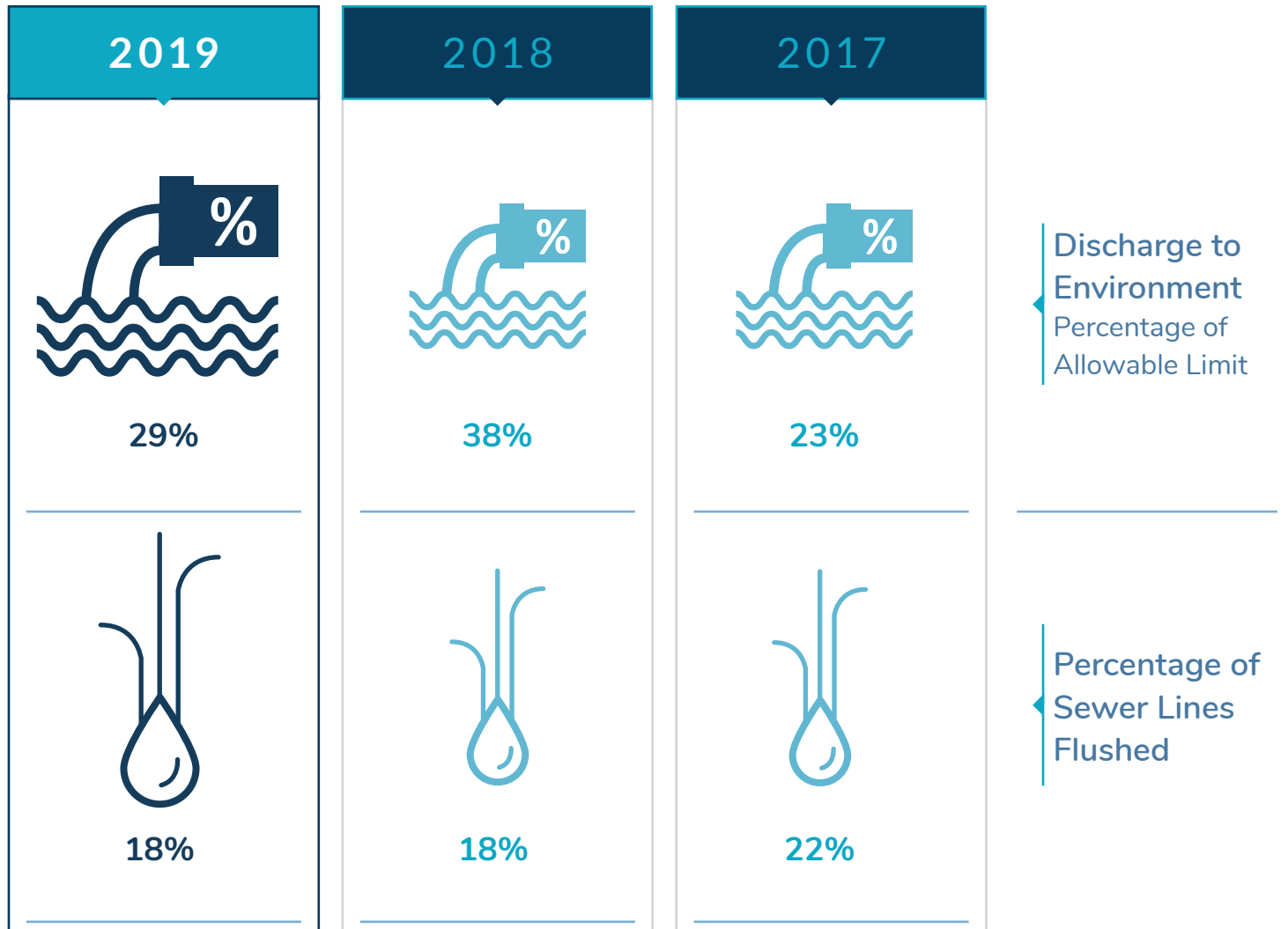
Parks



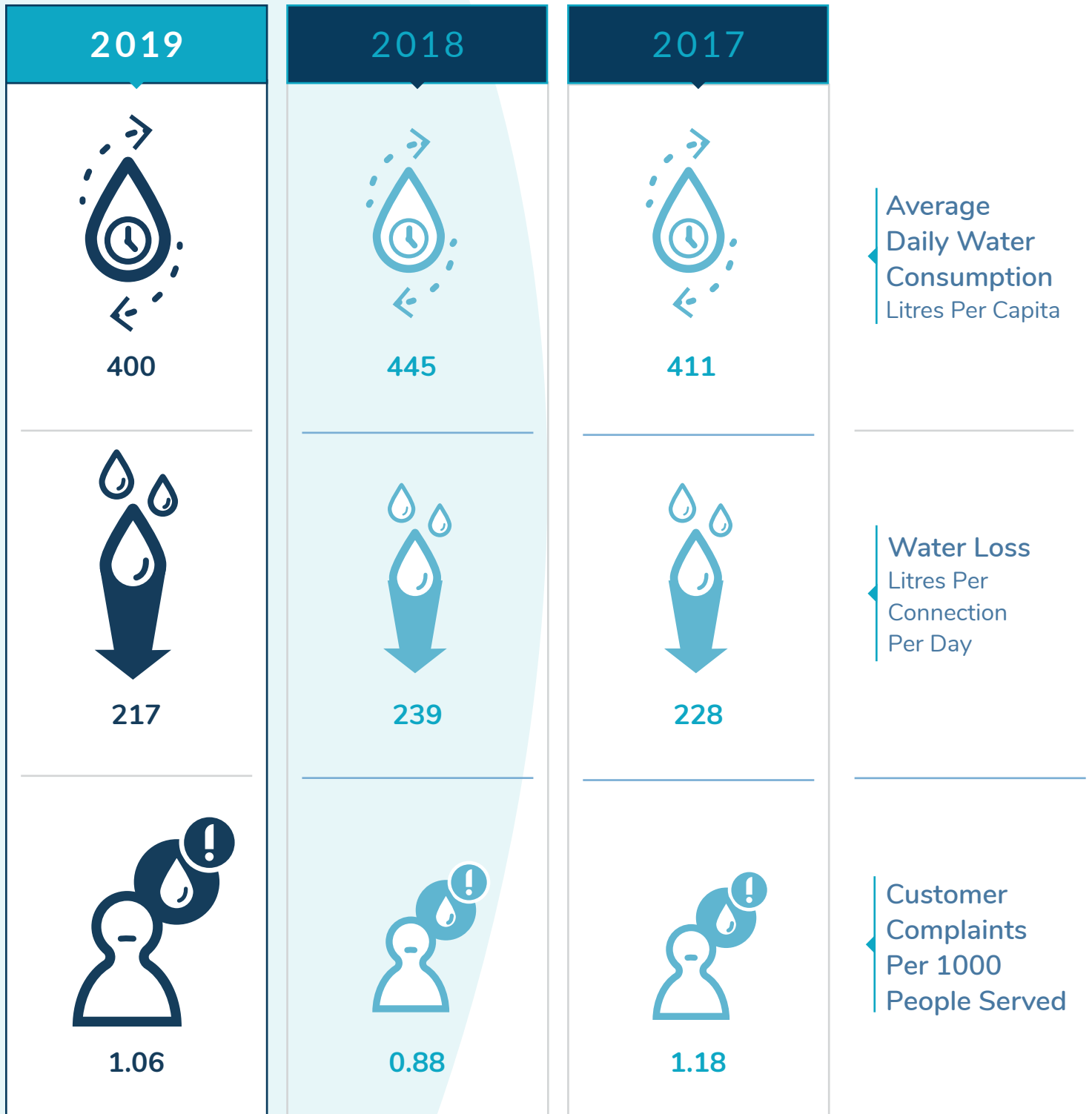
Parks



Wastewater



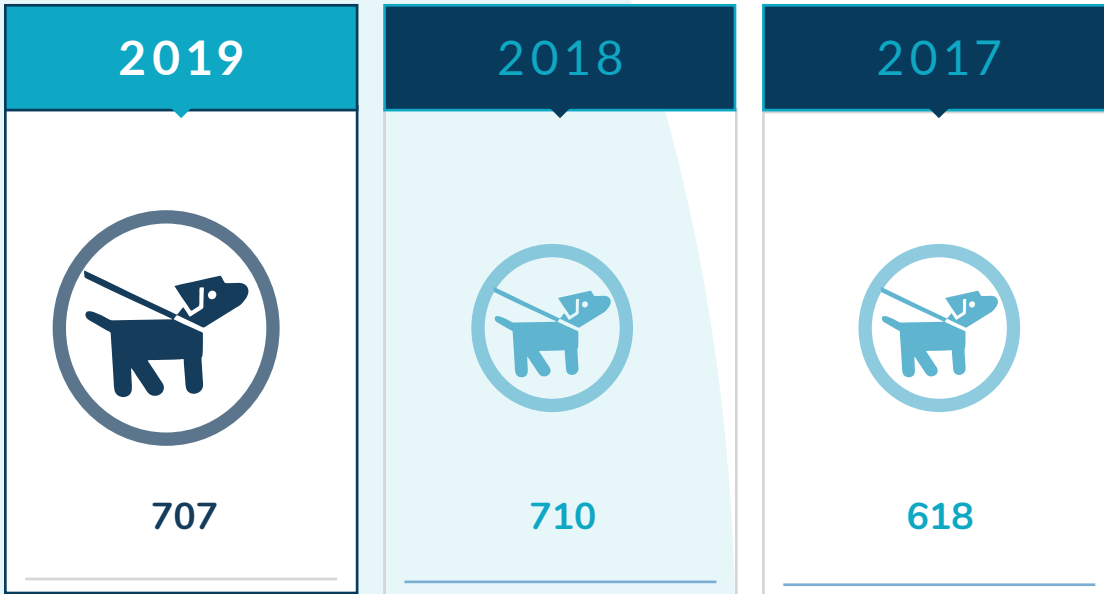
Water



Bylaw Enforcement

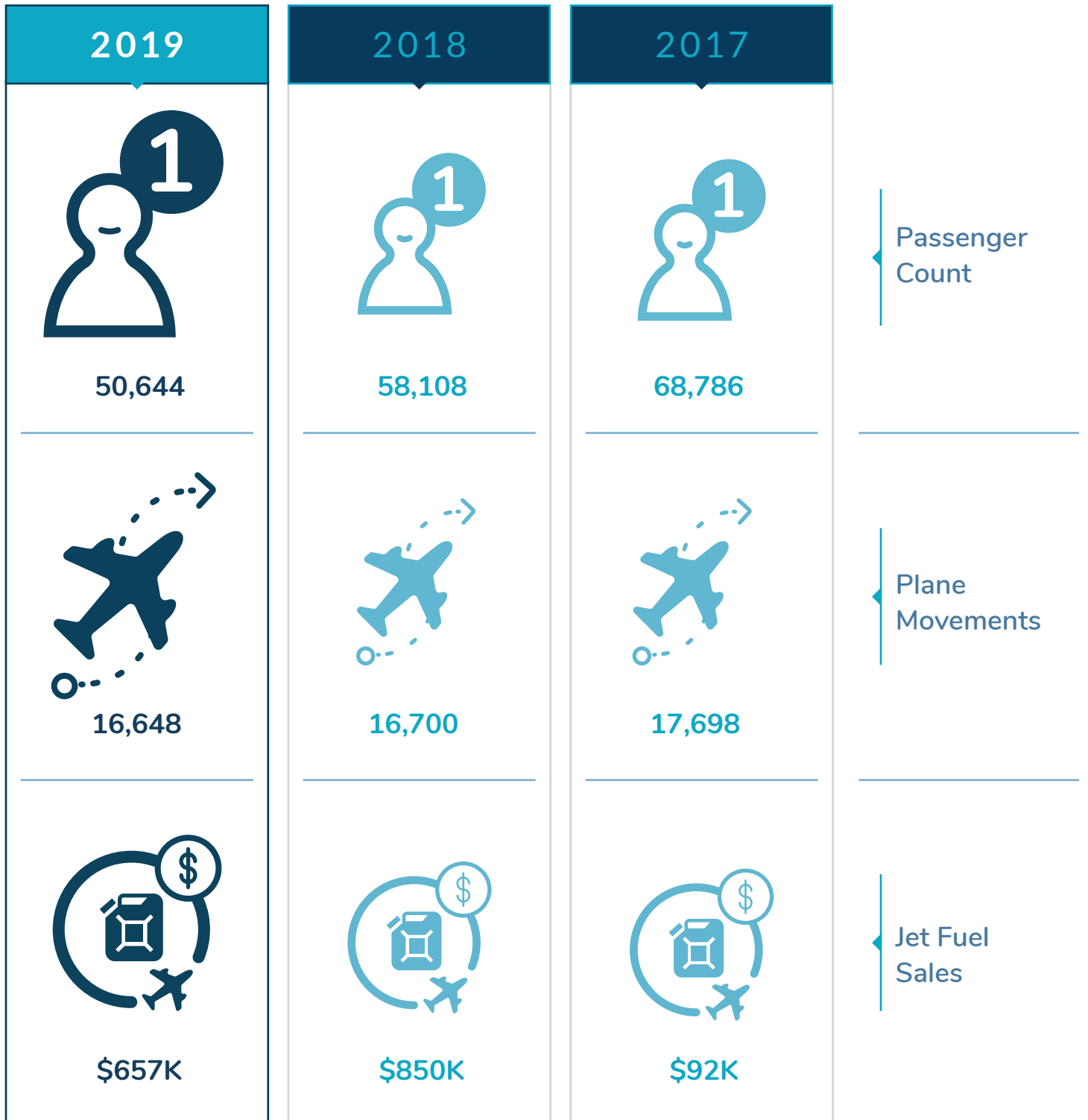


Bylaw Enforcement

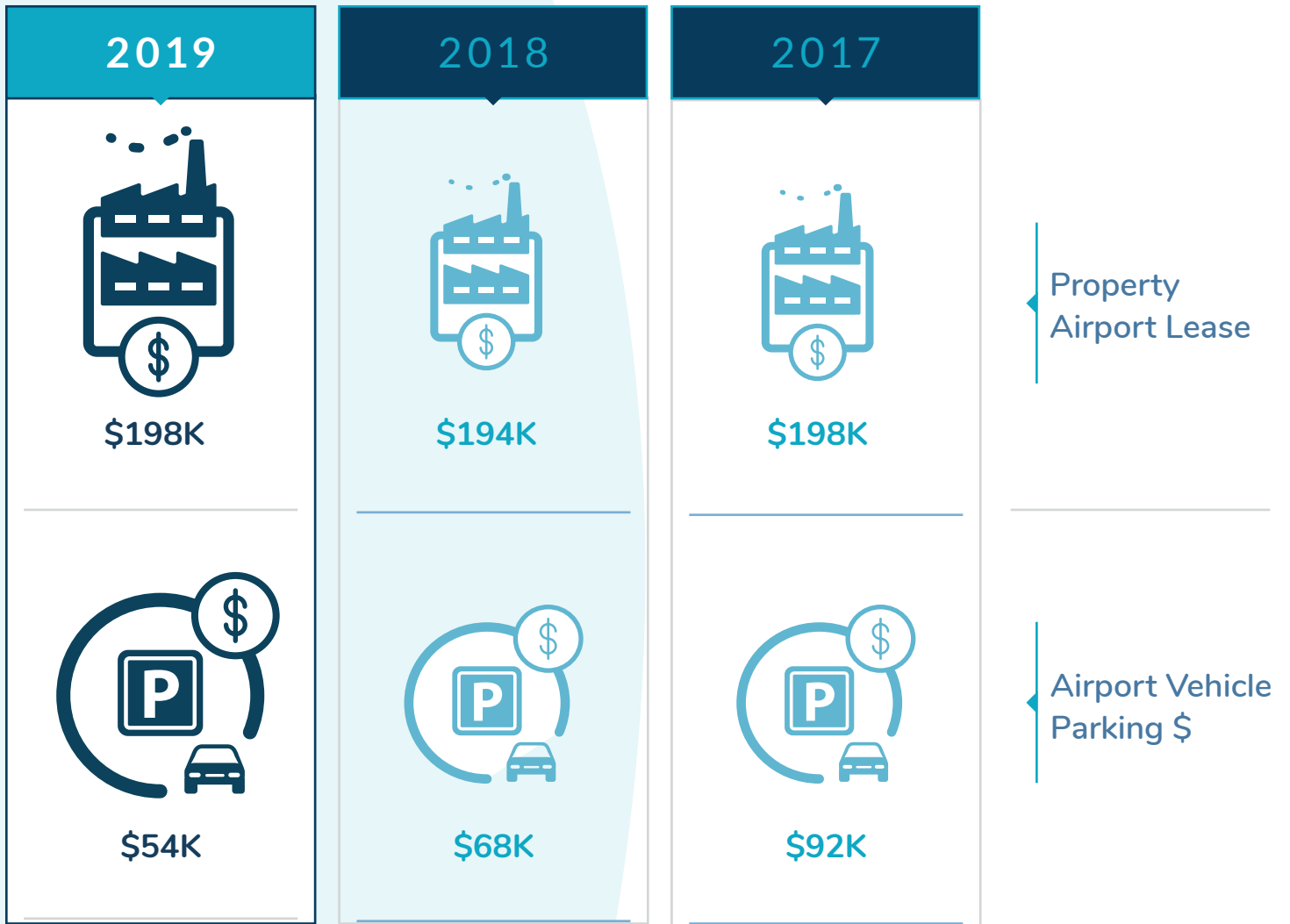


Calls for Animal Control Service Includes Aggressive, at Large, Barking, Confined, Unlicensed and Deceased Animal Removal

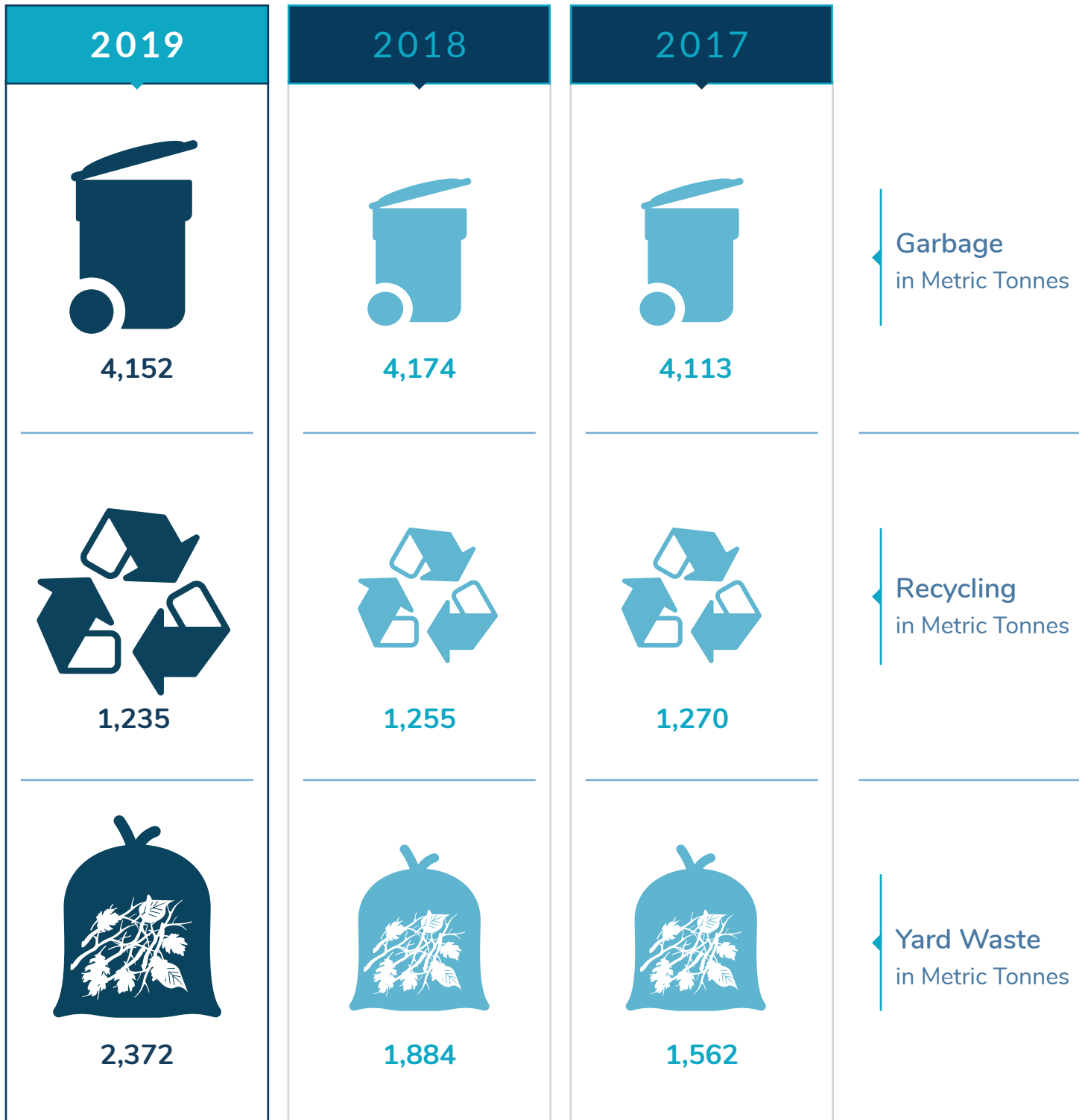
Airport



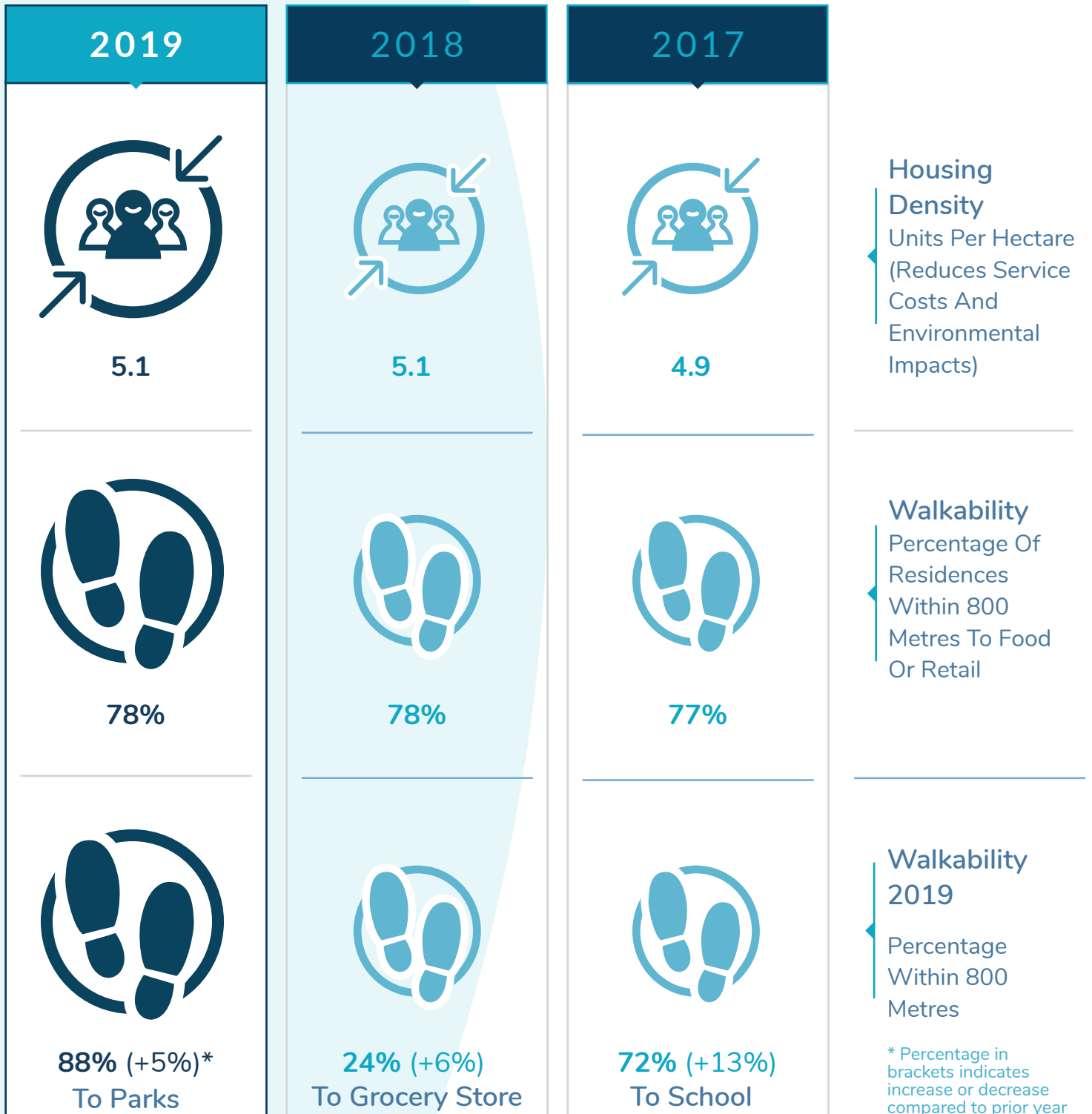
Airport



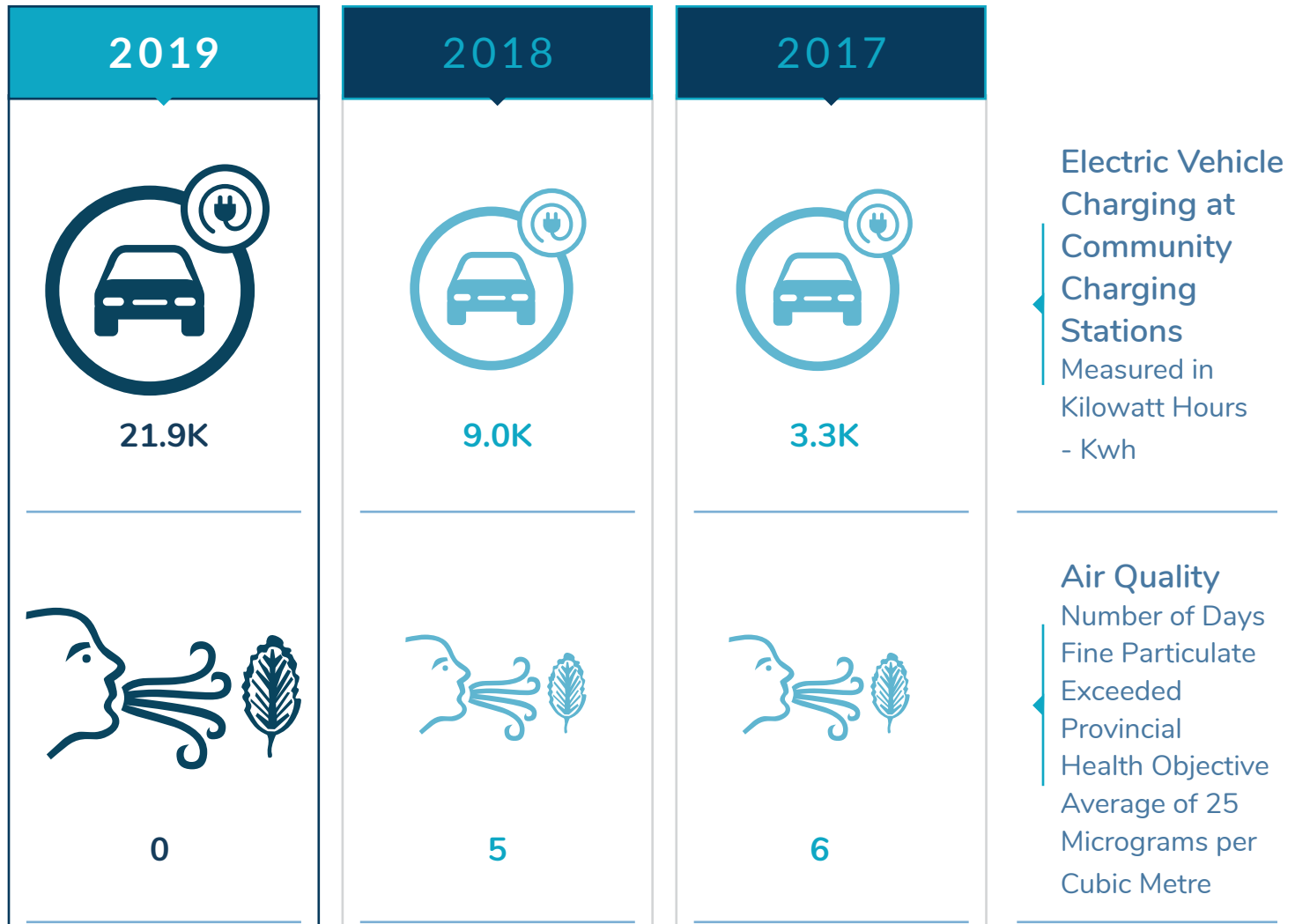
Curbside Solid Waste Collection



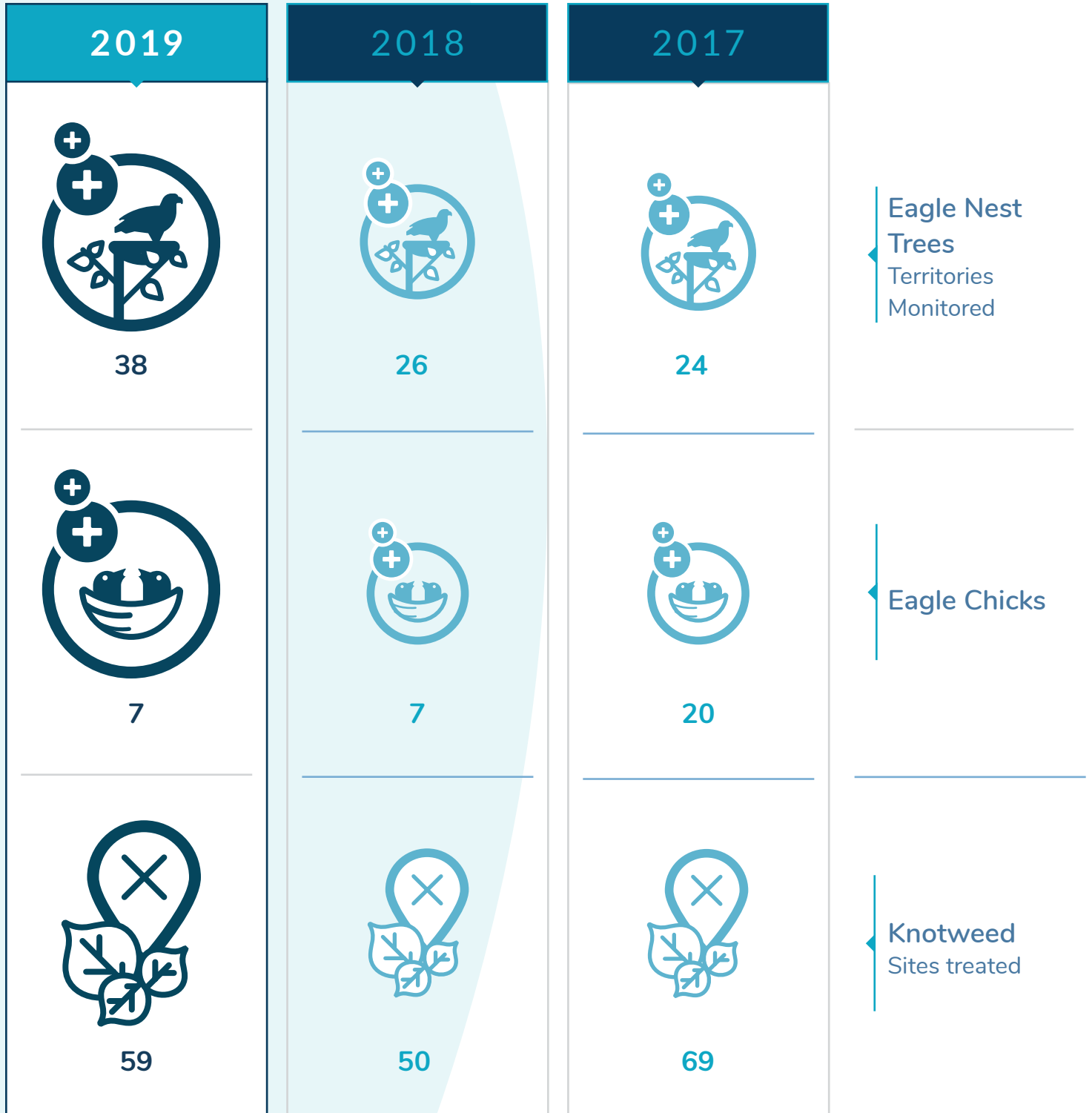
Long Range Planning & Sustainability



Long Range Planning & Sustainability



Long Range Planning & Sustainability



Recreation & Culture 2019

Child, Youth & Family Program Visits



32,450 (-2%)*

Outdoor Pool Visits



13,863 (-8%)

50+ Program Visits



36,806 (-1%)

Adult & Speciality Program Visits



16,783 (+7%)

Fitness & Weight Room Visits



65,091 (0%)

Life Program Leisure Involvement for Everyone Subsidies

LIFE

967 (-4%)

Total Recreation Visits



164,993 (0%)

Total Memberships



5,612 (+9%)

Event Visits



18,868 (0%)

* Percentage in brackets indicates increase or decrease compared to prior year

Financial and Statistical Analysis

Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2019 annual report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators are helpful as they illustrate certain trends that are occurring. The SORP KPIs provide information on the financial condition of the City by demonstrating how the City may be able to respond to economic climate changes.

- Sustainability indicators provide a general indication of the City's financial position and whether the City is living within its means. The City's sustainability indicators are strong, even with a slight negative trend, which is related to the City taking on additional debt to fund significant sewer and water upgrades, as well as an increase accounts payable, accrue liabilities and development cost charges which will be used in future to fund infrastructure upgrades.



- Flexibility indicators provide a general indication of the City's reliance on long-term debt financing and whether the City can meet rising commitments by expanding its revenues or increasing its debt. This indicator identifies the City has very low debt levels and has been focused on repayment in recent years; with the focus on infrastructure maintenance and upgrade for utilities in the long-term financial plan, this ratio will slightly increase in coming years. However, the City's long-term debt policy ensures the debt servicing costs will remain at maximum 10% of ongoing revenues, therefore the City will continue to be well below that level.
- Vulnerability indicators provide a general indication of the City's reliance on transfers from senior levels of government. The City has been receiving significant grants in recent years for the water supply project and will continue to do so with the Highway 19A upgrade project. The City utilizes a balanced approach for the use of internal reserves, external debt, and government grants when funding the ten-year capital plan which ensures the City's tax rate and utility user fee increases are stable and incremental following the City's Financial Stability & Resiliency Policy.

Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio

2019 2018 2017 2016 2015

Financial Sustainability (assets/liability)

This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio decreased in 2019 as the result of the City settling a legacy agreement with the RCMP which resulted in increased liabilities as at the year end date.

6.98 7.16 7.54 8.65 9.80

Financial Sustainability (financial assets / liabilities)

This shows the extent to which the City's future revenues will be required to pay for past transactions. A ratio greater than one indicates that financial assets are sufficient to meet obligations. The ratio decreased in 2019 as the result of the City carrying additional trade payables as at the year end date.

1.84 1.89 1.87 1.89 1.84

Financial Sustainability (net debt / taxable assessment)

Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.

0.01 0.01 0.01 0.01 0.01

Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2019	2018	2017	2016	2015
Financial Sustainability (total expenses / taxable assessment)					
Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable.	0.01	0.01	0.01	0.01	0.01
Flexibility (revenue)					
Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government’s taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility. The rate decreased in 2019 due to significant increases in the total assessment.	0.01	0.01	0.01	0.01	0.01
Financial Flexibility (net debt / revenue)					
Provides a measure of the future revenue required to pay for past transactions and events. An increasing trend indicates that more time to eliminate net debt will be necessary. The ratio increased during 2019 as the City converted short term debt to long term debt. The debt was originally obtained to finance water and sewer projects.	0.18	0.12	0.07	0.03	0.04

Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2019	2018	2017	2016	2015
------------	------	------	------	------	------

Future Focused Financial Flexibility

This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure which has resulted in a slight increase in the current year (\$211K or 0.6% of taxation was specifically invested in 2019).

0.57	0.56	0.57	0.57	0.57
------	------	------	------	------

Vulnerability (total government transfers to total revenues)

This ratio shows the City’s reliance on sources of revenue from other levels of government . The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. This ratio decreased in 2019 as funding from the Provincial and Federal Government decreased as the City completed a number of large projects in the prior year which received funding from other levels of government.

0.07	0.09	0.13	0.15	0.12
------	------	------	------	------

Financial Controls Reliability

Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.

-	1	2	4	5
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Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2019	2018	2017	2016	2015
Financial Information Relevance in Days A measure of the length of time between the end of each fiscal quarter and when results are presented to Council.	57	49	43	46	55
Financial Planning Relevance Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times.	14	16	7	77	56
Automated Tax Payments Percentage taxes paid monthly via pre-authorized bank drafts	0.07	0.07	0.06	0.06	0.04
Online Home Owner Grants Percentage of Home Owner Grants online applications	0.42	0.40	0.37	0.36	0.33
Electronic EFT payments to Vendors Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	0.93	0.94	0.80	0.64	0.28
Vendors set up for EFT payments Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	0.45	0.46	0.36	0.26	0.09

Additional analysis on detailed financial figures are included in the Statistical Information section of the annual report. The graphical presentations provide a visual indication of the City's financial trends over the last five years.



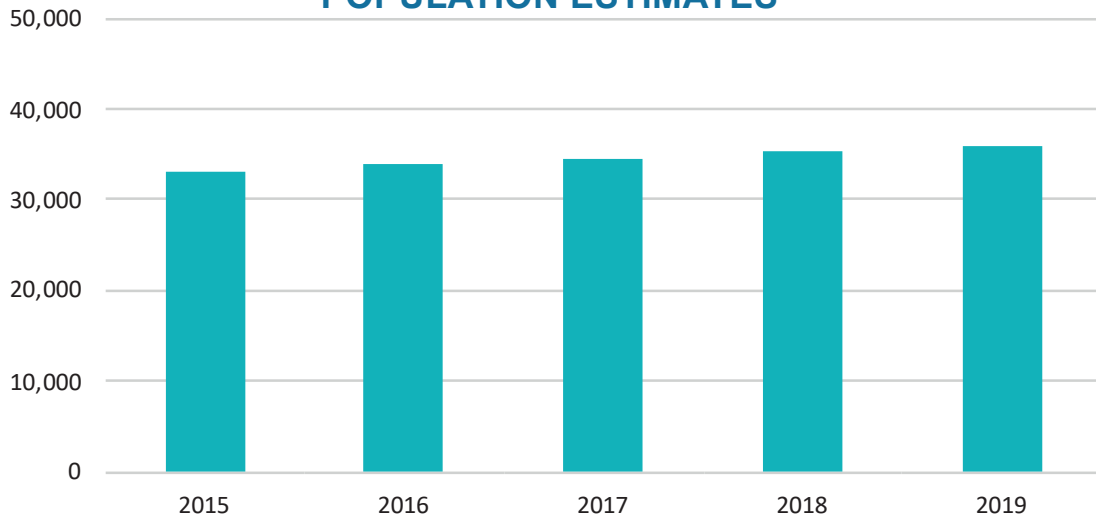
Financial Analysis - Statistical Information

The City of Campbell River reports on a significant amount of financial and non-financial information. The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.

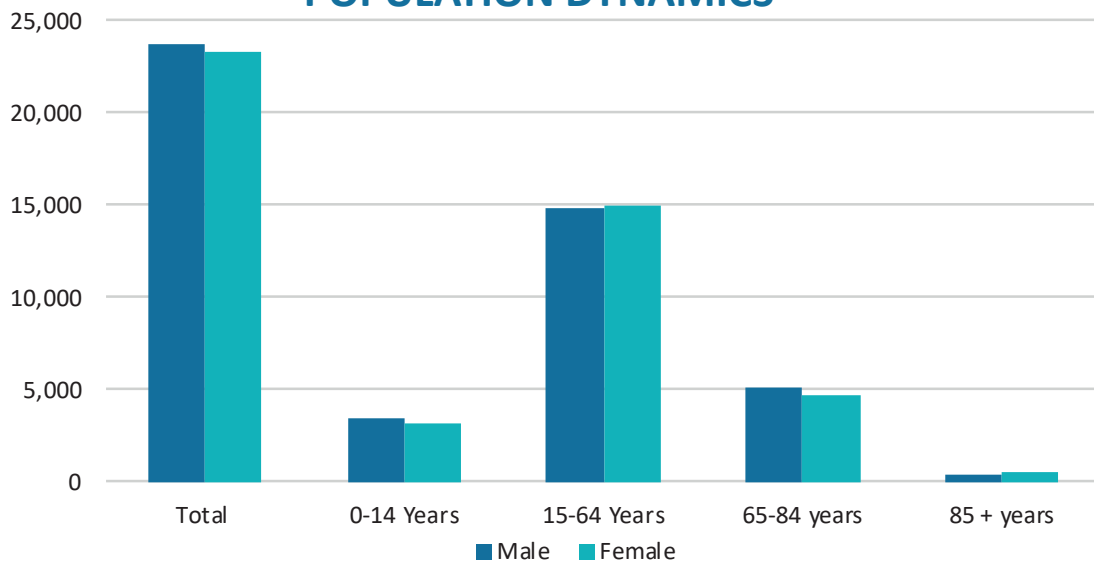
DEMOGRAPHICS

Population totals are based on population estimates from the provincial site referenced below
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

POPULATION ESTIMATES



POPULATION DYNAMICS



REVENUES BY SOURCE

Source: Finance Department

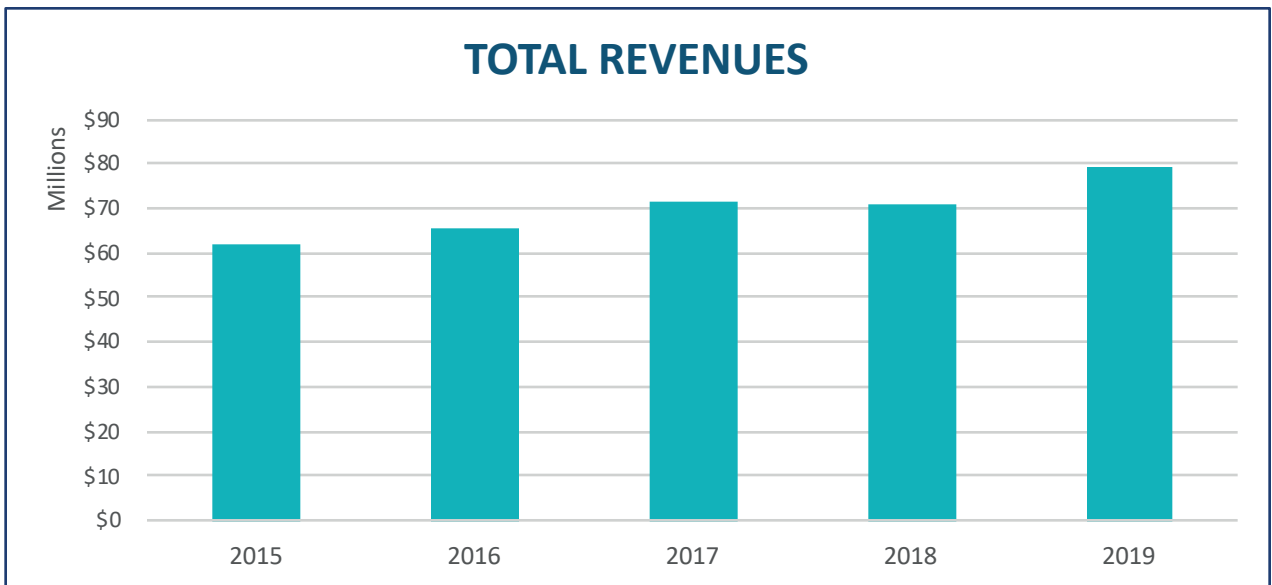
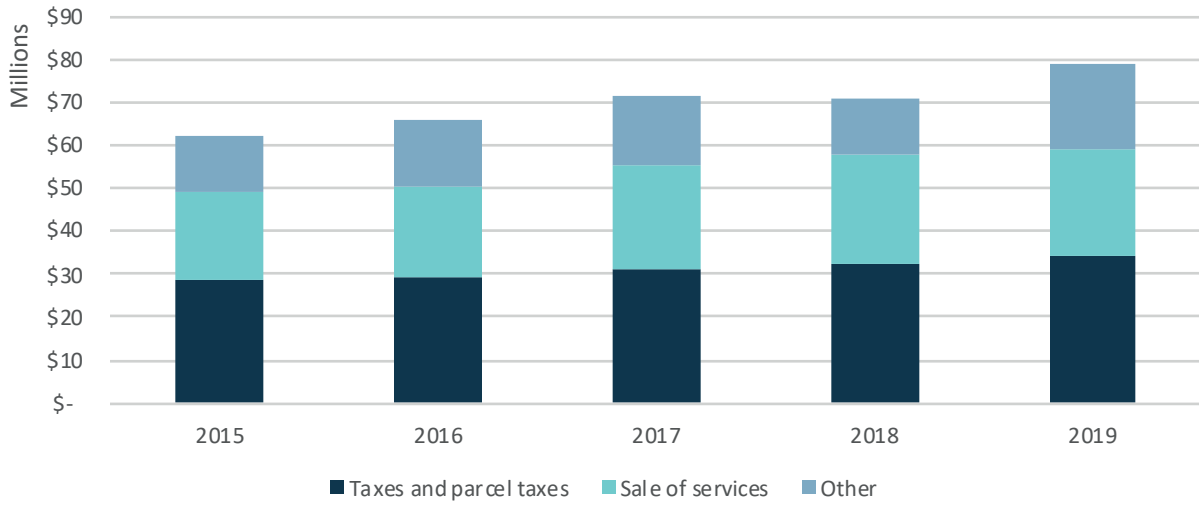
Revenues by Source

	2019	2018	2017	2016	2015
Taxes and parcel taxes	\$34,213,916	\$32,528,517	\$31,245,700	\$29,598,161	\$28,391,778
Payments in lieu of taxes	683,089	716,817	695,387	624,287	590,540
Sale of services	25,065,270	25,405,635	24,066,511	21,026,411	20,710,274
Services provided to other governments	1,545,783	1,681,129	1,669,146	1,675,204	1,624,517
Transfers from other governments	4,961,949	4,966,445	9,538,502	9,555,306	7,392,526
Investment and other income	1,869,796	1,536,179	1,037,683	885,063	905,236
Other revenue	338,391	262,653	249,632	418,551	865,134
Development cost charges recognized	248,992	152,834	43,343	369,205	1,200,316
Contributed tangible capital assets	10,227,164	3,500,027	2,699,892	1,354,840	382,907
Gain/(loss) on disposal of tangible capital assets	(46,126)	(14,626)	74,126	268,994	(24,925)
Total revenues	\$79,108,224	\$70,735,610	\$71,319,922	\$65,776,022	\$62,038,303

REVENUES BY SOURCE

Source: Finance Department

REVENUE BY SOURCE



EXPENSES BY FUNCTION

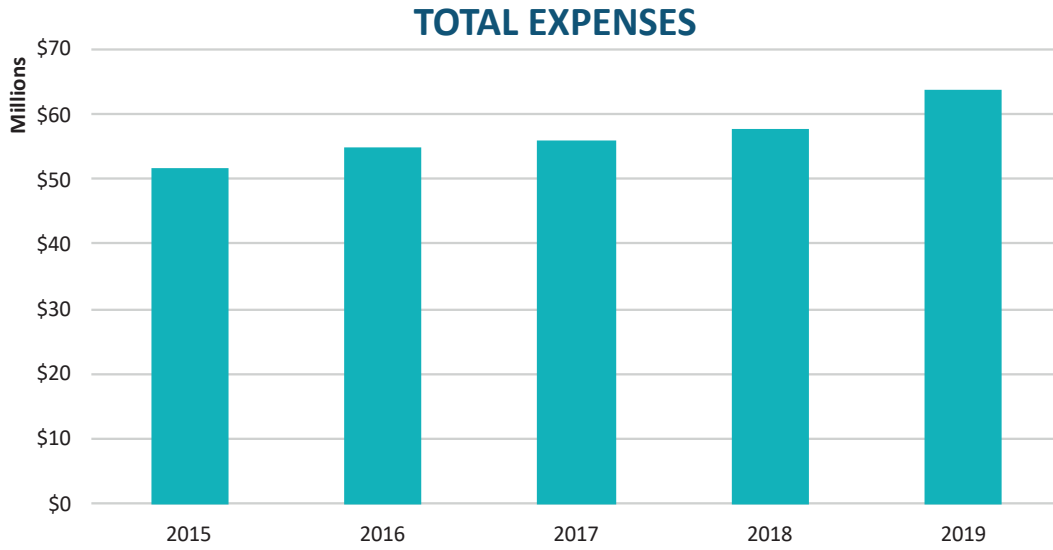
Source: Finance Department

Expenses by Function

	2019	2018	2017	2016	2015
Analysis by function					
General government	\$5,693,530	\$6,785,640	\$7,043,186	\$6,760,561	\$7,962,897
Protective services	14,753,271	15,697,225	15,597,148	16,572,269	18,506,359
Transportation services	12,110,793	12,047,011	12,203,639	12,000,146	12,442,699
Environmental health services	2,264,760	2,354,701	2,465,339	2,604,117	2,590,889
Public health services	151,203	148,508	161,069	148,775	199,877
Development services	1,573,849	1,803,185	1,829,845	2,226,581	2,634,950
Parks, recreation and cultural services	7,437,259	7,778,699	8,029,730	8,184,428	8,674,083
Sewer utility services	3,728,203	3,917,430	4,151,845	3,779,109	4,149,424
Water utility services	3,963,008	4,242,758	4,625,822	5,341,630	6,723,650
Total expenses by function	\$51,675,876	\$54,775,157	\$56,107,623	\$57,617,616	\$63,884,828

EXPENSES BY FUNCTION

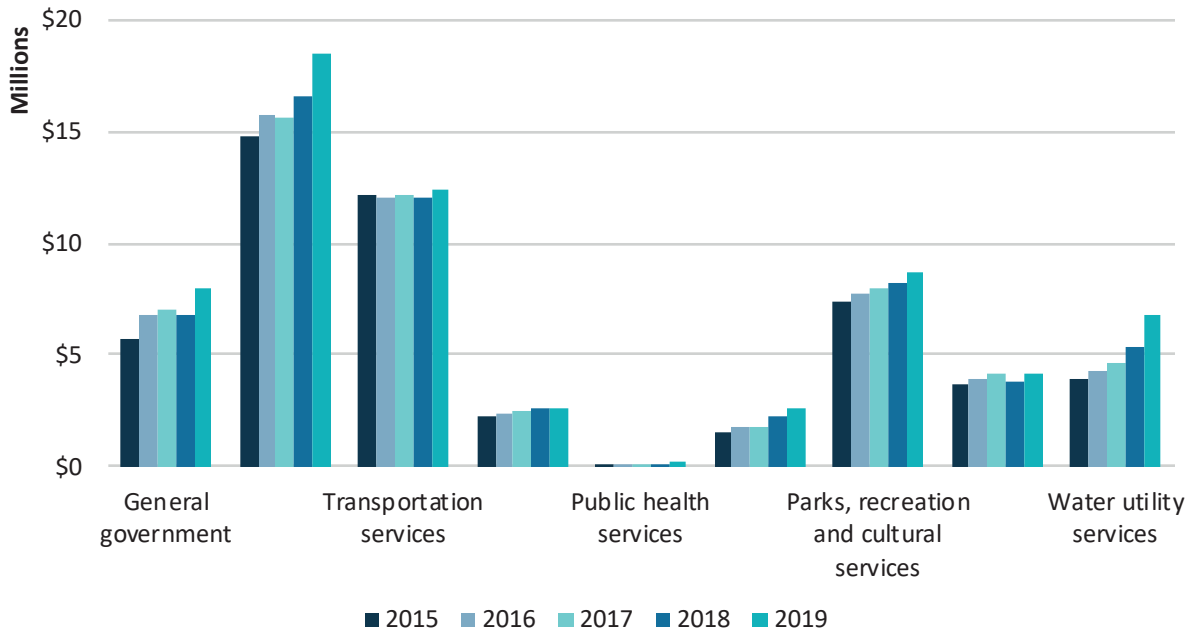
Source: Finance Department



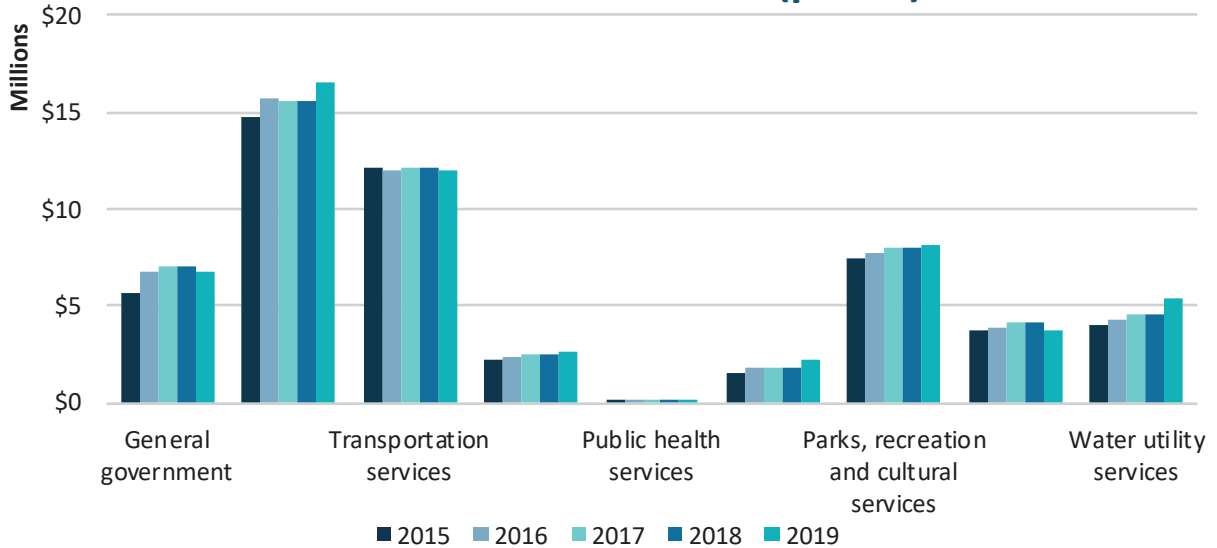
EXPENSES BY FUNCTION

Source: Finance Department

EXPENSES BY FUNCTION (part 1)



EXPENSES BY FUNCTION (part 2)



EXPENSES BY OBJECT

Source: Finance Department

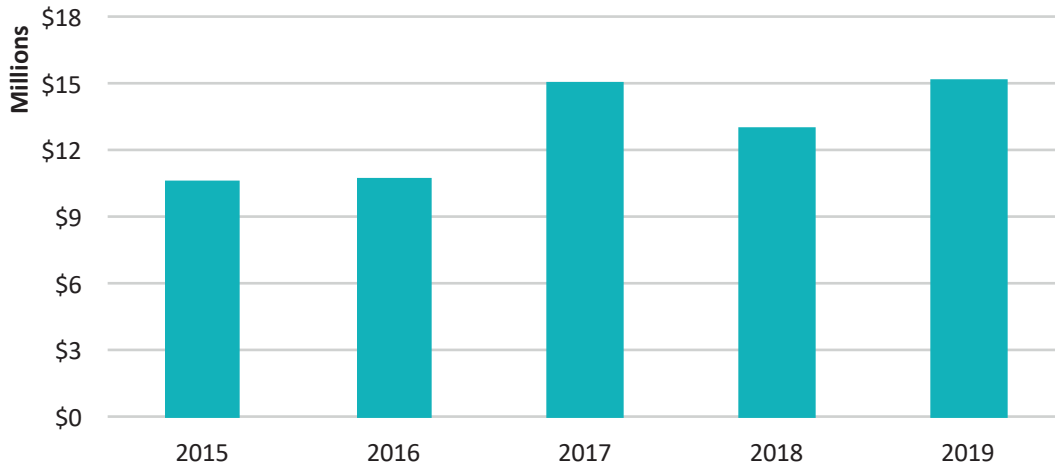
Expenses by Object

	2019	2018	2017	2016	2015
Analysis by object					
Amortization	\$8,801,989	\$8,828,021	\$8,903,210	\$9,381,614	\$10,637,391
Interest & debt issue	384,631	332,803	301,647	420,457	525,724
Operating expenses	22,698,189	24,528,582	24,735,742	24,753,427	27,955,156
Wages & benefits	19,791,067	21,085,751	22,167,024	23,062,118	24,766,557
Total expenses by object	\$51,675,876	\$54,775,157	\$56,107,623	\$57,617,616	\$63,884,828
Annual surplus	\$10,362,427	\$11,000,865	\$15,212,299	\$13,117,994	\$15,223,396
Accumulated surplus	\$265,641,583	\$276,447,580	\$291,571,127	\$304,631,211	\$319,864,607
Net financial assets	\$51,377,734	\$55,161,976	\$64,251,512	\$43,748,101	\$44,874,031

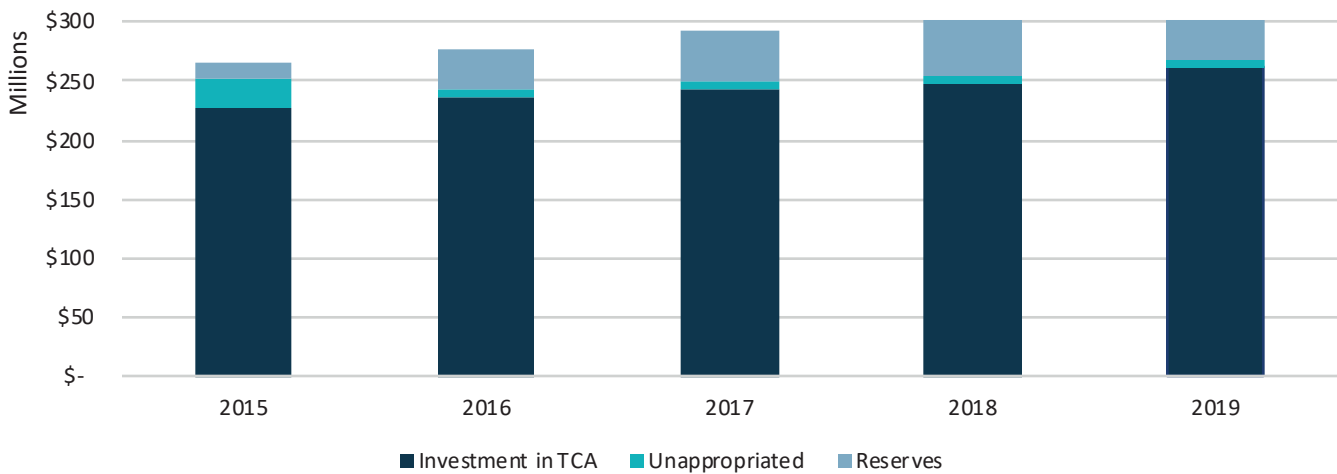
ANNUAL SURPLUS

Source: Finance Department

ANNUAL SURPLUS

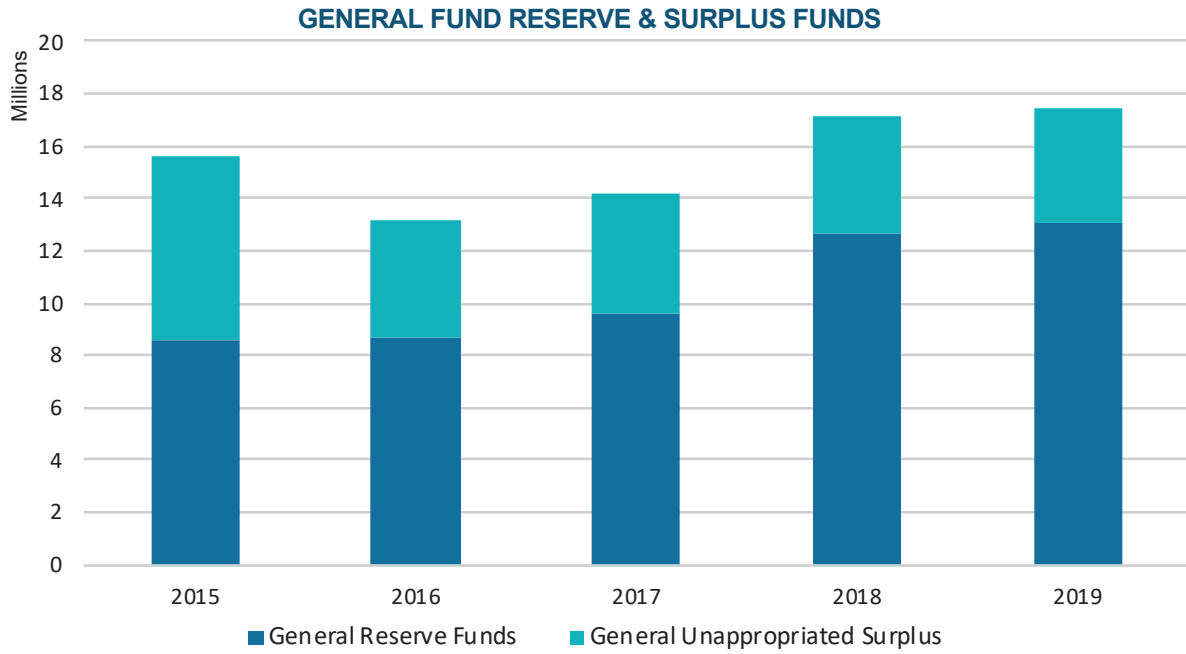


ACCUMULATED SURPLUS



SURPLUS/EQUITY FUNDS

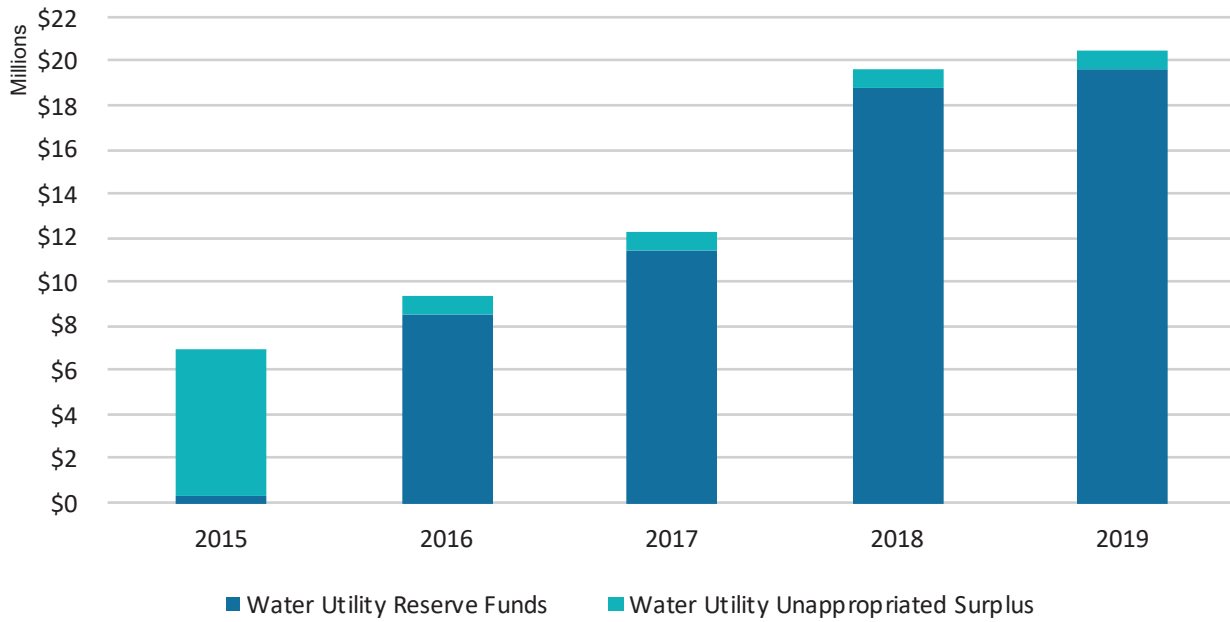
Source: Finance Department



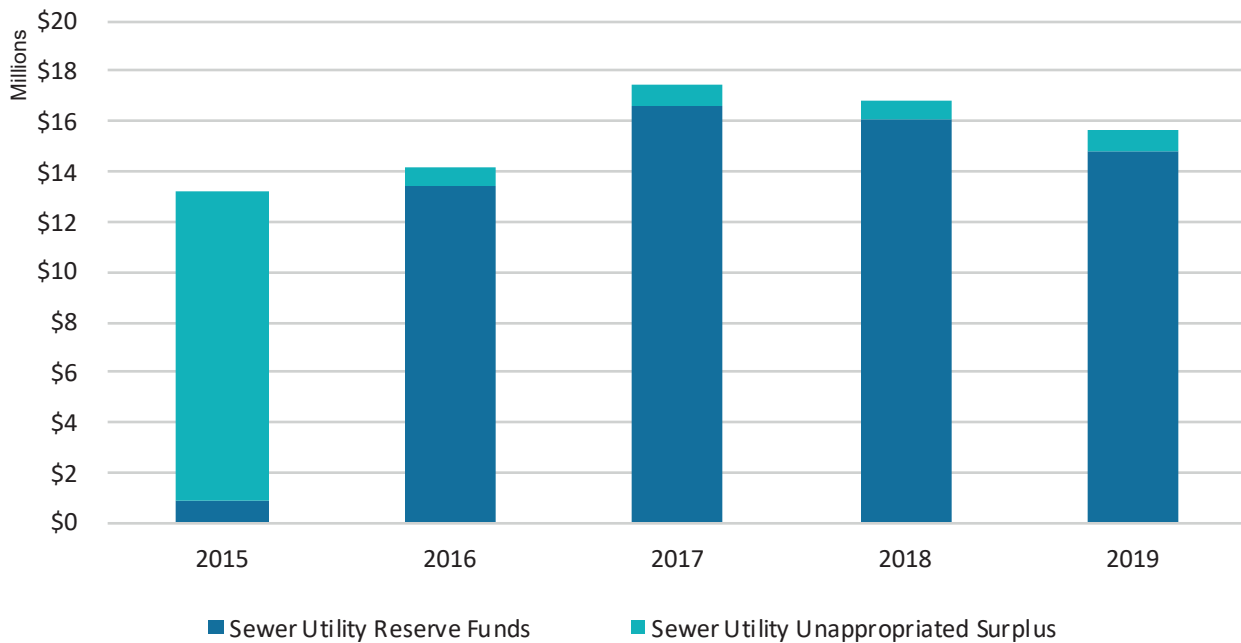
SURPLUS/EQUITY FUNDS

Source: Finance Department

WATER UTILITY RESERVE & SURPLUS FUNDS

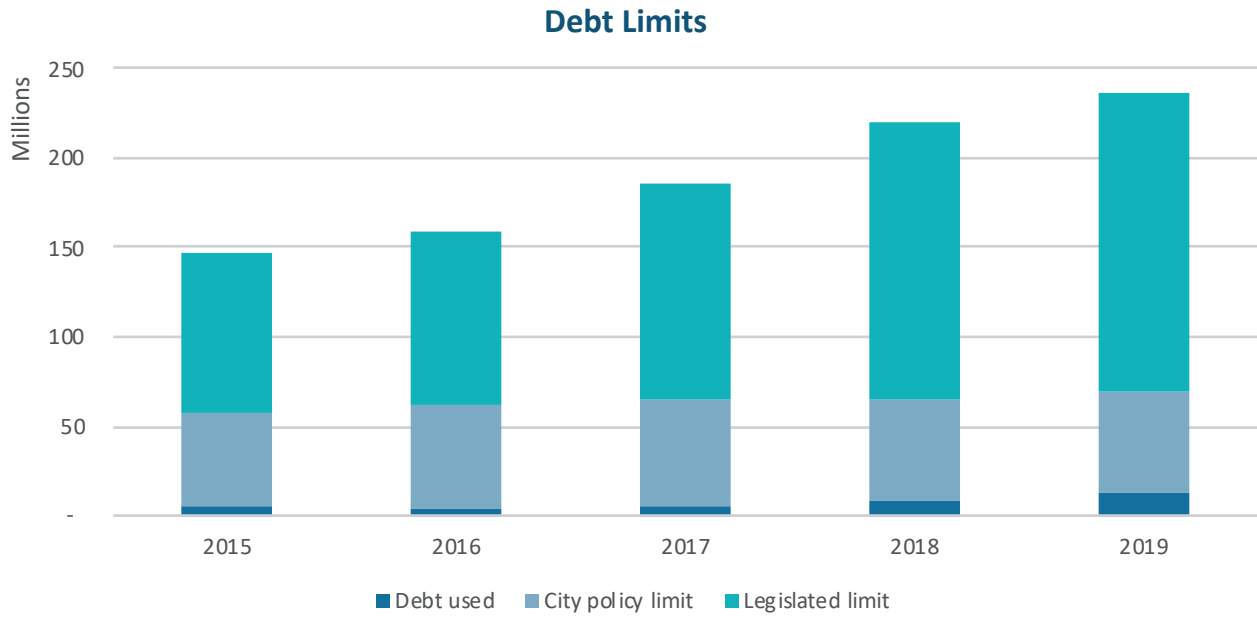


SEWER UTILITY RESERVE & SURPLUS FUNDS



DEBT

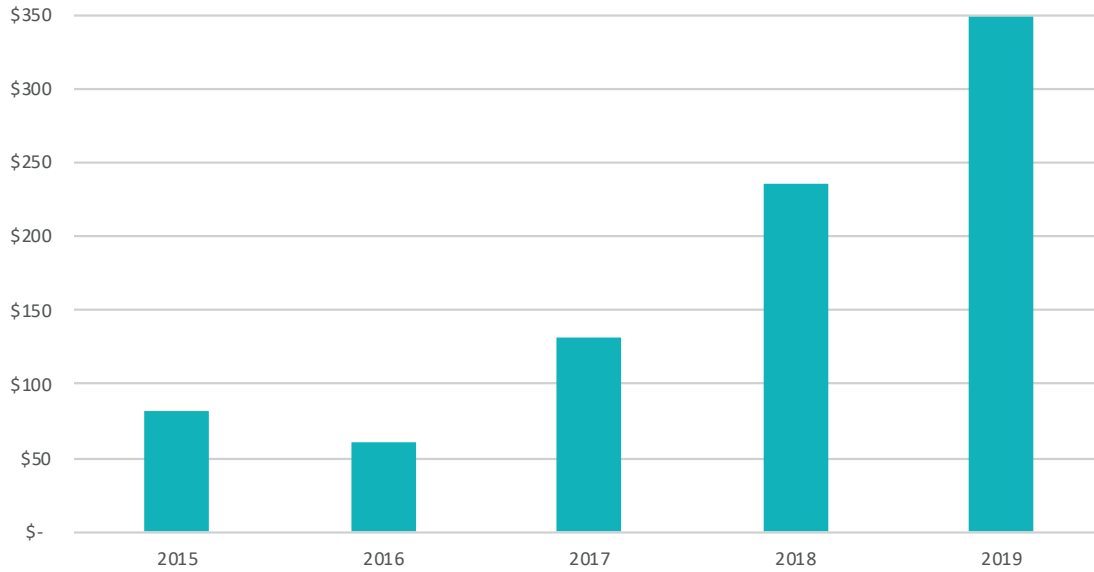
Source: Finance Department



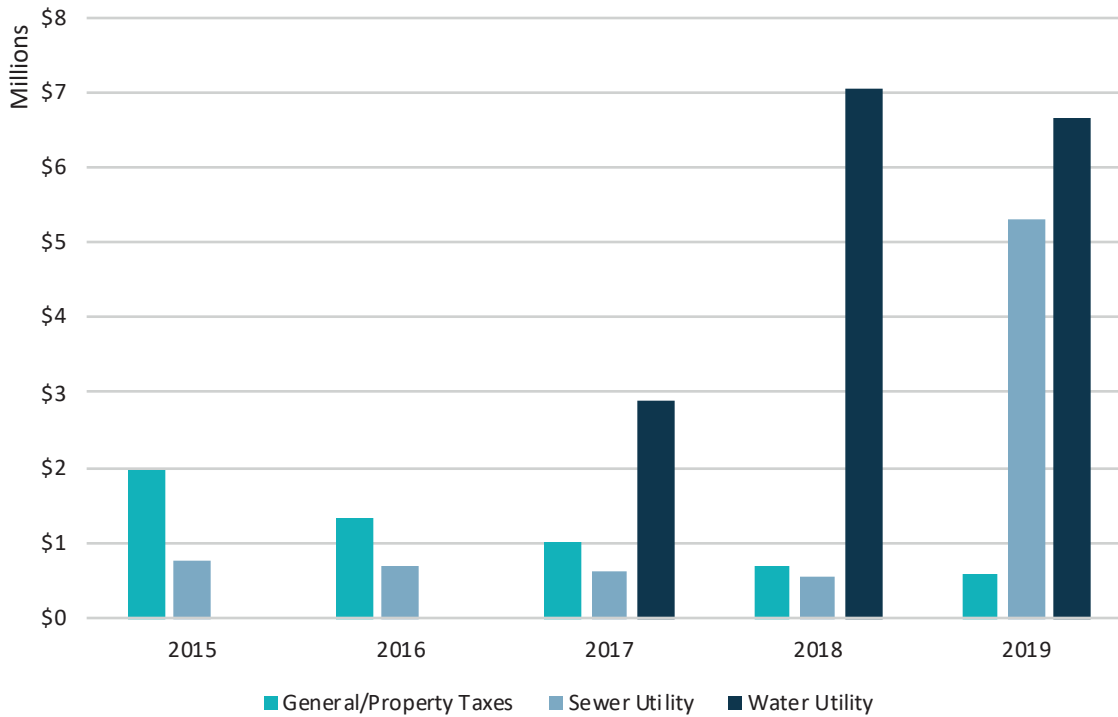
DEBT

Source: Finance Department

LONG TERM DEBT PER CAPITA



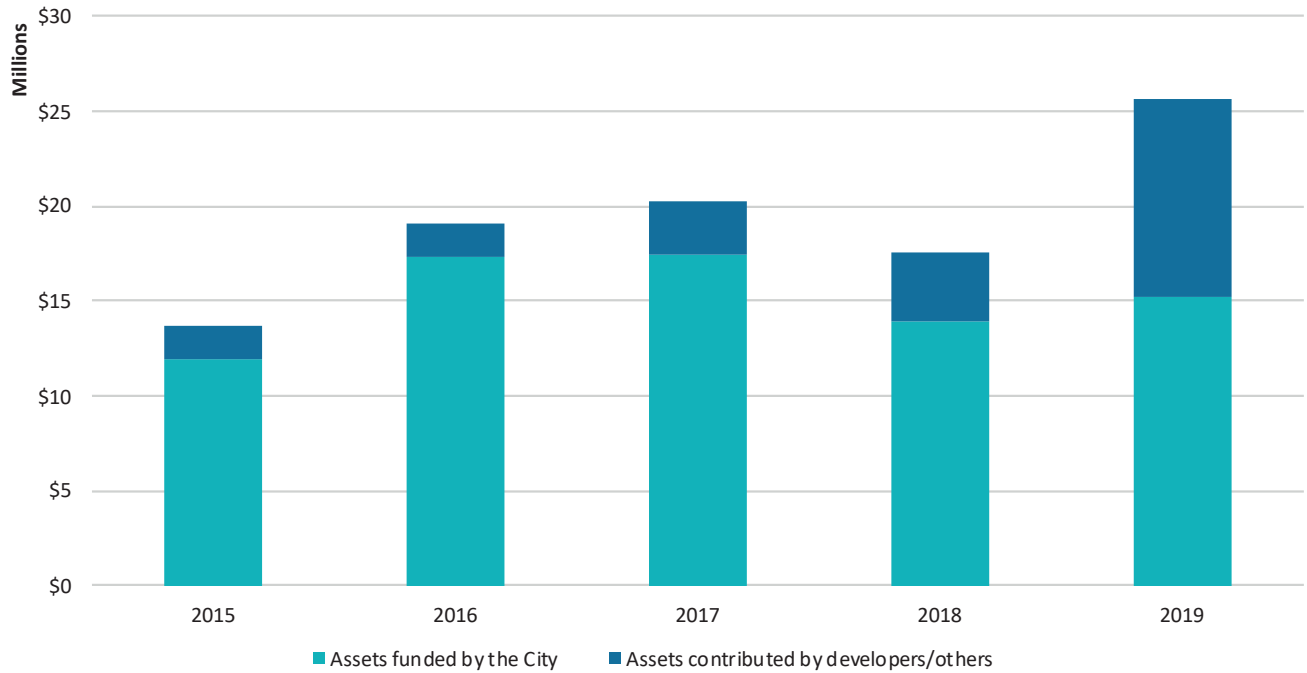
DEBT SUPPORTED BY TAXATION AND UTILITIES



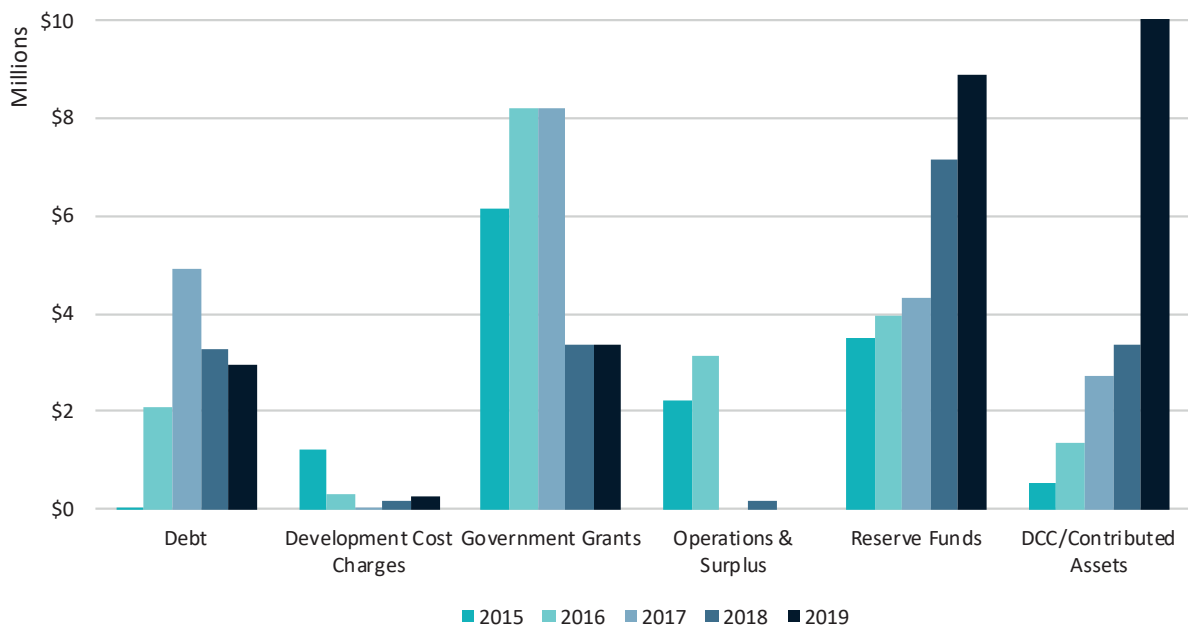
TAGINBLE CAPITAL ASSETS

Source: Finance Department

TOTAL TANGIBLE CAPITAL ASSET ACQUISITION



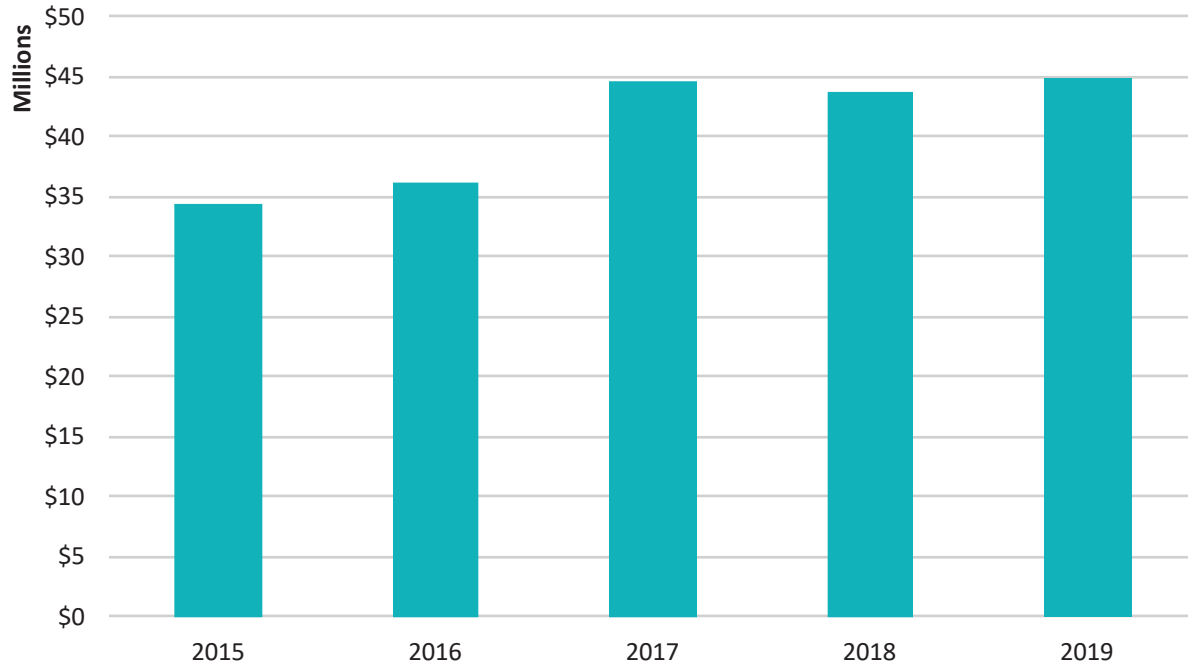
FUNDING SOURCES FOR CAPITAL AQUISITIONS



NET FINANCIAL ASSETS

Source: Finance Department

NET FINANCIAL ASSETS



TAXATION & ASSESSMENT

Source: Finance Department

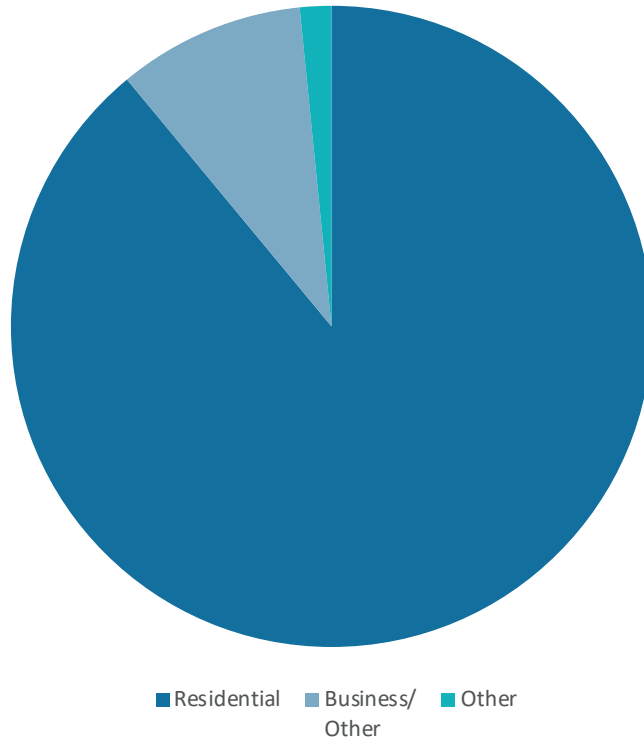
Assessment by Property Class

	2015	2016	2017	2018	2019
Residential	3,551,128,780	3,704,186,407	3,942,565,595	4,601,169,069	5,433,336,045
Business/ Other	461,029,810	461,393,610	493,710,650	532,348,700	575,538,200
Utilities	31,544,900	30,623,800	30,925,700	31,296,300	32,023,300
Major Industry	4,042,000	4,038,200	4,063,100	4,106,100	4,176,800
Light Industry	25,697,300	25,571,500	25,140,200	25,133,800	27,619,800
Managed Forest	11,462,400	12,083,700	14,805,200	16,964,700	21,227,300
Recreational/ NonProfit	14,048,500	13,886,600	13,751,000	11,057,600	11,637,400
Farm	269,633	274,715	255,931	215,723	203,506
TOTAL	4,099,223,323	4,252,058,532	4,525,217,376	5,222,291,992	6,105,762,351
% Change		3.7%	6.4%	15.4%	16.9%

TAXATION & ASSESSMENT

Source: Finance Department

2019 ASSESSMENT BY PROPERTY CLASS



PROPERTY TAX COLLECTION

Source: Finance Department

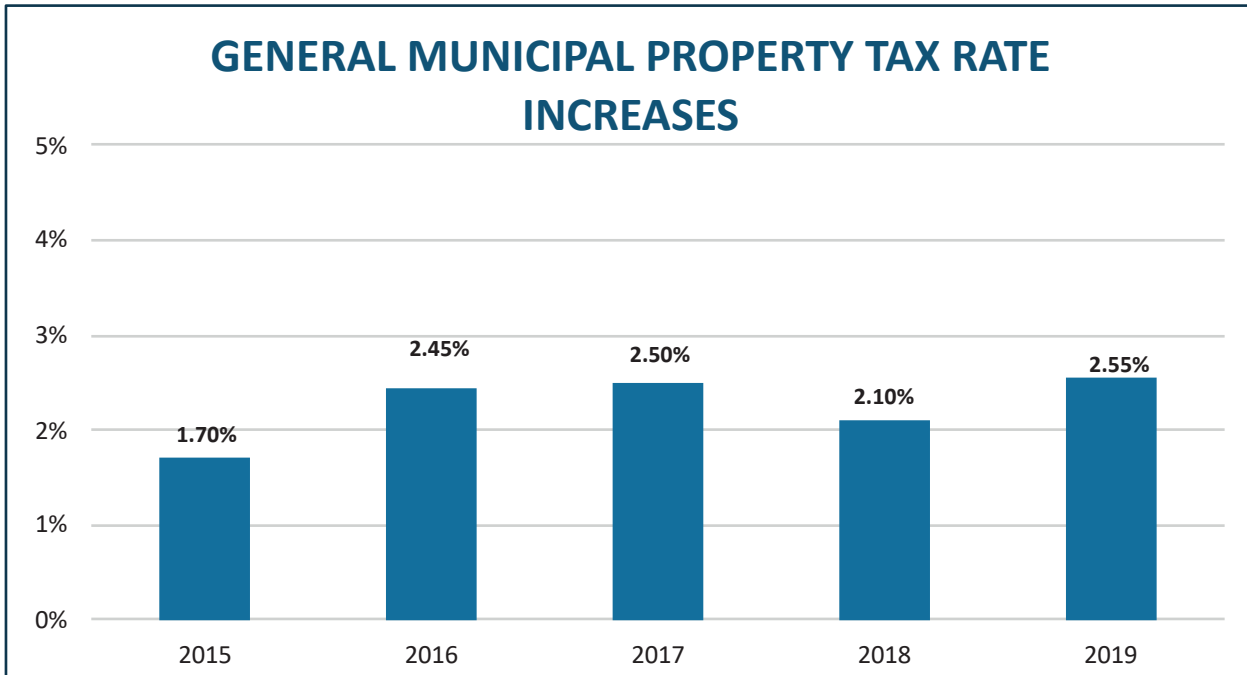
Property Taxes Levied & Collected

	2015	2016	2017	2018	2019
Municipal Taxes	26,507,914	27,683,998	29,301,339	30,377,222	31,864,875
Other Taxing Authorities	24,587,052	26,437,033	27,310,822	28,266,035	29,873,834
Municipal Utilities User Fees	10,179,309	10,891,584	11,665,281	12,077,820	12,459,648
Parcel Taxes	1,368,761	1,377,214	1,381,136	1,554,614	1,733,611
1% Utility Grants	478,899	482,646	482,682	519,780	526,703
Local Service Taxes	99,306	93,784	99,056	91,721	88,727
Business Improvement Areas	67,527	70,639	68,636	73,689	76,865
Total Current Taxes Levied¹	\$63,288,768	\$67,036,897	\$70,308,952	\$72,960,882	\$76,624,263
Current taxes collected	61,802,539	65,931,005	69,119,126	71,744,014	75,459,338
Current taxes outstanding at December 31	1,486,229	1,105,892	1,189,826	1,216,868	1,164,925
% of current taxes collected	97.7%	98.4%	98.3%	98.3%	98.5%

Note: excludes grants in lieu of tax, interest and penalties.

TAXATION & ASSESSMENT

Source: Finance Department



NEW CONSTRUCTION

Source: Finance Department

2019 NON-MARKET ASSESSMENT

	2015	2016	2017	2018	2019
Residential	47,846,142	35,093,634	108,017,400	79,532,538	120,787,238
Utilities	406,000	1,500	-	92,700	234,300
Major Industry	274,500	38,200	-	-	-
Light Industry	240,000	(2,000)	(925,500)	(814,600)	(108,500)
Businesses/ Other	2,483,507	(4,162,250)	690,690	8,382,100	6,533,650
Managed Forest	1,006,300	(13,400)	1,179,200	327,800	2,272,700
Recreational/ NonProfit	(581,100)	96,300	(516,000)	(2,793,000)	229,000
Farm	(1,517)	7	(15,661)	(40,210)	(13,052)
	51,673,832	31,051,991	108,430,129	84,687,328	129,935,336

NEW CONSTRUCTION

Source: Finance Department

REVENUES FROM NON-MARKET CHANGE

	2015	2016	2017	2018	2019
Residential	264,814	192,634	586,634	384,500	518,723
Utilities	9,569	44	-	3,051	7,785
Major Industry	8,416	1,219	-	-	-
Light Industry	2,875	(25)	(11,506)	(10,018)	(1,240)
Businesses/ Other	29,751	(52,372)	8,587	100,256	74,897
Managed Forest	10,914	(181)	24,402	6,206	39,890
Recreational/ NonProfit	(4,015)	741	(3,961)	(21,735)	1,771
Farm	(8)	0	(85)	(223)	(74)
	322,315	142,059	604,070	462,036	641,753

PRINCIPAL TAXPAYERS

Source: Finance Department

2019 TOP TEN MUNICIPAL TAXPAYERS

Owner	Description	Total Municipal Taxes
Capital Generation Services Inc	Capital Power Generating Station	866,783
Mariner Holdings Ltd	Mariner Square Shopping Centre	350,695
Discovery Harbour Holdings	Discovery Harbour Shopping Centre	311,697
Raven Forest Products Ltd	Merecroft Village Shopping Centre	206,820
A B Edie Equities Inc	Campbell River Common	144,907
0942069 BC Ltd	Discovery LNG Site	117,690
Realstream Inc	Timberline Village Shopping Centre	101,587
Painters Hotel Resort	Painters Lodge	99,191
Tyee Plaza GP Inc	Tyee Plaza Shopping Centre	97,151
View Investments	Discovery Hotel	87,683
Total		\$ 2,384,204



City of Campbell River Report/ Recommendation to Council

Date: November 12, 2019 File No.
Submitted by: Communications Department
Subject: Results of September 2019 Citizen Satisfaction Survey

Purpose / Introduction

This report summarizes results of the September 2019 Citizen Satisfaction Survey. Full details are attached.

Recommended Resolutions

THAT the report dated November 12, 2019 from the Communications Department regarding the results of the September 2019 Citizen Satisfaction Survey be received for information.

Background

Council budgets for regular statistically-valid citizen satisfaction surveys to gather comprehensive community feedback on a wide range of topics. This year's survey took place from Sept. 13 through 30 to complement budget preparation and deliberation.

Discovery Research mailed 1,200 surveys to randomly-selected households. A letter from the Mayor encouraged respondents 18 or older to complete the survey. As a token of thanks for people participating in the mail survey, the City offered an option to enter a draw for three \$100 gift certificates for programs or memberships offered at the Sportsplex or Community Centre.

All results are anonymous and representative of Campbell River's population based on Statistics Canada 2016 Census information.

People who did not receive a survey in the mail could share their opinion by completing the online survey from a link on the home page of the City's website.

Survey topics included:

- quality of life in Campbell River
- most important issue facing the community
- satisfaction levels with various City services and overall quality of services
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- information needs, methods and quality rating

The cost of conducting the survey was \$9,980, plus GST.

Discovery Research also conducted a statistically-valid satisfaction survey for the City in 2016, through 400 telephone surveys of randomly-selected residents aged 18 or older.

In 2013, the City of Campbell River participated in the syndicated Ipsos Reid citizen satisfaction survey, which conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research.

Discussion

Through September's mailed survey, residents were asked to rate their satisfaction with the services provided by the City of Campbell River. Thirty per cent (364) of surveys were returned. Highlights of responses appear below. A detailed report on findings, including comparison to 2016 results where available, is attached.

Quality of life in Campbell River given high ratings

98% percent rate the *overall quality of life in Campbell River* as good (**64%**) or very good (**34%**).
97% rated Campbell River a *good place to raise children* and a *good place to retire*.

In 2016, 96% rate the overall quality of life in Campbell River as good (57%) or very good (39%). 95% rated Campbell River a good place to raise children and a good place to retire.

In 2013, 93% rated good/very good

In 2006, 88.1% were satisfied with Campbell River as a place to live

Most important issue facing Campbell River – Homelessness and Addiction Issues

15% indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (**10%**) and the *affordability and availability of housing* (**8%**).

In 2016, 29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/ increasing costs (10%) and the aging infrastructure (10%).

Top 2013 priorities

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

Top 2006 priorities:

- *roads maintenance and repair 20.8%*
- *police protection: 29.5%*
- *public washrooms: 14.8%*
- *recreation facilities and services for families: 13.8%*

Favourite thing about Living in Campbell River – Access to Outdoor Recreation

34% felt their favourite thing about living in Campbell River was easy access to outdoor recreation and **29%** felt it is being close to the ocean.

In 2016, 54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was easy access to outdoor recreation.

Residents Satisfied with City Services and Programs

91% were satisfied with the overall services and programs provided by the City.

In 2016, 96% were satisfied with overall services and programs provided by the City.

In 2013, 85% were satisfied with level and quality of City services

In 2006, 64.1% were satisfied

Majority feel City of Campbell River is doing a good job

78% agree with the statement, “*In general, I believe the City of Campbell River is doing a good job.*”

In 2016, 86% agreed with the above statement.

In 2013, the level of satisfaction with Council and administration decisions was 53%.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails (97% satisfied)*; *water supply (97%)*; *sewage system (98%)*; and *recreation programs (94%)*.

In 2016, the highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).

Lower Satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement (60% satisfied)*; *public washrooms (64%)*; *transportation and traffic flow (62%)*; and *snow and ice removal (58%)*.

In 2016, the lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating – with overall service satisfaction at 84% in 2019 (88% in 2016).

In 2013, 68% said they were satisfied with customer service.

In 2006, 58.8% were satisfied.

Satisfaction with specific aspects of contact experience

- *Staff's courteousness: 95% (88% in 2013)*
- *Ease of reaching staff: 93% (83% in 2013)*
- *Staff's helpfulness: 92% (80% in 2013)*
- *Speed and timeliness of service: 86% (79% in 2013)*
- *Staff's knowledge: 93% (74% in 2013)*
- *Staff's ability to resolve issue: 79% (65% in 2013)*

Preferred source of information about City issues – Local Newspaper

78% prefer to learn about City issues from *news articles in the local newspapers*; **47%** prefer *radio*; **42%** prefer *newspaper advertisements*; **41%** prefer to learn about issues through *online sources*.

In general, respondents felt the *amount of information provided by the City is adequate (73%)*. Eight percent indicated the amount of *information provided was too little*.

Most people felt the quality of information was satisfactory (**79%**).

In 2016, 57% felt the best source of information about City issues was articles in the local newspapers, and 76% of respondents received news that way.

29% would prefer to learn about issues through online sources, including social media.

In 2016, people felt the amount of information provided by the City was adequate (78%) and that the quality of information was satisfactory (86%). (These were not rated in 2013.)

In 2013, preferred methods for City to communicate information to citizens were:

- *Newspaper: 45%*
- *Mail: 11%*
- *Internet (unspecified): 8%*
- *Email: 8%*
- *City website: 6%*
- *Newsletter/pamphlet/brochure: 5%*
- *Social media: 4%*

Other comparisons

- 64% said they receive good value for tax dollars
 - 73% in 2016
 - 61% in 2013
- 42% felt quality of life had not changed, 17% felt it had improved, and 29% felt it had worsened.
 - In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
 - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- On the question of preference for balancing taxation and service levels, 54% supported increasing taxes to maintain services; 25% want services reduced to maintain current tax level.
 - In 2016, 46% said increase taxes to maintain services and 30% said reduce services to maintain current tax level.
 - In 2013, 37% said increase taxes and 44% said cut services.

The detailed report on survey findings is attached to this report and includes satisfaction levels for a range of departmental services.

In addition to a mail survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage. Of 203 online surveys that were started, 137 surveys were completed in entirety. The detailed report includes online survey results and notes that “Online respondents are more likely than mail respondents to have an issue or complaint about City services. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results.”

Communications

The City will issue a news release with survey results highlights and comparison against 2016. We will also contact the three people who won the prize draw to ensure they receive \$100 gift certificates for programs or memberships offered at the Sportsplex or Community Centre.

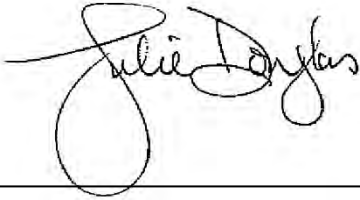
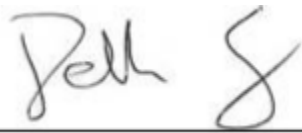
Conclusion

Regularly measuring citizen satisfaction levels through a truly random and representative survey helps gather comprehensive community feedback and provides reliable insight into community support and concerns. Survey results also help match City services and service delivery to community priorities and needs.

The results of September’s statistically-valid survey can be referenced during budget discussions in December as Council members make decisions related to quality of life in Campbell River, City services that are most important to citizens, and opportunities to improve local government services for years to come.

Attachments:

1. 2019 Campbell River Citizen Survey – Detailed Report on Findings

Prepared by:		Reviewed by:	
 <hr/> <p>Julie Douglas Communications Advisor</p>		<hr/> <p>[Your Supervisor/ GM (who will speak to this report at a Council meeting)] [Click once and insert title here]</p>	
Reviewed for Form and Content / Approved for Submission to Council:			
 <hr/> <p>Deborah Sargent, MCIP, RPP City Manager</p>			
Corporate Review			Initials
Assets and Operations			
Corporate and Protective Services			
Community Development			
Finance			



2019 Campbell River Citizen Survey

Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

Date: *October 2019*

Executive Summary

In September 2019, a community survey was mailed to 1200 randomly selected Campbell River Residents. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River. 364 surveys were completed and mailed back, giving a response rate of **30%**.

Quality of life in Campbell River given high ratings

Ninety-eight percent rate the *overall quality of life in Campbell River* as good (**64%**) or very good (**34%**). Similarly, **97%** rated Campbell River a *good place to raise children* and a *good place to retire*.

Most important issue facing Campbell River – Homelessness and Addiction Issues

Fifteen percent indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/increasing costs* (**10%**) and the *affordability and availability of housing* (**8%**).

Favourite thing about Living in Campbell River – Access to Outdoor Recreation

Thirty-four percent felt their favourite thing about living in Campbell River was easy *access to outdoor recreation* and **29%** felt it is being *close to the ocean*.

Residents Satisfied with City Services and Programs

Ninety-one percent were satisfied with the *overall services and programs provided by the City of Campbell River*.

Majority feel City of Campbell River is doing a good job

Seventy-eight percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails* (**97%** satisfied); *water supply* (**97%**); *sewage system* (**98%**); and *recreation programs* (**94%**).

Lower Satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement* (**60%** satisfied); *public washrooms* (**64%**); *transportation and traffic flow* (**62%**); and *snow and ice removal* (**58%**).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are *courteous, helpful, and accessible*.

Preferred source of information about City issues – Local Newspaper

Seventy-eight percent prefer to learn about City issues from *news articles in the local newspapers* and **41%** would prefer to learn about issues through *online sources*.

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Introduction

In September of 2019, the City of Campbell River conducted a comprehensive mail survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budget decisions for the upcoming years.

Discovery Research, an independent consulting firm, was retained to conduct the 2019 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's mail survey and where applicable makes comparisons with a telephone survey conducted in 2016.

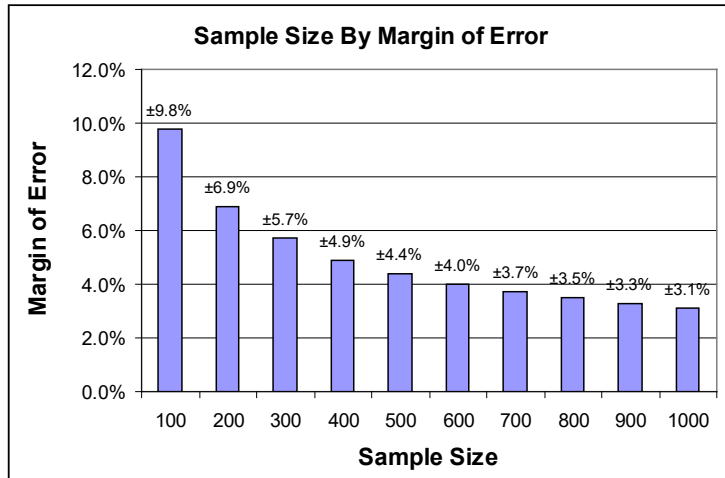
Objectives

The 2019 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**

Methodology

A random sample of 1200 Campbell River Residents were mailed a survey in September 2019. The random sample was generated such that each residence in Campbell River had an equal opportunity of being selected for the research. 364 surveys were mailed back, giving a response rate of **30%**.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 364 will be accurate within ±5.1%, at the 95% confidence interval (19 times out of 20).

Weighting

Campbell River’s actual population distribution by age was taken from the 2016 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

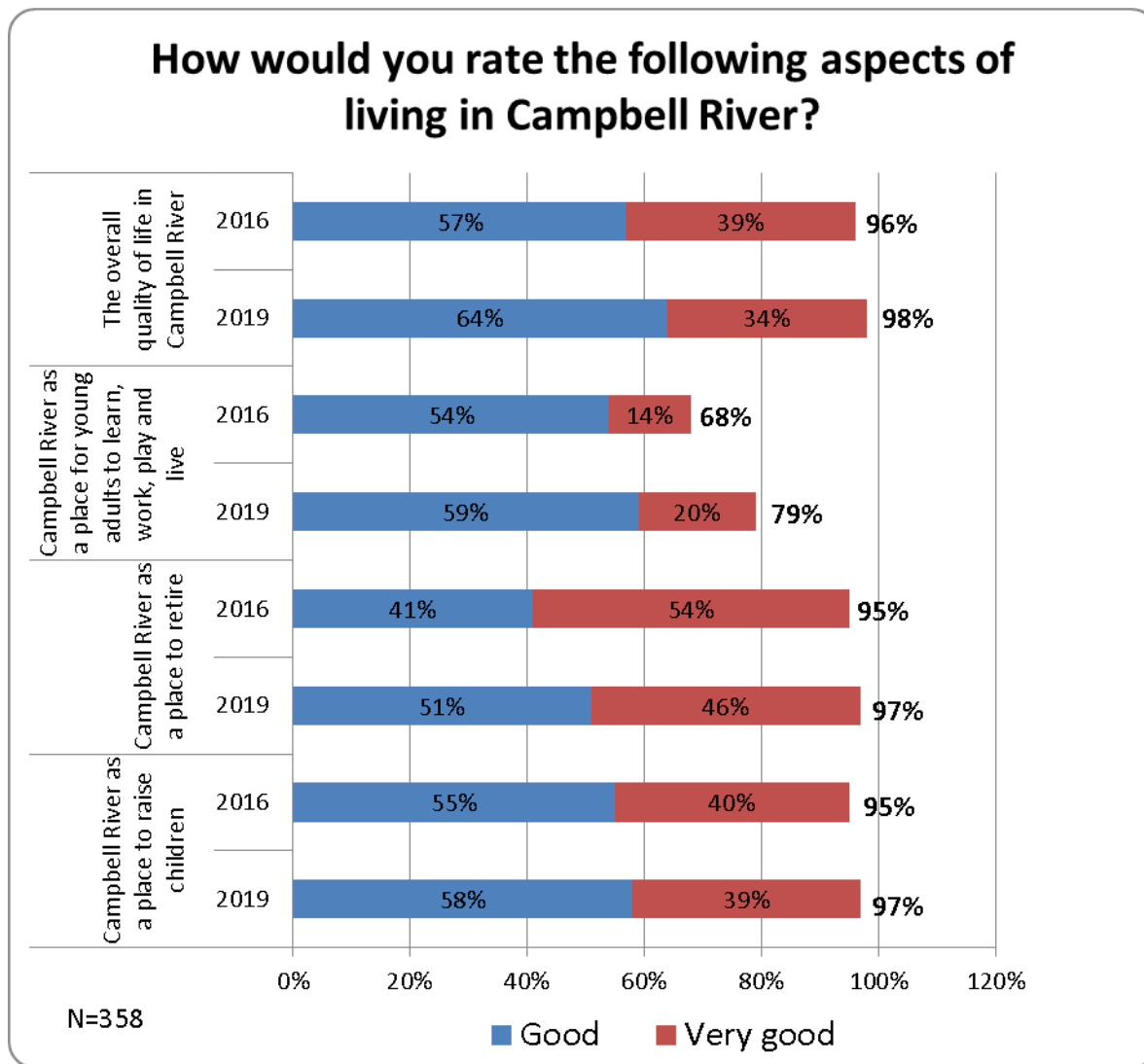
Age	Population from 2016 Census	Unweighted Sample	Weighted Sample
18-44	28%	21%	28%
45-64	30%	30%	30%
65+	42%	48%	42%

Online Survey

In addition to a mail survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage. In total, 203 online surveys were started by residents and of these 203 surveys, 137 surveys were completed in entirety. Online survey results must be interpreted with caution because of the self-selection bias inherent in the online methodology. Online respondents are more likely than mail respondents to have an issue or complaint about City services. Online respondents seek out the online survey instrument in order to provide feedback. Mail respondents are more passive in how they were approached to do the survey and are more representative of the overall population of Campbell River. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results. Online results can be seen in *Appendix 2*.

Section 1 – Overall Quality of Life in Campbell River

Q1. Quality of life in Campbell River

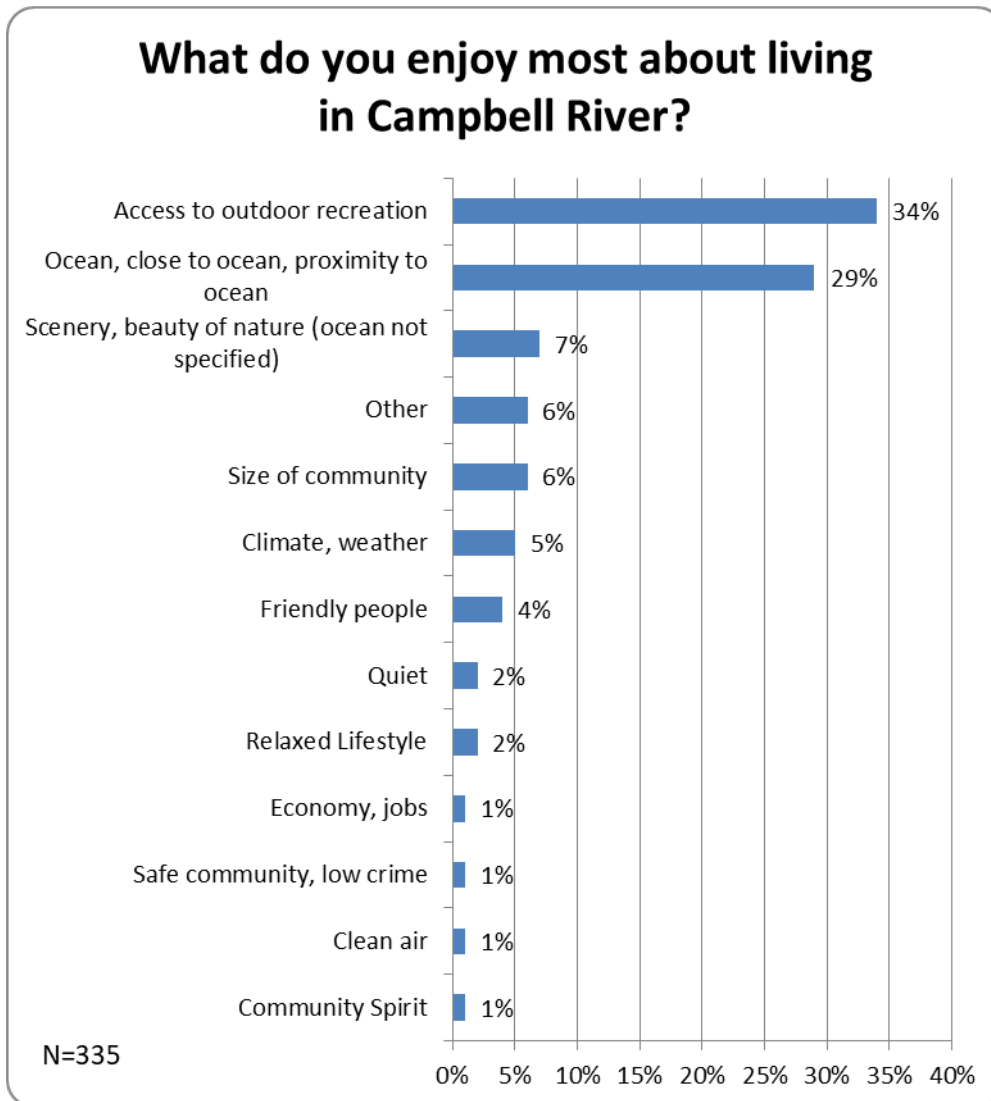


Residents provided high ratings (**98%**) for the *overall quality of life in Campbell River* (very good=**39%** and good=**57%**)

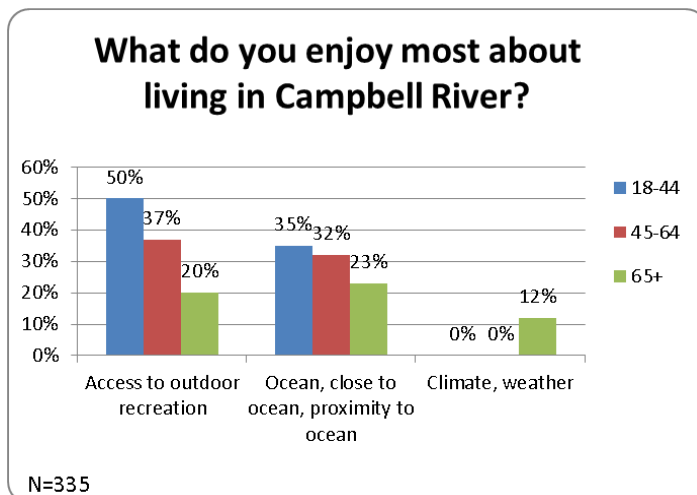
Campbell River was also rated highly (**97%**) as *a place to raise children and a place to retire*.

The majority of Citizens (**79%**) gave a good rating for *Campbell River as a place for young adults to learn, work, play and live*.

Q2. Most enjoyed aspect of living in Campbell River

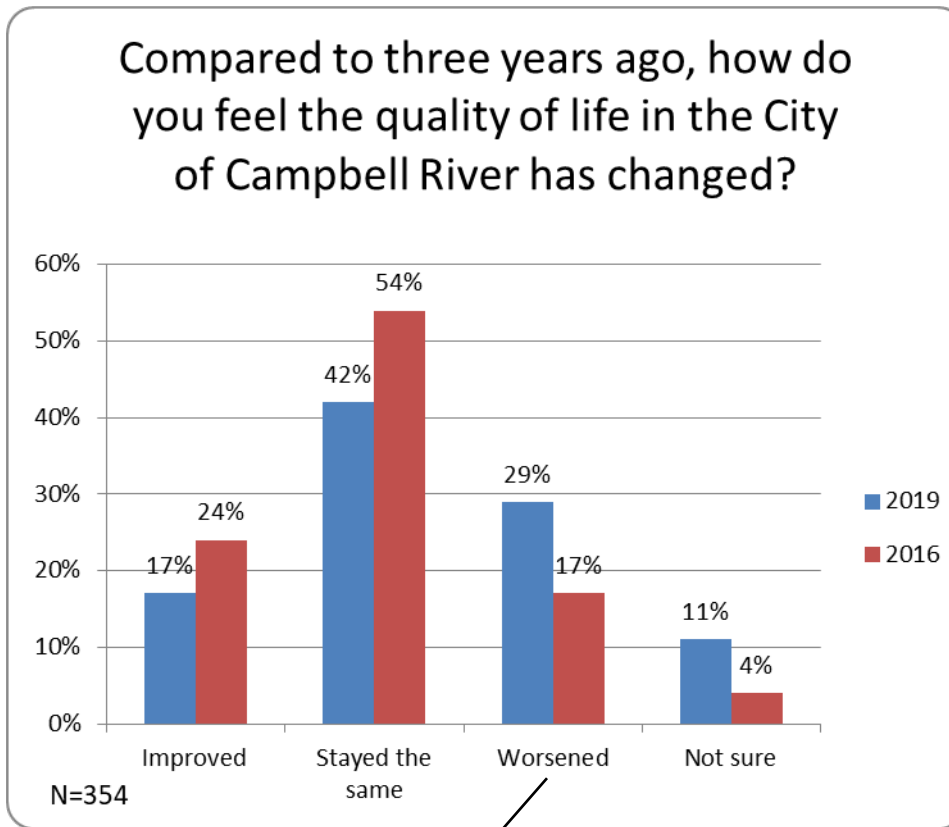


Thirty-four percent of respondents felt their favourite thing about living in Campbell River was *access to outdoor recreation* and a further **29%** indicated their favourite thing was *being close to the ocean*.



Among Citizens 18-44 years old, **50%** listed *access to outdoor recreation* as one of their favourite things about living in Campbell River. Older respondents were more likely to appreciate *the weather*.

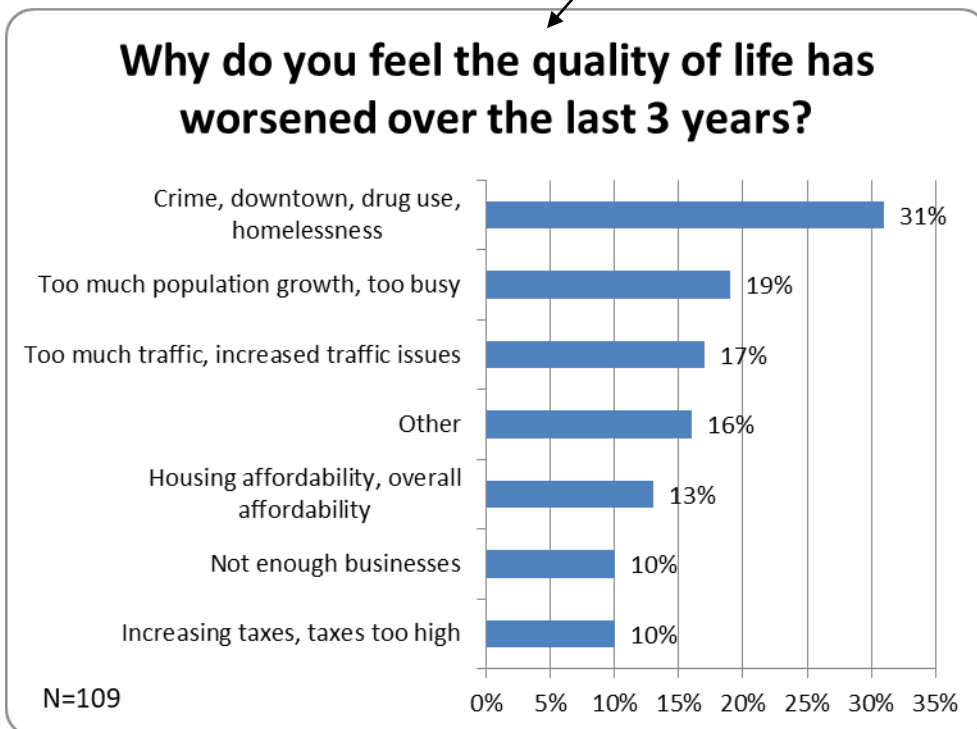
Q3. Quality of life in Campbell River compared to 3 years ago



The majority of respondents (**42%**) felt that the quality of life in Campbell River has *not changed* in the past 3 years.

Seventeen percent felt the quality of life has *improved* and **29%** felt the quality of life has *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.



Of the 109 respondents who felt their quality of life had worsened in the last 3 years **31%** attributed this to *crime, downtown, drug use, and homelessness*. A further **19%** indicated that there was *too much population growth, or too busy*.

Q4. Most important issue facing Campbell River

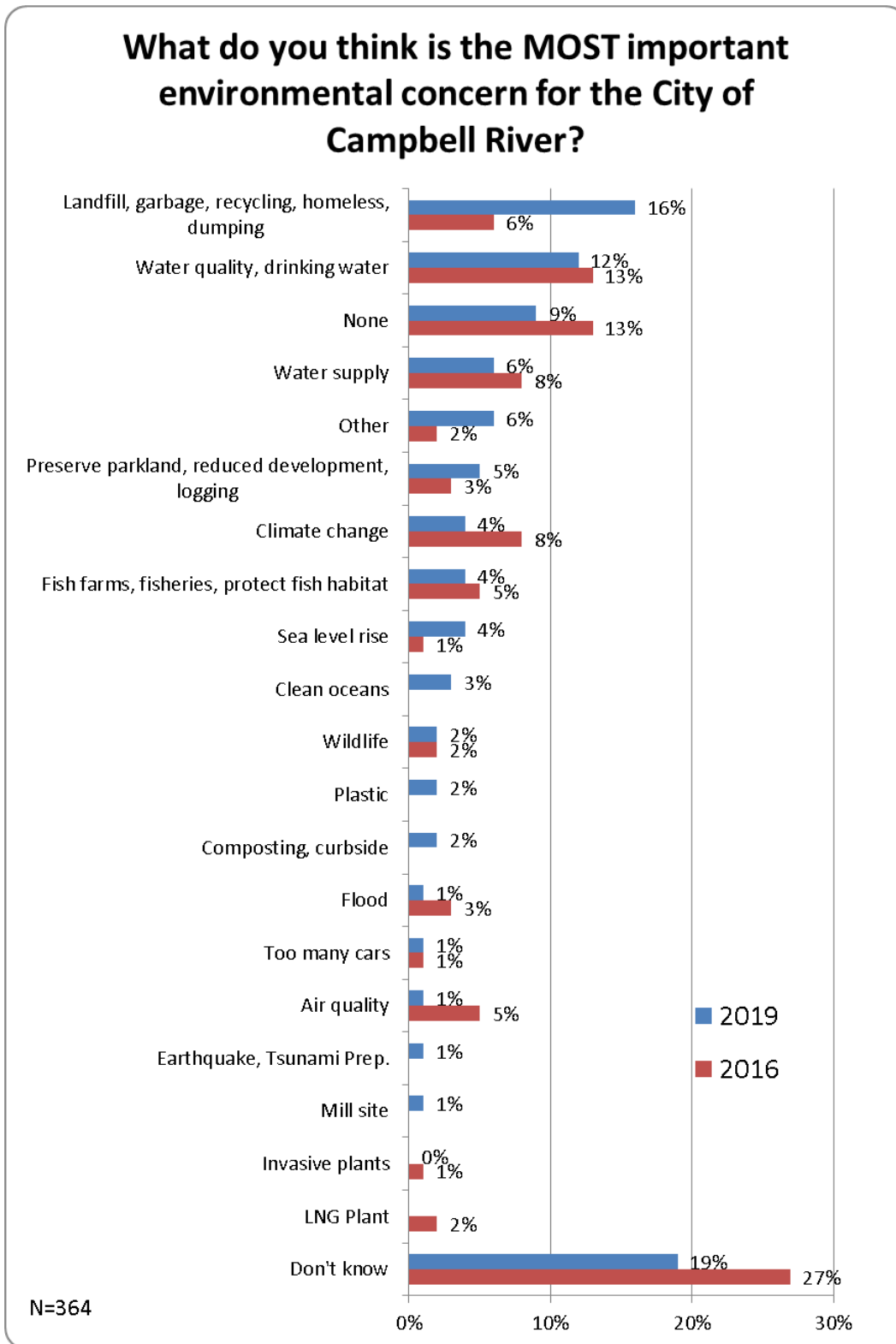
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?

	2019	2016
Homelessness, Addiction issues	15%	4%
Taxes, fiscal responsibility, increasing costs	10%	10%
Housing, available and affordable	8%	1%
Population growth, Overcrowding, Urban Planning	6%	8%
Protect environment, water	6%	
Crime, Safety of Citizens	5%	3%
Lack of Jobs, poor economy	4%	29%
Aging infrastructure	4%	10%
Traffic – too much	4%	2%
Business development, tourism promotion	4%	2%
Other	2%	
Climate, weather	2%	
Healthcare	2%	2%
Clean up city, downtown	2%	
Parking	2%	
Activities, resources for Seniors	2%	1%
Improve City Council, City Staff	1%	
More recreational and social activities	1%	4%
Road conditions	1%	1%
Childcare	1%	
Recycling, composting, garbage	1%	
Activities for youth, schools	1%	3%
Bike and pedestrian routes	1%	
Don't know	2%	16%
None	13%	1%

Fifteen percent of residents feel the single most important issue facing the City of Campbell River is *homelessness and addiction issues*. Ten percent feel the most important issue is related to *increasing taxes, costs and fiscal responsibility*.

Housing availability and affordability were the most important issues for **8%** of respondents.

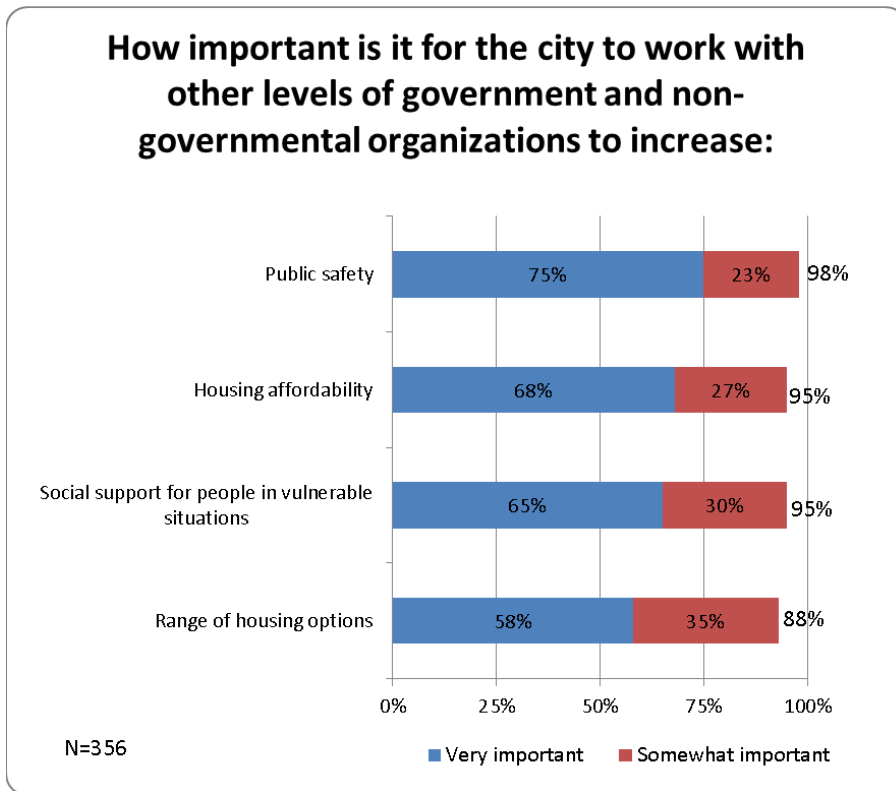
Q5. Most Important Environmental Concern



The most important environmental issues were *landfill, garbage, recycling, homeless, dumping (16%)* and *water quality, drinking water (12%)*.

Nine percent did not think there was an environmental concern in Campbell River and **19%** could not think of a concern.

Q6. Importance of City working with other levels of government

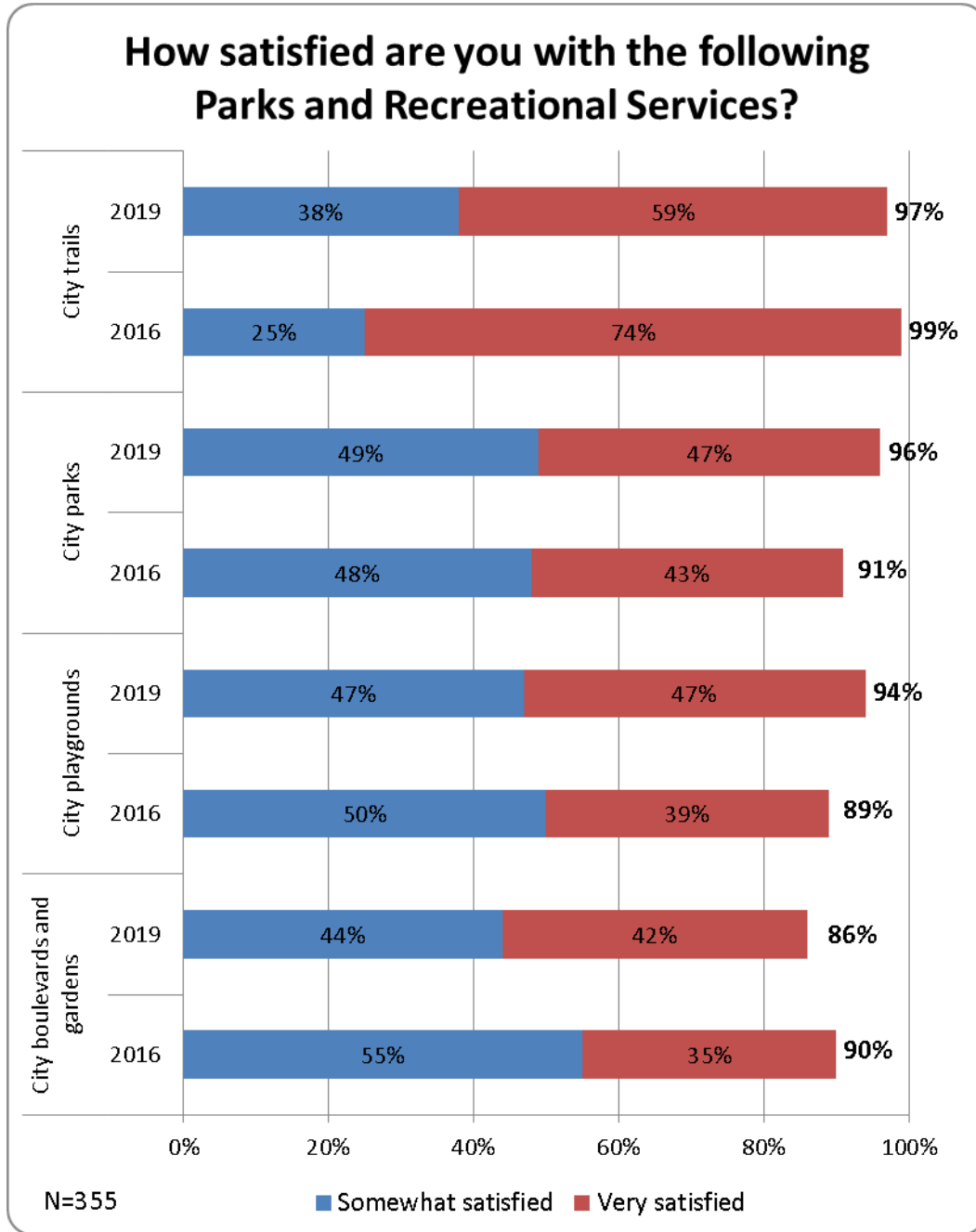


Ninety-eight percent of respondents felt it is important for the city to work with other levels of government on *public safety*.

Thirty-five percent indicated that it was very important to increase *range of housing options*.

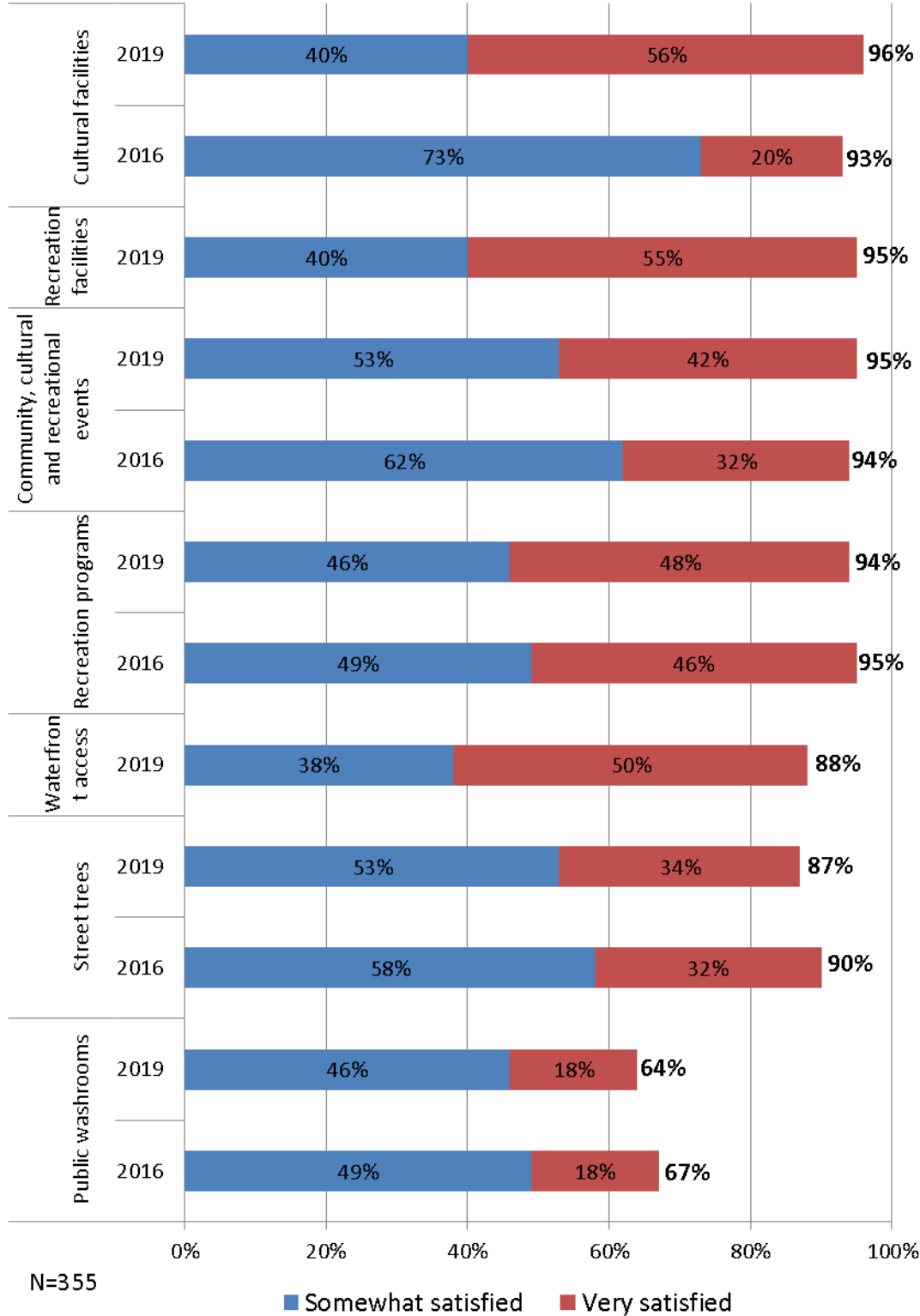
Section 2 – Satisfaction with City Services and Programs

Q7. Parks Recreation and Cultural Services



Ninety-seven percent of Citizens are satisfied with *City trails*, **96%** are satisfied with *City parks* and **94%** are satisfied with *City playgrounds*.

How satisfied are you with the following Parks and Recreational Services?

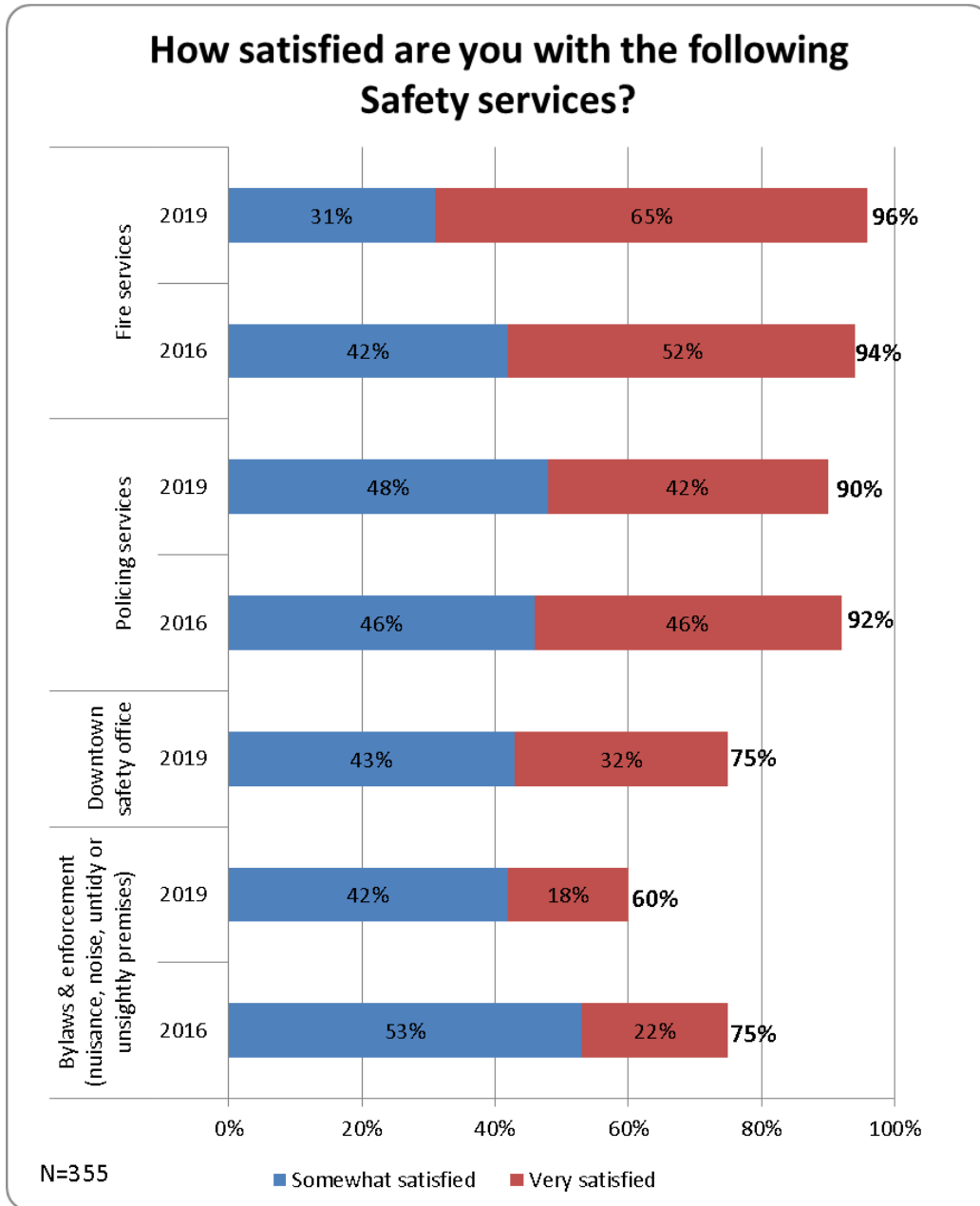


Ninety-six percent of Citizens were satisfied with *Cultural facilities* and **95%** were satisfied with *Recreation facilities*

Eighty-eight percent are satisfied with *Waterfront access*.

Public washrooms received the lowest satisfaction rating with **64%** satisfied.

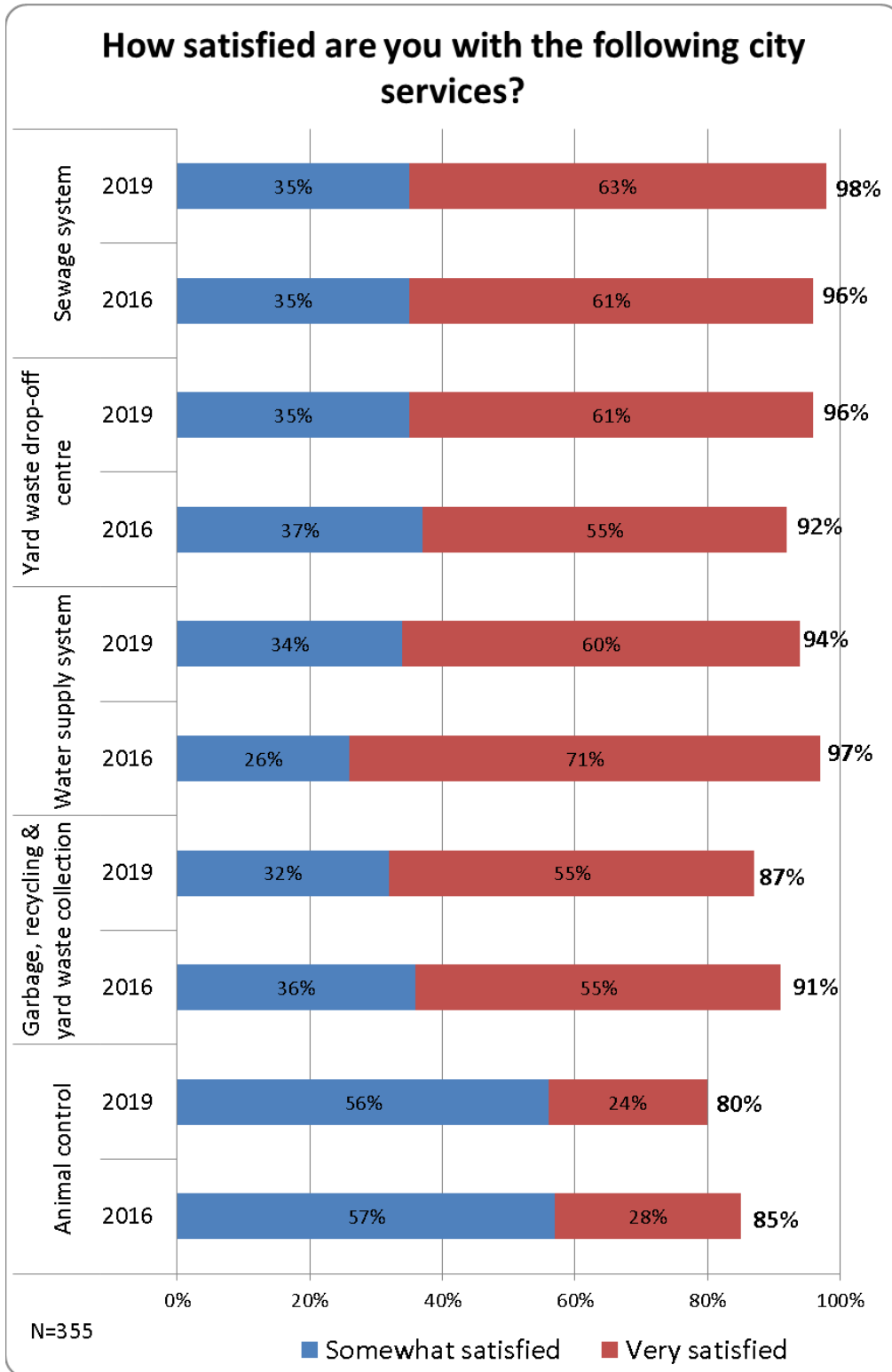
Safety Services



Residents were satisfied with *Fire services* (**96%**) and *Policing services* (**90%**).

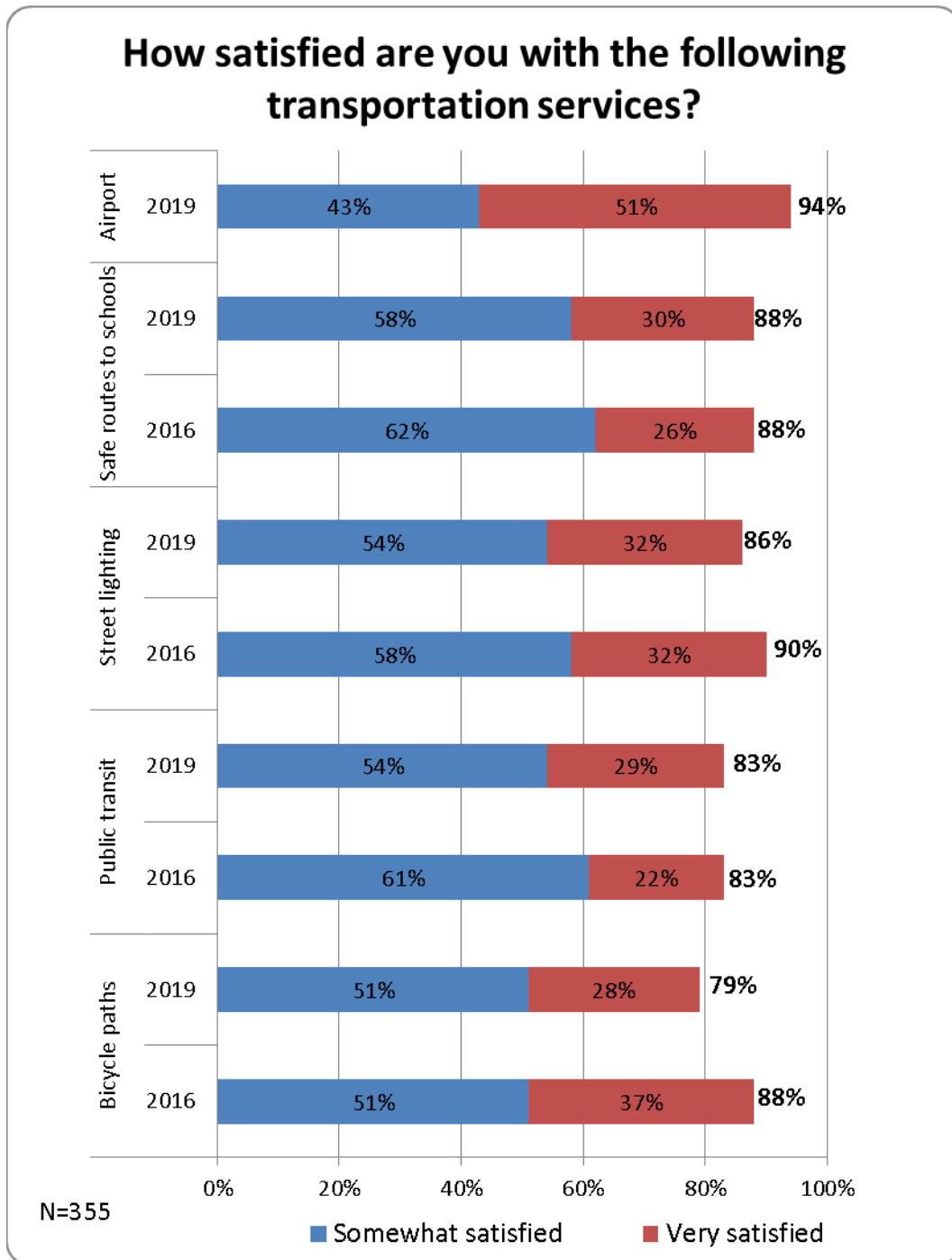
The lowest satisfaction ratings were for *Bylaw enforcement* with **60%** satisfied. This rating decreased from 2016 when 75% of Citizens reported being satisfied with bylaws and enforcement.

City Services



The vast majority of Citizens were satisfied with their *sewage system (98%)*, *yard waste drop off center (96%)* and *water supply system (94%)*.

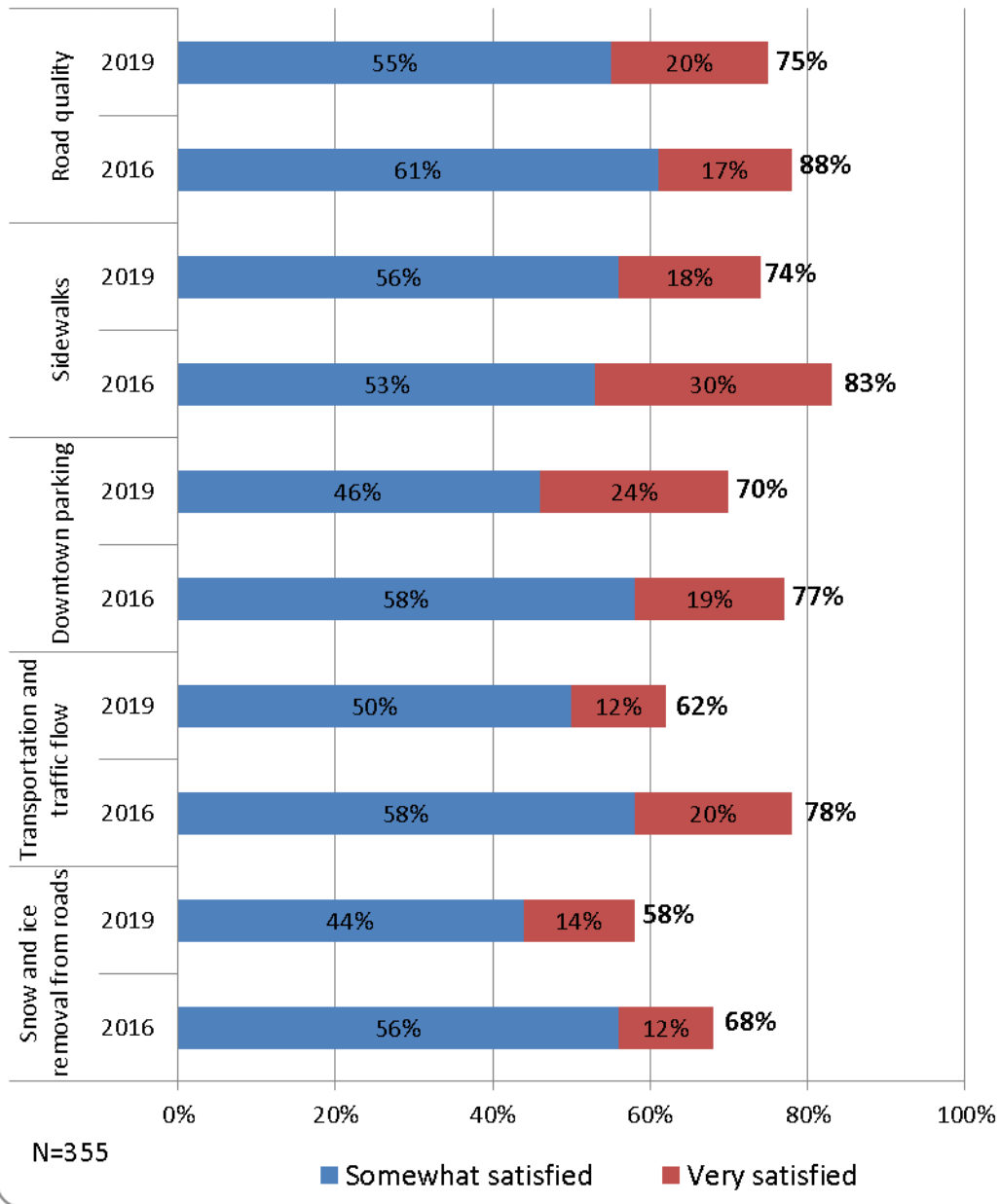
Transportation Services



Ninety-four percent were satisfied with the *airport*.

Eighty-six percent of Citizens were satisfied with *street lighting*.

How satisfied are you with the following transportation services?

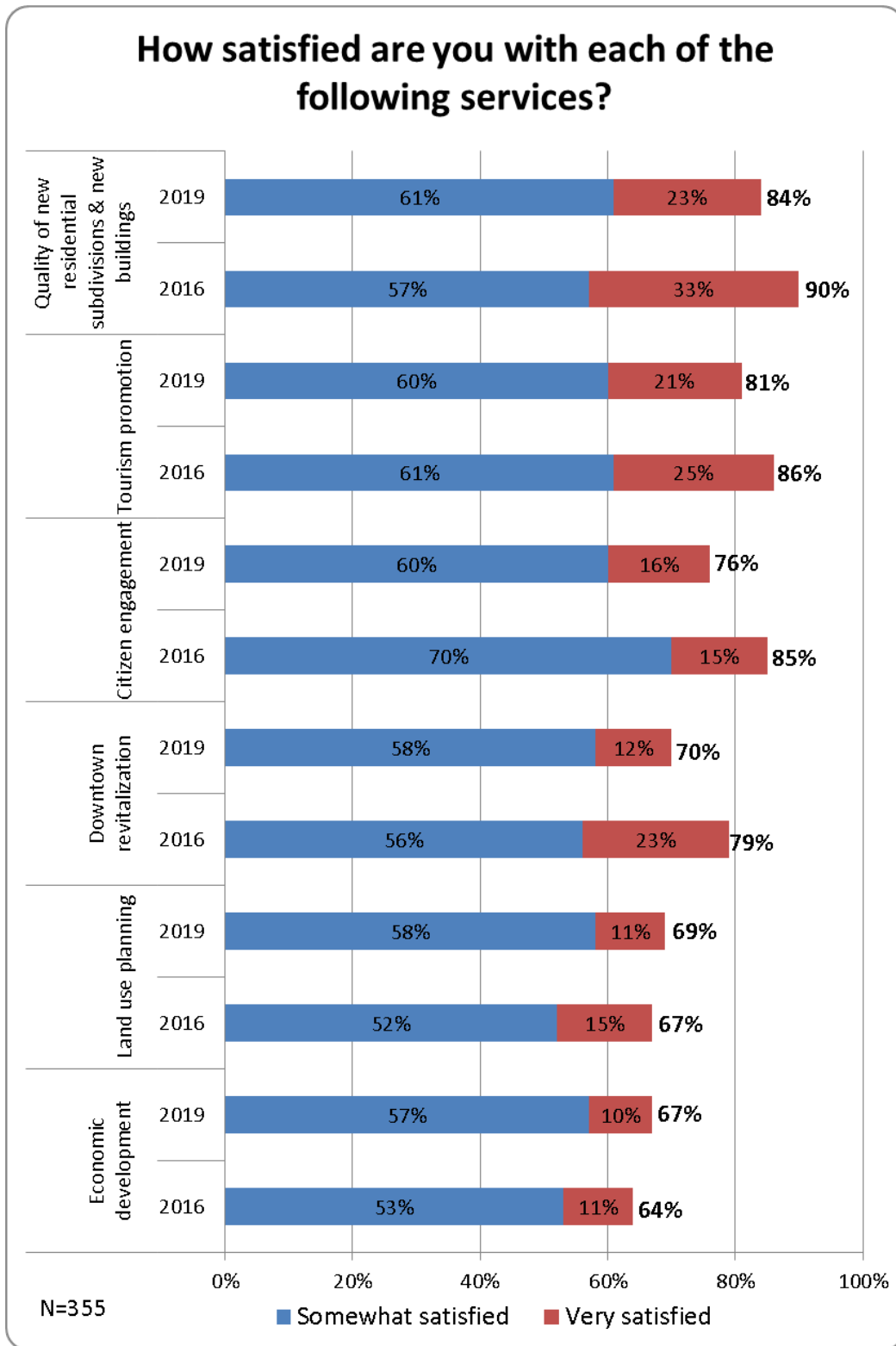


Seventy-five percent are satisfied with *road quality*.

Sixty-two percent were satisfied with Transportation and traffic flow, down from the 2016 level of 78%.

Snow and ice removal from roads got a lower satisfaction rating of 58%, dropping from the 2016 rating of 68%.

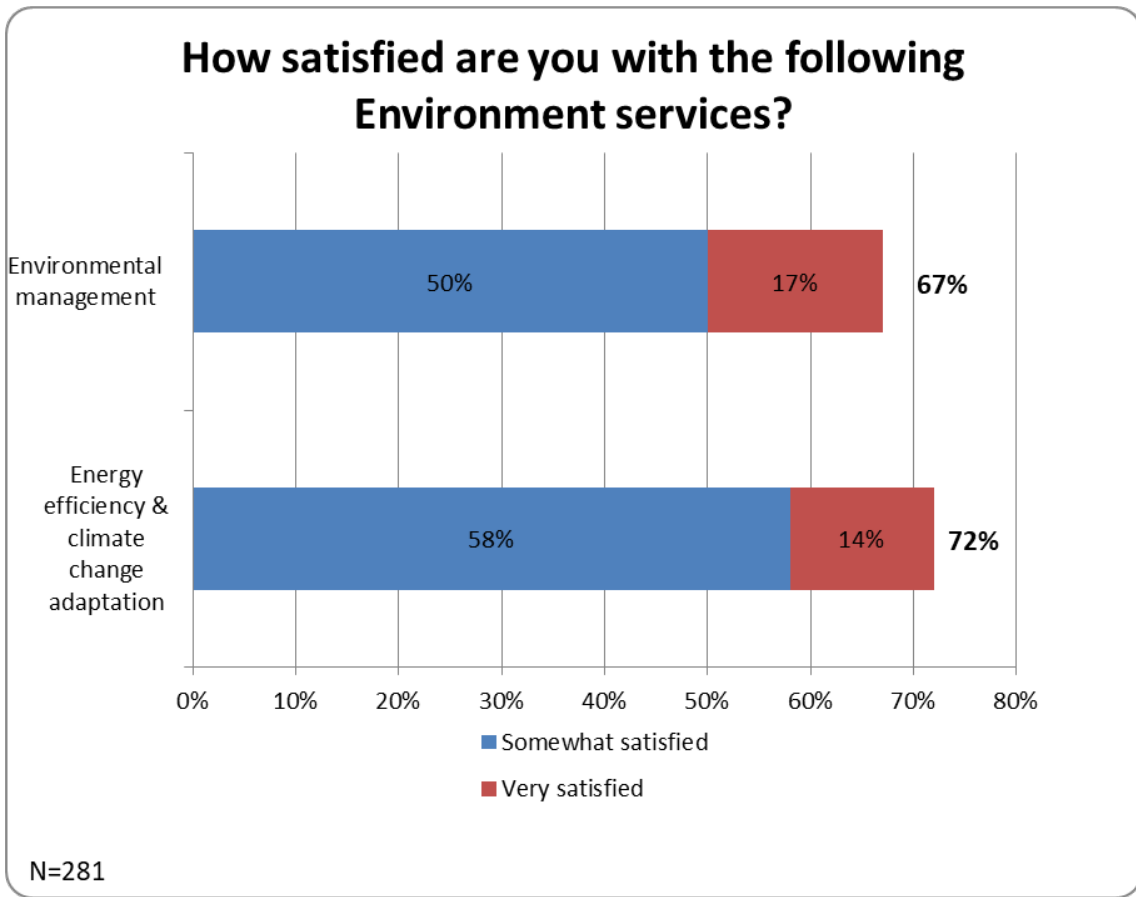
Communication and Development Services



Eighty-four percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **81%** are satisfied with *tourism promotion*.

Sixty-nine percent are satisfied with *land use planning* and **67%** are satisfied with *economic development*.

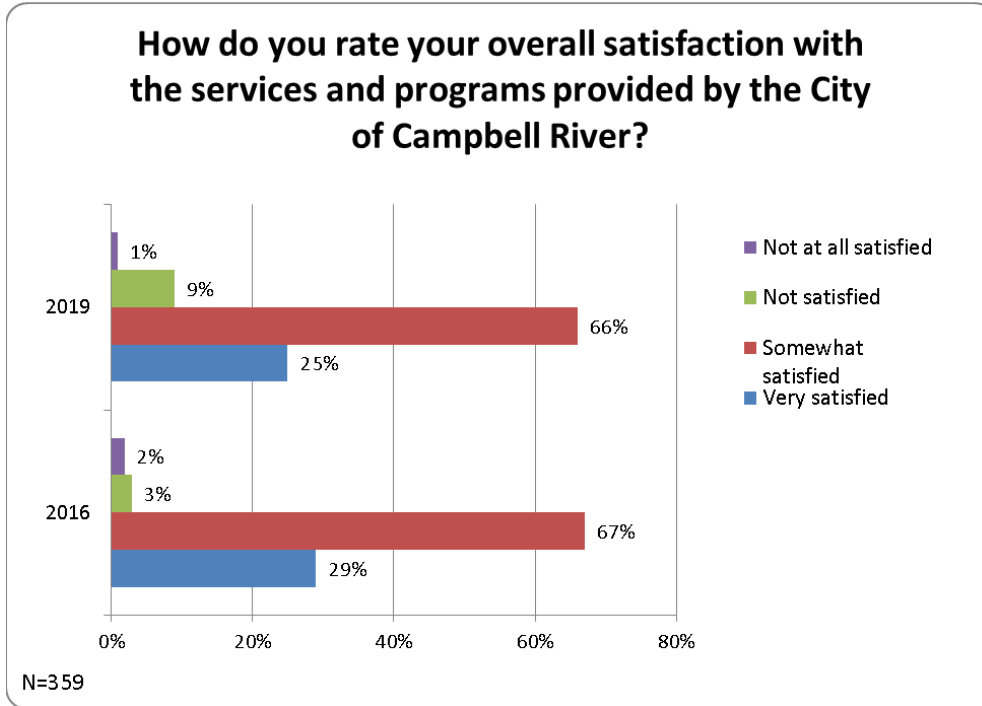
Climate and Environmental Management



Sixty-seven percent of citizens felt satisfied with *Environmental management*.

Seventy-two percent of citizens are satisfied with *Energy efficiency and climate change adaptation*. Of all respondents, **33%** did not know how to rate this item.

Q8. Overall Satisfaction with Services and Programs

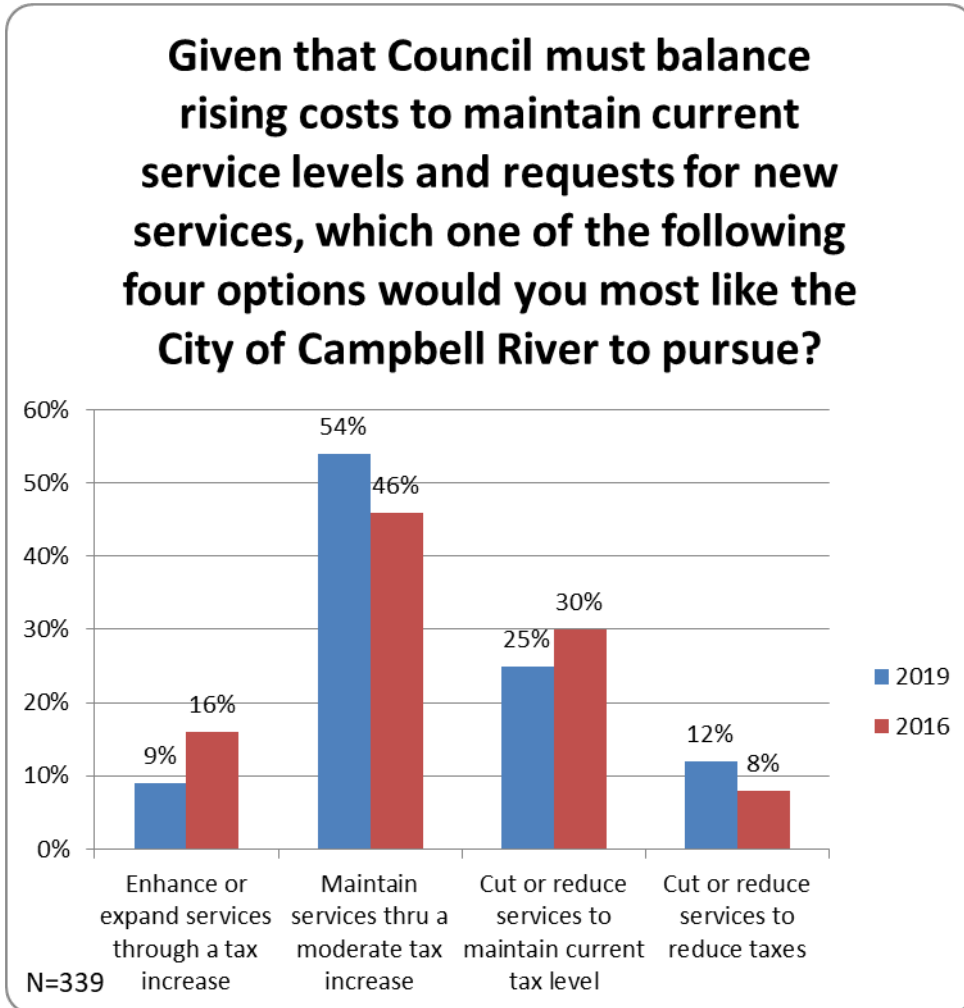


Ninety-one percent of Citizens are very (25%) or somewhat (66%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in *Appendix 3*.

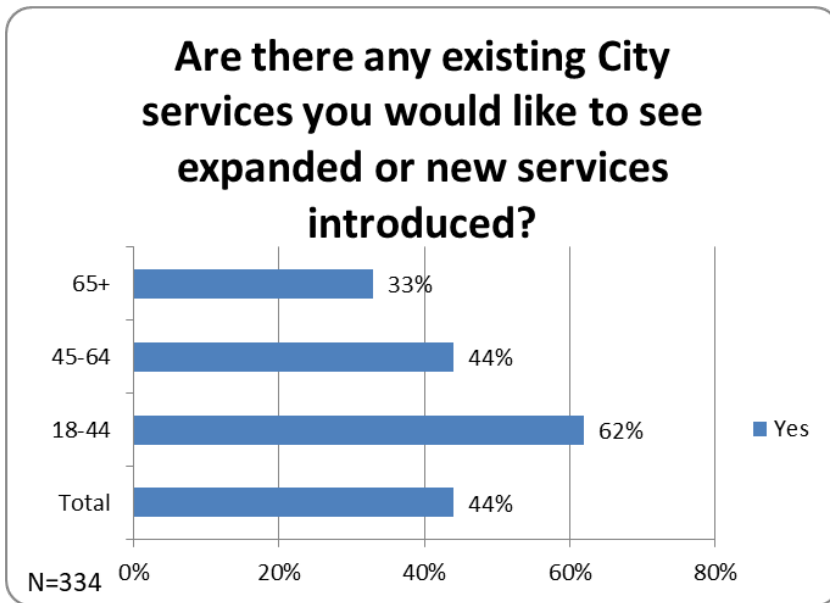
Section 3 – Service Priorities

Q9. Property Tax



Fifty-four percent of respondents wanted the City to *increase taxes to maintain services at current levels* and **25%** want the City to *reduce services to maintain current tax level*.

Q10. Expanding City Services



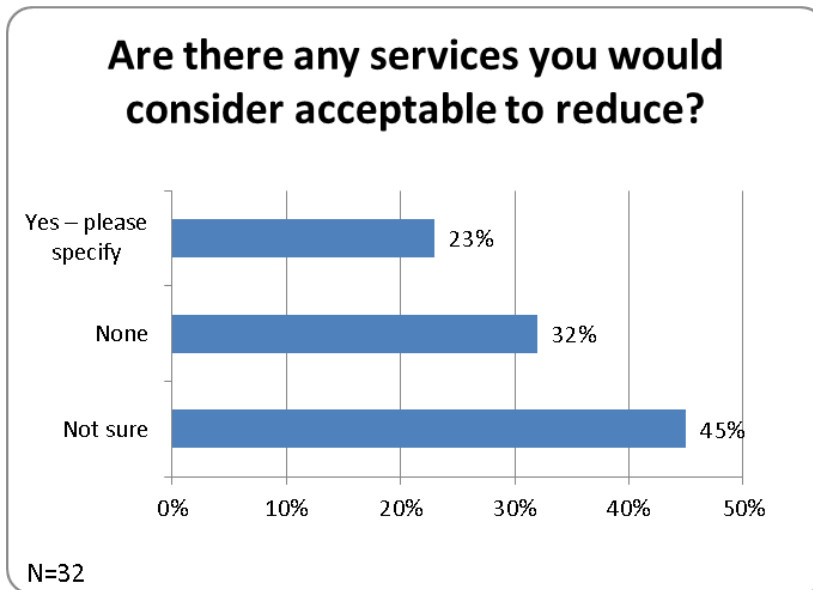
Forty-four percent of Citizens would like to see services *expanded or new services introduced*. Among respondents aged 18-44, **62%** would like to see services expanded compared to only **33%** of respondents aged 65 or older.

Which services would you like to see expanded or introduced?

Compost and food waste pickup	19%
Other	12%
Improve or expand recreation facilities	10%
Address homeless, mental health, addictions, downtown	9%
Increase police	7%
Improve recycling and yard waste pickup	7%
Improve or increase public transit	6%
Improve garbage and large item pickup	6%
Improve and increase parks, playgrounds, walking trails	5%
Improve snow removal	5%
Add more bike paths	4%
Improve bylaw enforcement	4%
Improve city planning	3%
Traffic control	3%
Increase boat launches, wharfs, and boat launch parking	3%
Improve sidewalks, roads, and parking	2%
Maintain natural beauty, trees	2%
Street cleanup	2%
Increase services for seniors	1%
Water services	1%

N=158

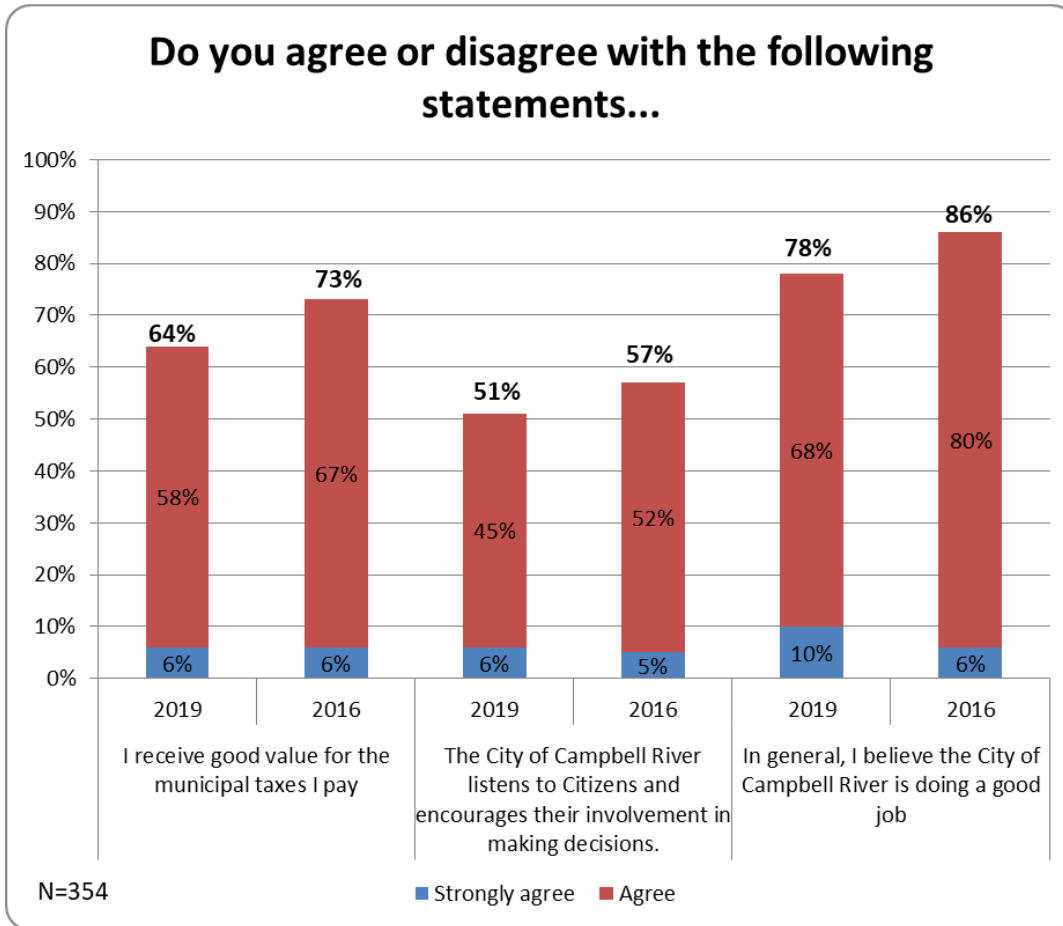
Of the 158 residents that indicated they would like services increased or introduced, 19% suggested *compost and food waste pickup*. Ten percent felt the city should *improve or expand recreation facilities* and 9% indicated the city should *address homeless, mental health, addictions, and downtown*.

Q11. Reducing City Services

Twenty-three percent of respondents indicated there were services they considered acceptable to reduce.

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in *Appendix 3*.

Q12. Overall City Service

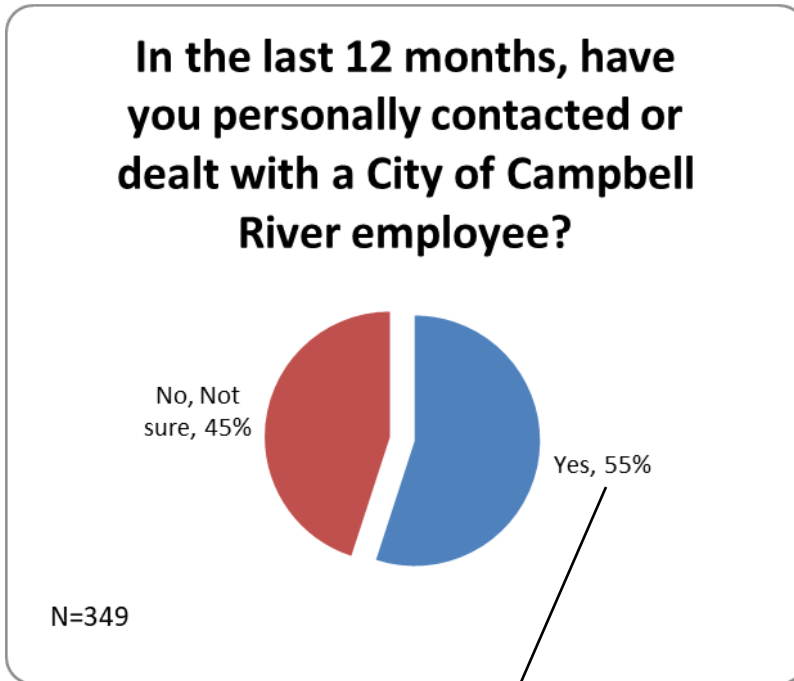


Seventy-eight percent agree that the *City of Campbell River* is doing a good job.

Sixty-four percent agree with the statement, “*I receive good value for the municipal taxes I pay*”.

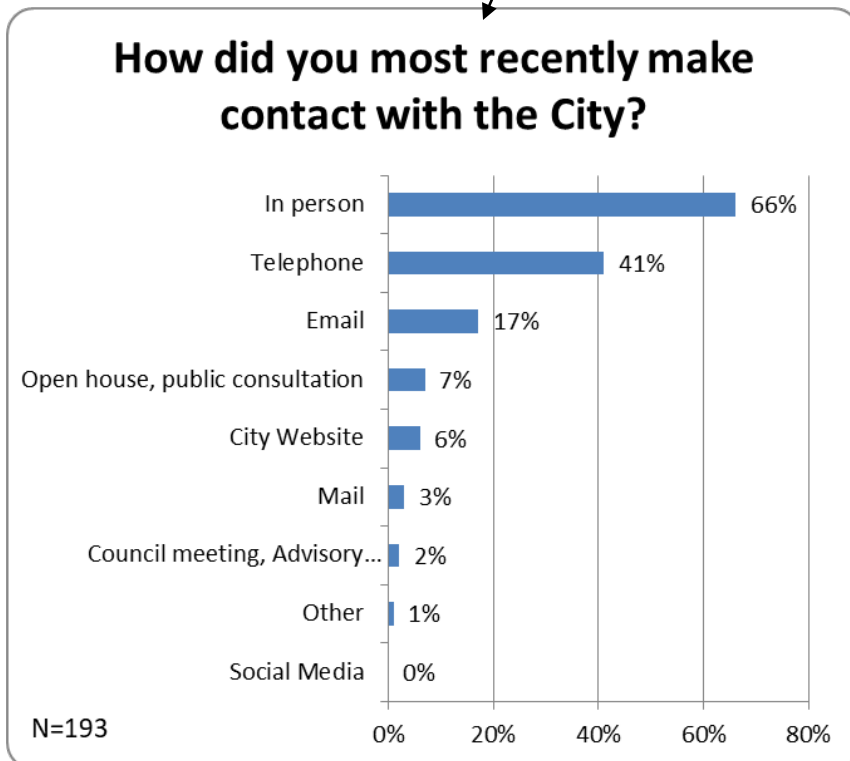
Section 4 –City Employee Customer Service

Q13. Contact with City Staff



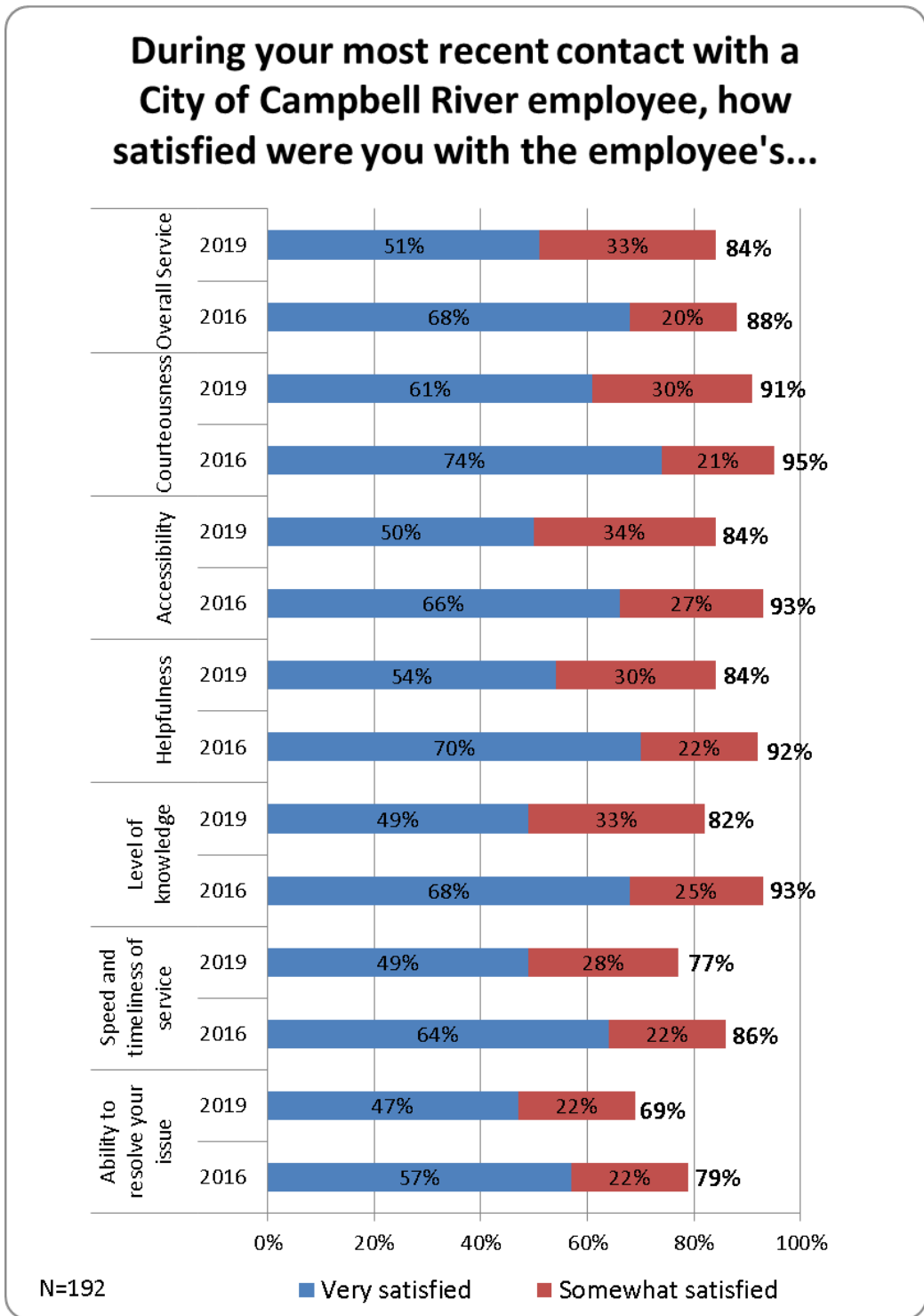
Fifty-five percent of respondents have *had contact with the City of Campbell River or one of its employees over the last 12 months.*

Q14. Method of contact



Among the 193 respondents (**55%**) who have had contact with the City of Campbell River, **66%** had *in-person* service, **41%** communicated *over the phone* and **17%** made contact through an *email* exchange.

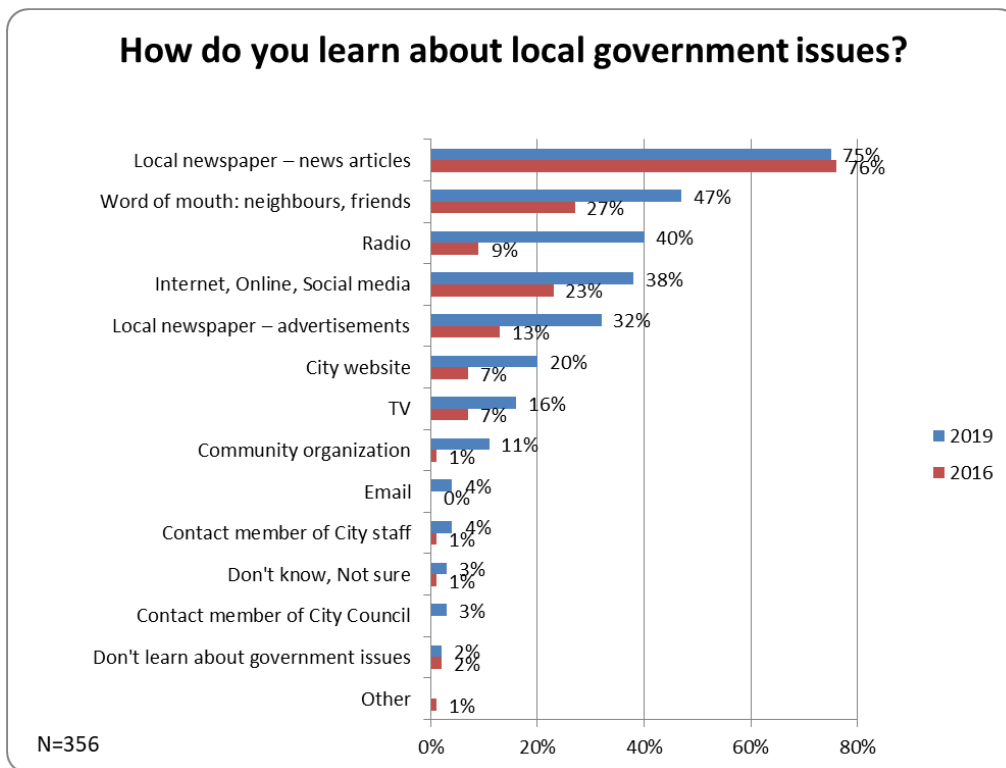
Q15. Service provided by City employees



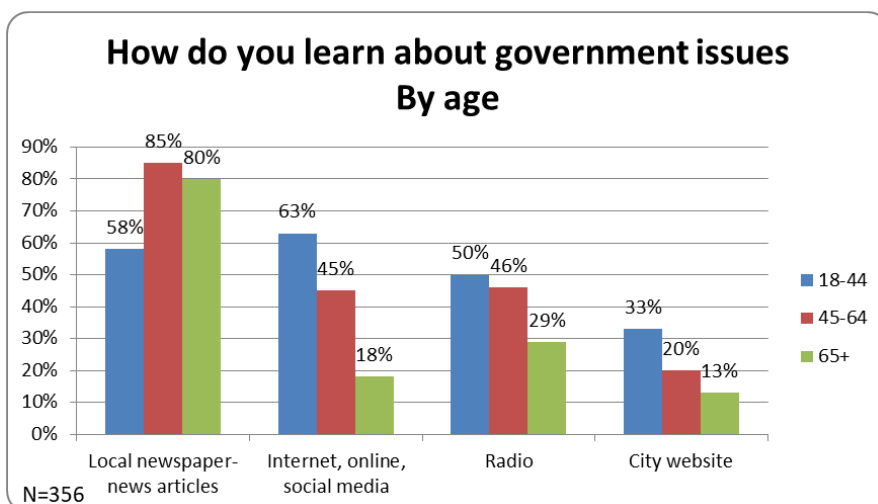
City staff was rated favourably in terms of *courteousness* (**91%** satisfied), *accessibility* (**84%** satisfied) and *level of knowledge* (**82%** satisfied).

Section 5 – Communications

Q16. Learning about local government issues



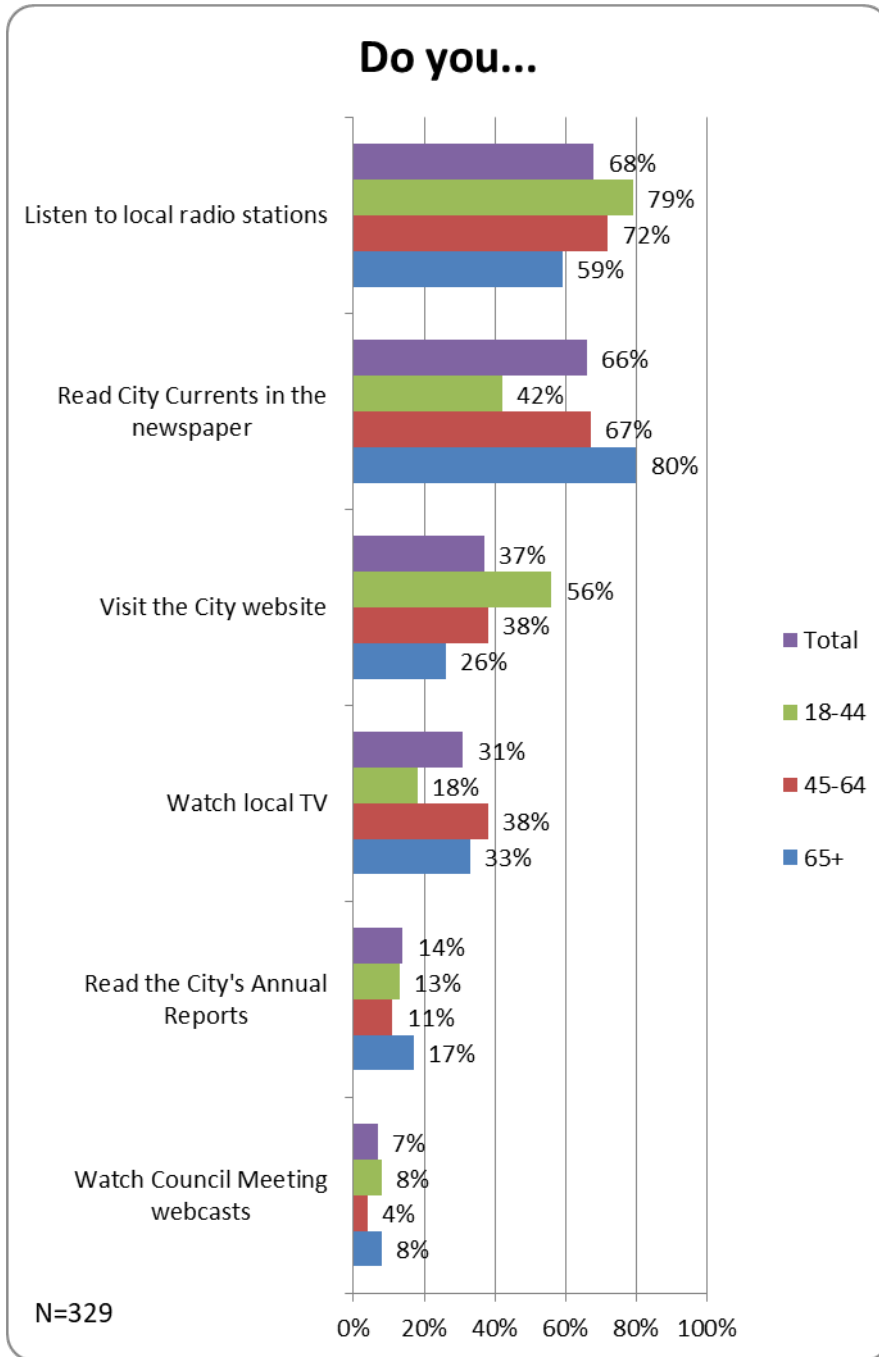
The most popular source of information to learn about local government issues was the *local newspaper* (75%).



Citizens aged 45 or older were more likely to learn about government issues in the *local newspaper* than younger age groups.

Citizens aged 18-44 were more likely than older age groups to learn of government issues via the *internet* (63%) or the *city website* (33%).

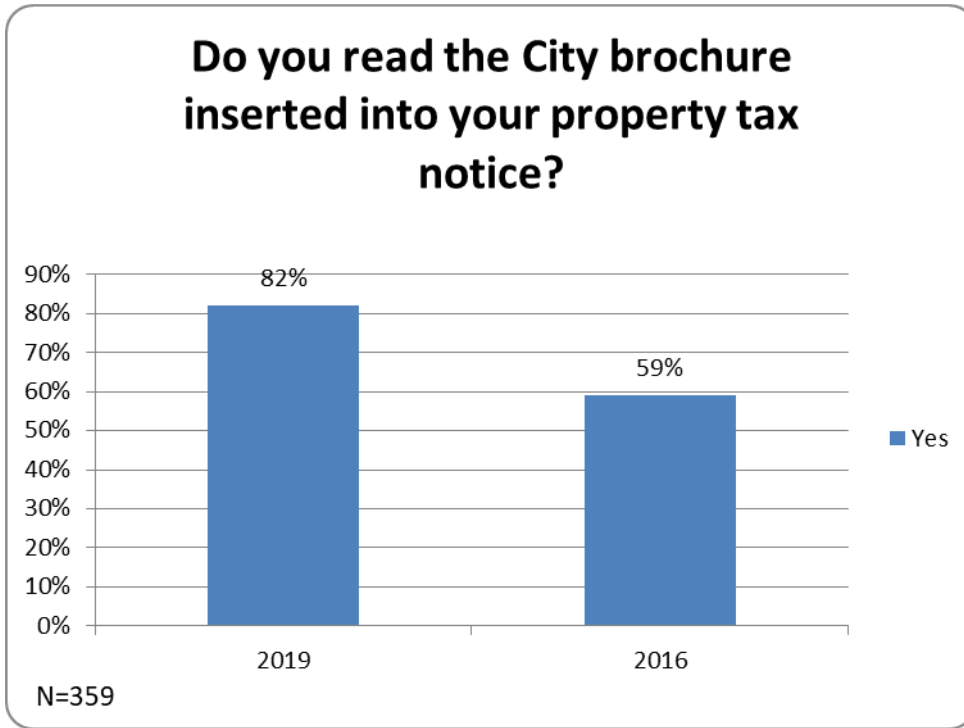
Q17. Local Media use



Sixty-eight percent of citizens listen to local radio stations.

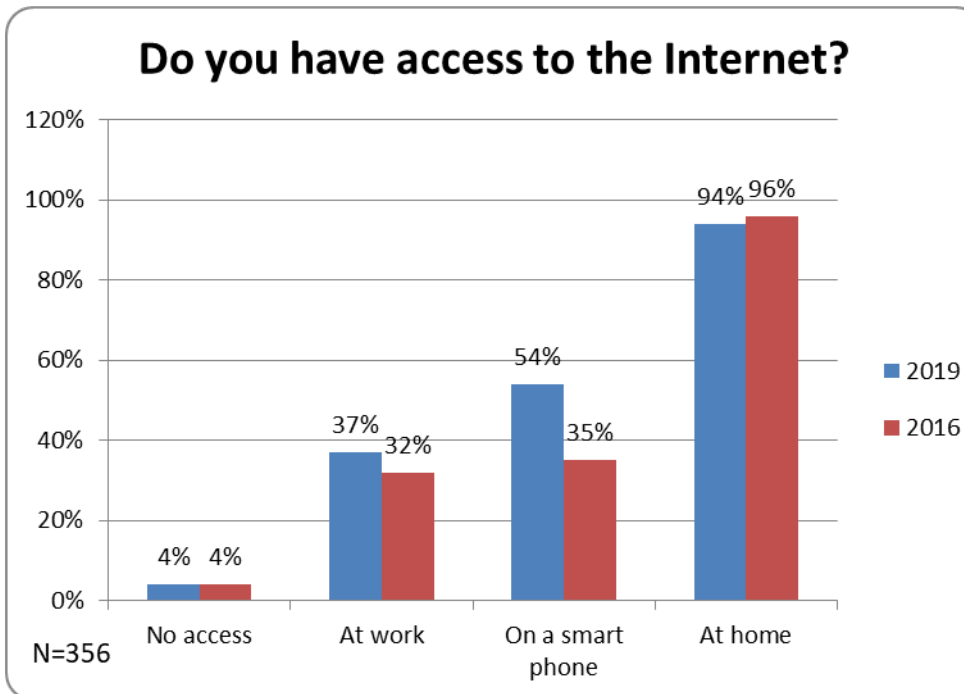
Respondents aged 18-44 were more likely to *visit the city website (56%)* compared to those over 65 (**26%**).

Q18. City Brochure



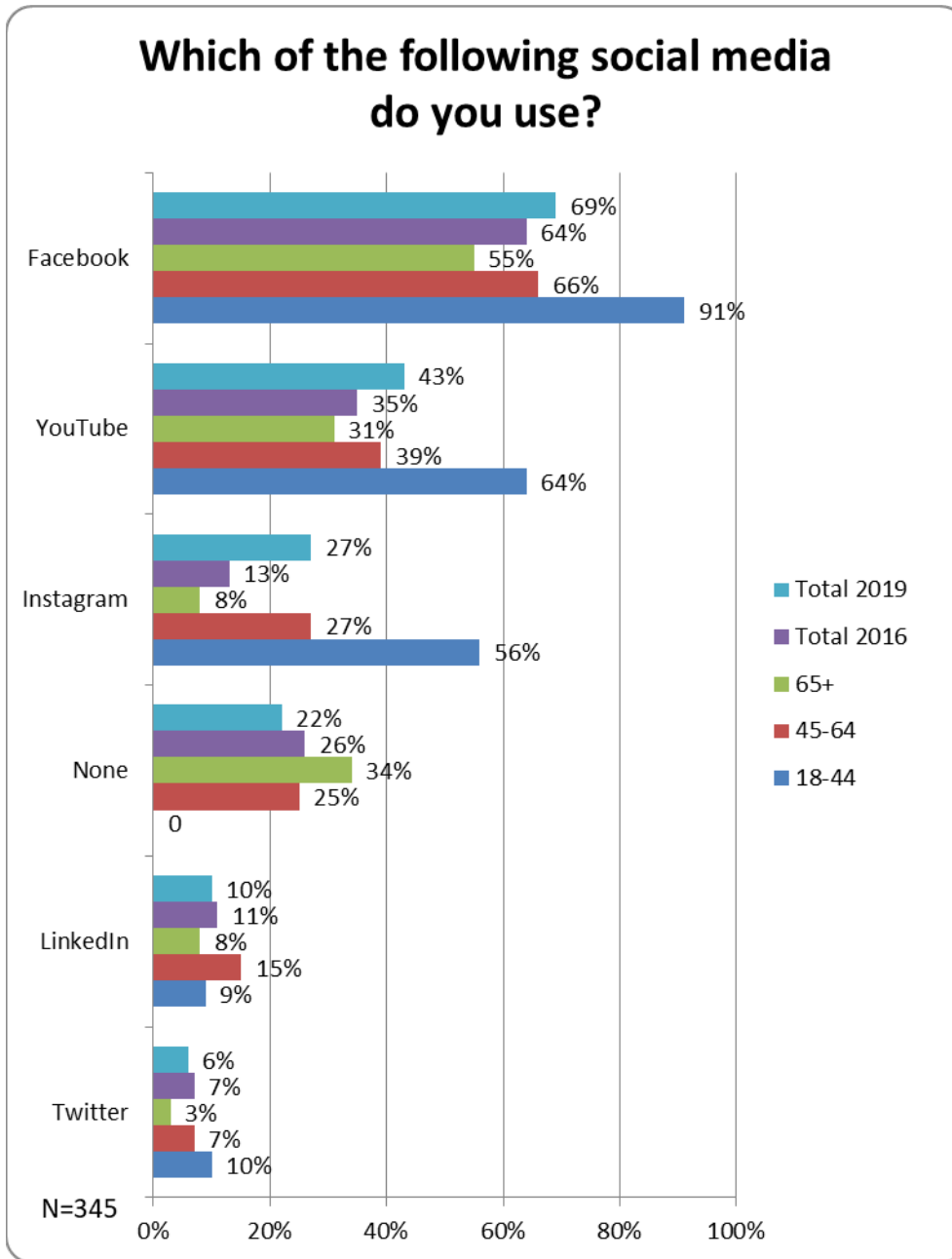
Eighty-two percent of respondents *read the City brochure included with their property tax notice*, an increase over 2016 (59%).

Q19. Access to Internet



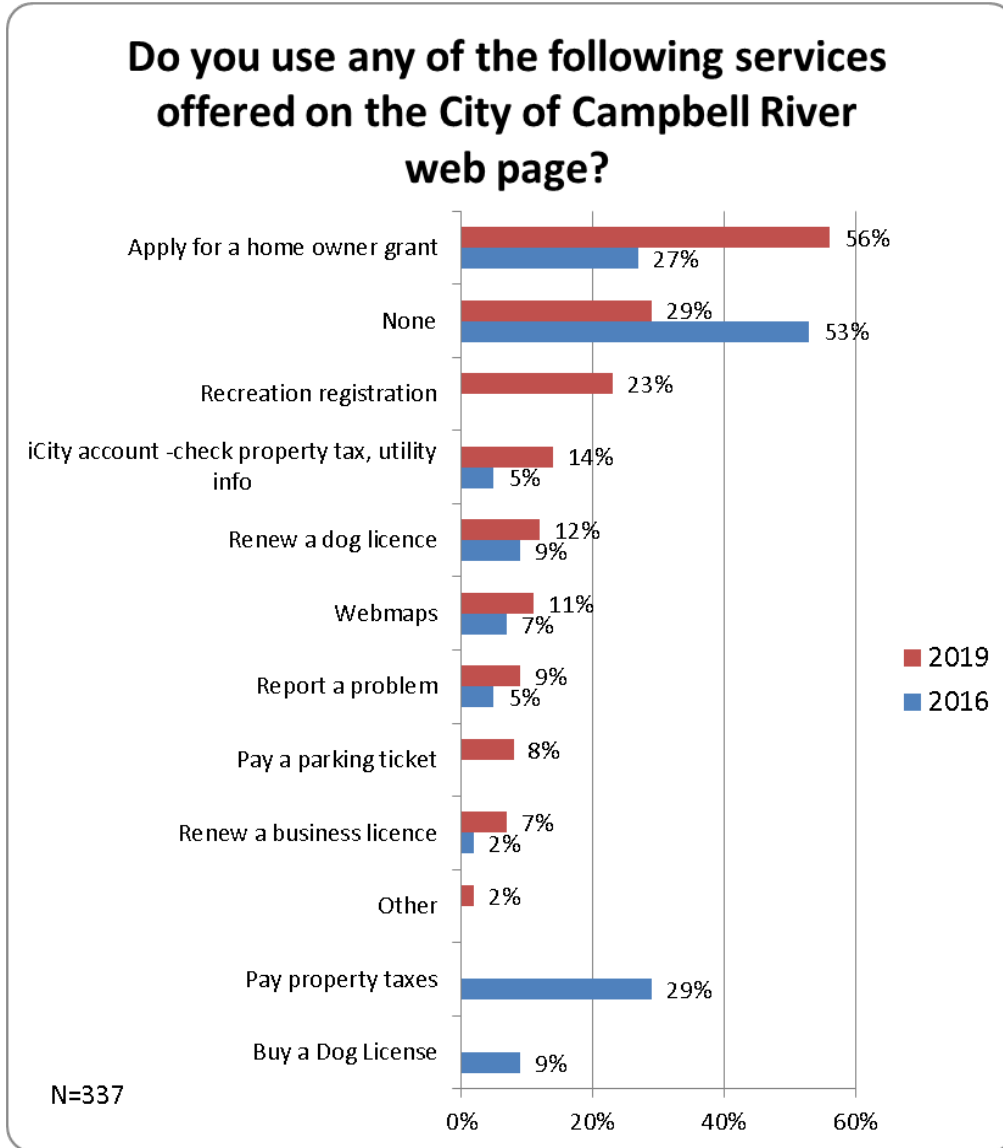
Ninety-four percent of respondents have *access to the Internet at home* and **54%** have *Internet access on a smart phone*.

Q20. Social Media



Among the 345 respondents that have access to the Internet, **69%** use *Facebook*, **43%** use *YouTube*, and **27%** use *Instagram*.

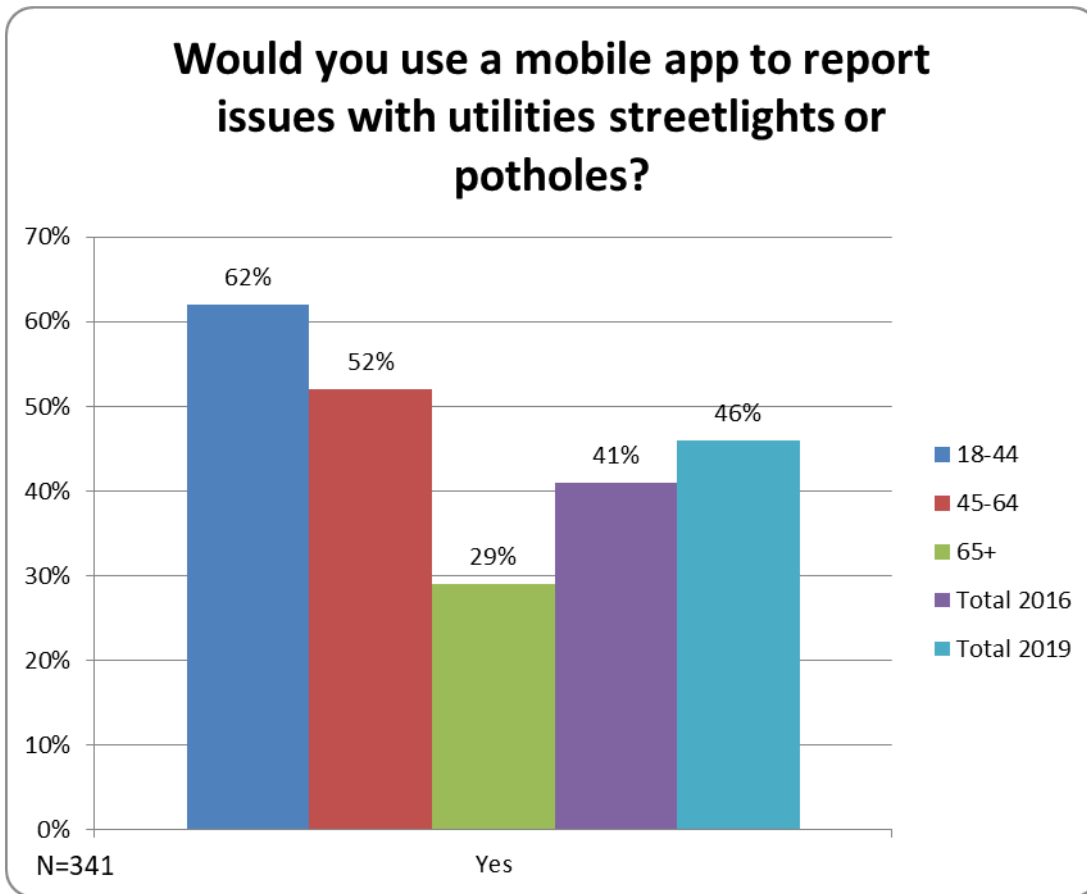
Q21. City Website Services



Among the 337 respondents that have visited the City website, **56%** have *applied for a home owners grant*.

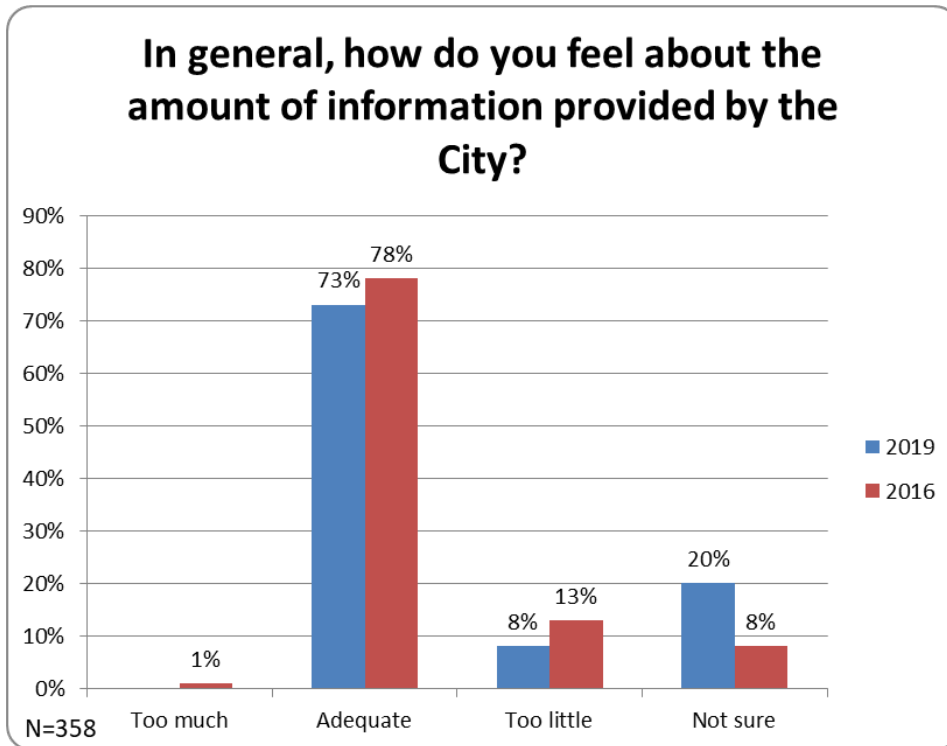
Twenty-three percent have used the *recreation registration*, a feature that was not available in 2016.

Q22. Mobile Apps



Forty-six percent of respondents indicated they would use a *mobile app* to report issues with *utilities, streetlights, or potholes*.

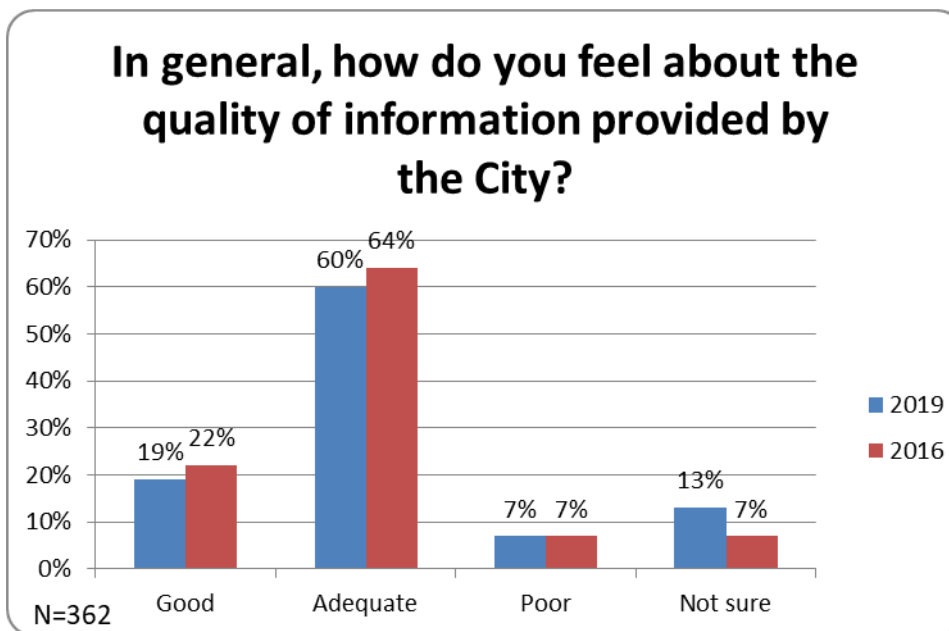
Q23. Amount of Information provided by City



In general, Citizens feel the amount of information provided by the City is adequate (73%).

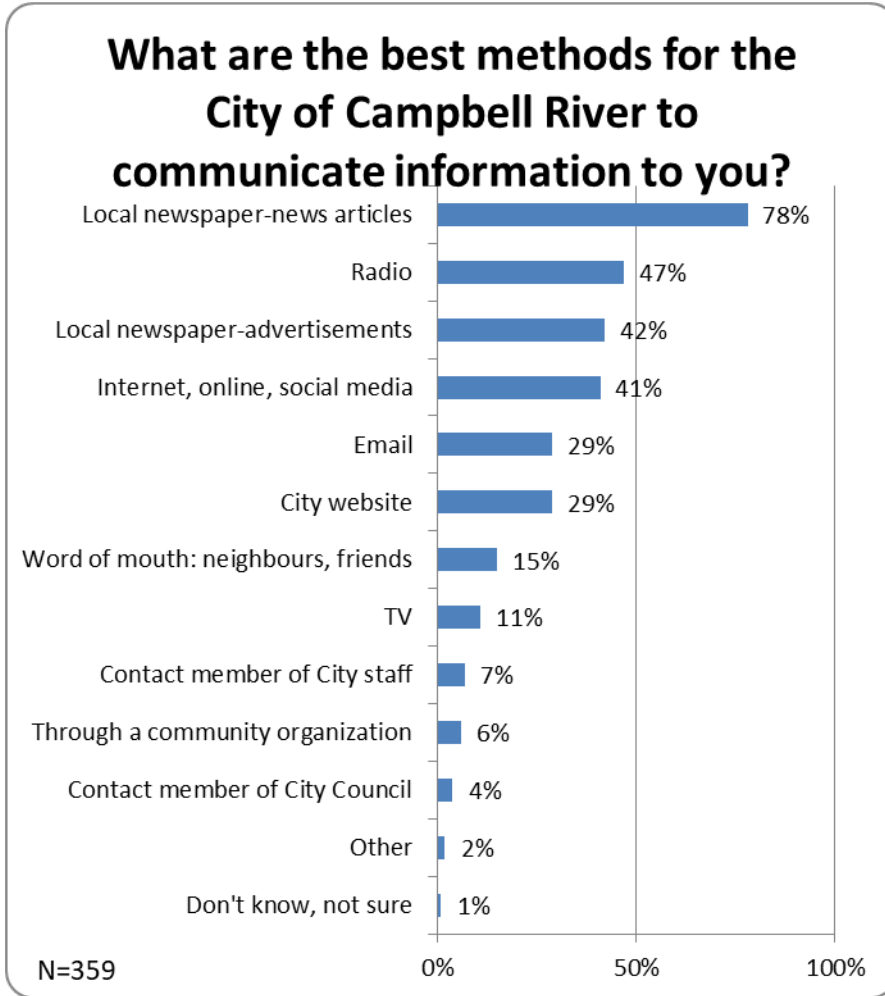
Eight percent indicated the amount of information provided was too little. Please see Appendix 3 for a listing of further information requested.

Q24. Quality of Information provided by City

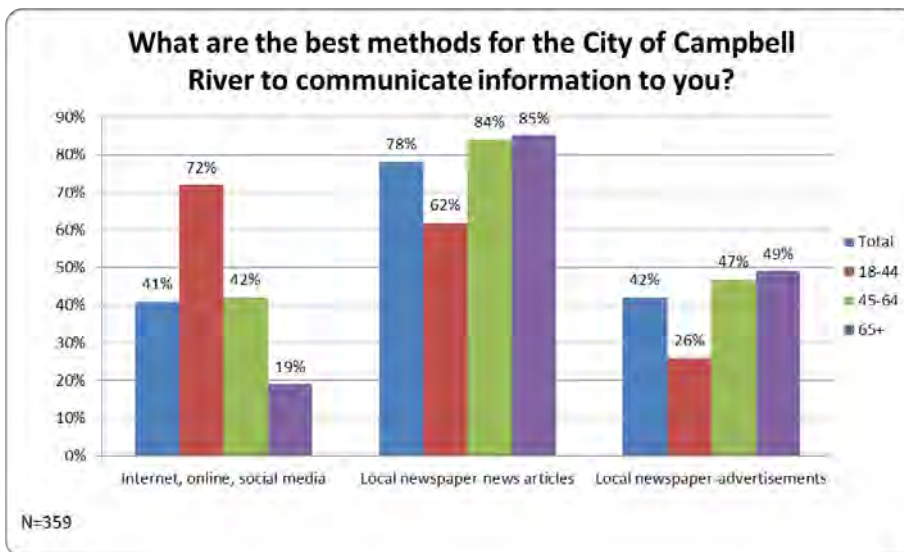


Most feel the quality of information provided by the City is good (19%) or adequate (60%).

Q25. Preferred method of Communication



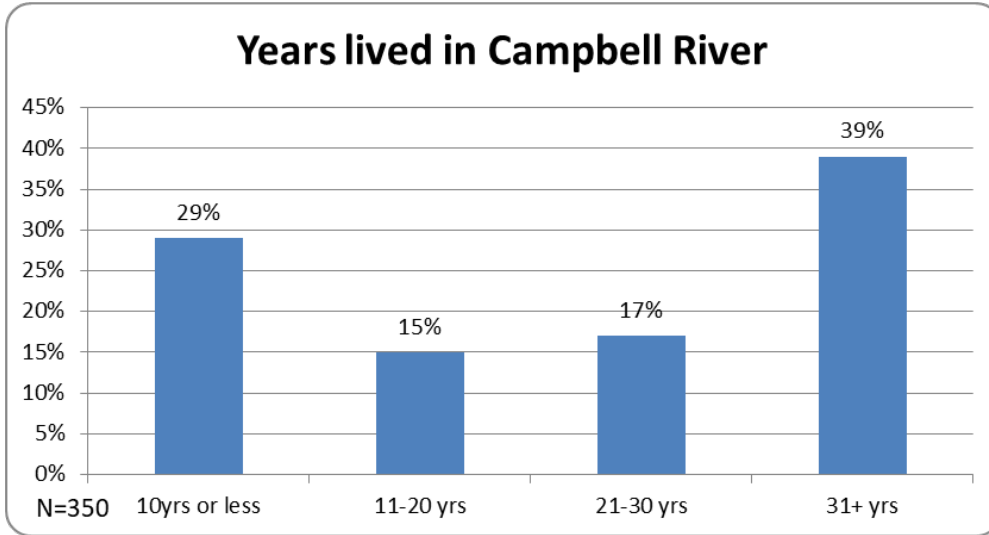
Seventy-eight percent feel the best way for the City to communicate information is through news articles in the local newspaper.



Among 18-44 year old respondents, 72% would prefer to receive information from the City through online sources.

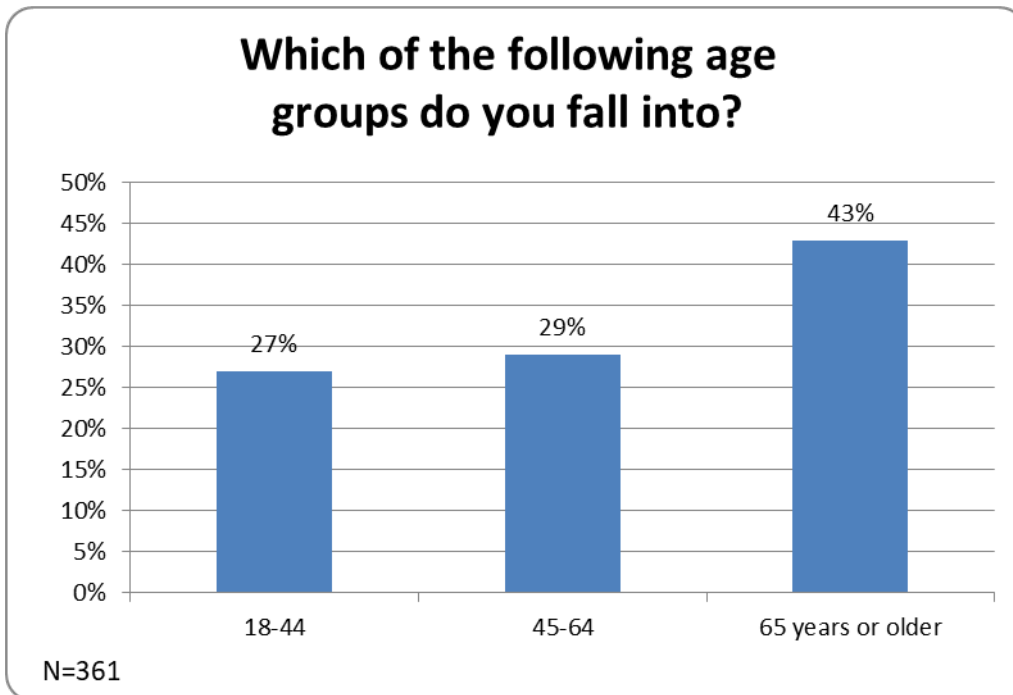
Section 6 – About You

Q26. Years lived in Campbell River

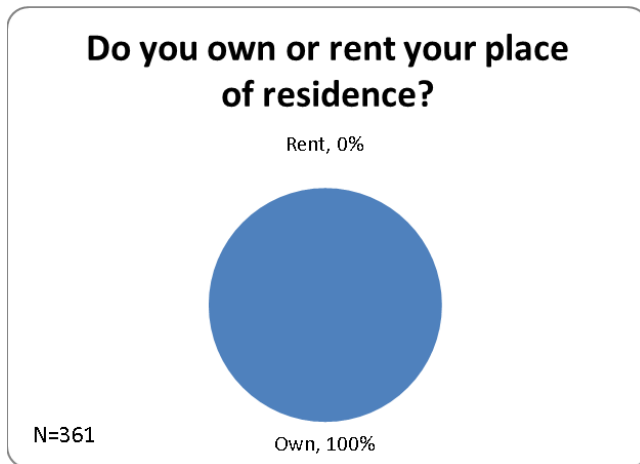


Thirty-two percent had lived in Campbell River for 11-30 years.

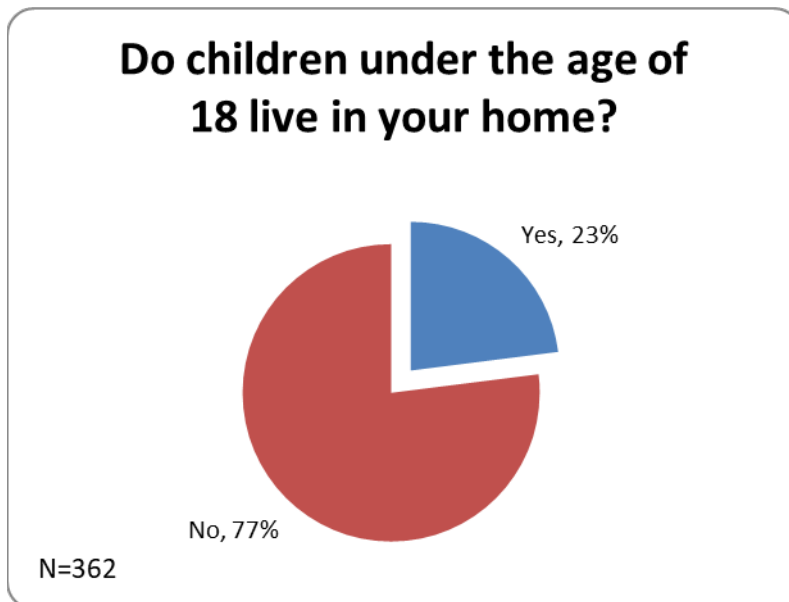
Q27. Age



Forty-three percent of respondents were 65 years or older.

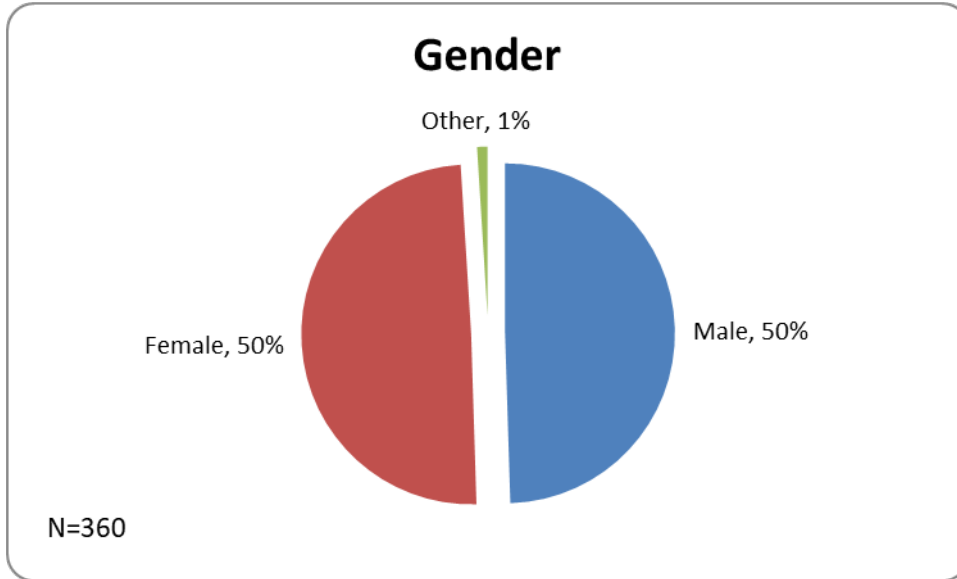
Q28. Rent or Own

One hundred percent of respondents *own their residence*.

Q29. Children at home

Twenty-three per cent of respondents have *children under the age of 18 living in their home*.

Q30. Gender



The sample was evenly split between males and females.

Appendices

Appendix 1 – Mailed Questionnaire and Cover Letter

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

Appendix 1 – Cover Letter and Mailed Questionnaire

City of Campbell River
From the Office of the Mayor

September 13, 2019

Dear Campbell River resident

Re: 2019 Community Satisfaction Survey

You have been randomly selected to participate in the 2019 City of Campbell River Community Satisfaction Survey. This is an opportunity to provide feedback on community services and initiatives, and to help us plan for the future.

A total of 1,200 surveys have been mailed to residents throughout Campbell River. Addresses were selected on a random sample basis, as it's important that we receive responses from a wide range of residents.

Your feedback will help inform upcoming budget discussions, and the decisions Council makes will determine the facilities, services, and programs available to community members for many years to come.

Please take a few minutes to complete the survey and return it in the postage-paid, pre-addressed envelope by September 30.

Survey responses will be kept anonymous, and responses will be compiled by an independent firm and presented to City Council later this fall. Results will also be available on the City's website: www.campbellriver.ca.

In appreciation for community participation, we are offering a prize draw for respondents. To enter the draw, provide your name and telephone number at the bottom of the completed survey. We are offering three individual prizes of \$100 gift certificates for fitness and recreation programs offered through the Sportsplex and Campbell River Community Centre to three lucky winners.

If you have any questions regarding this survey, please contact Julie Douglas, Communications Advisor, at 250-286-5744.

We sincerely hope that you participate in this survey, and we thank you in advance for sharing your thoughts with us.

Yours truly,

Andy Adams
Mayor

Encl.

2019 Campbell River Community Satisfaction Survey



Please take a few minutes to share your thoughts on the programs and services offered by the City of Campbell River. Your input will help us make important decisions on future community investment, while improving our understanding of the values and priorities of Campbell River residents. Respondents are guaranteed complete anonymity.

Please return your survey in the enclosed postage-paid envelope by **September 30, 2019**. Thank you for your help!

Overall Quality of Life

1. How would you rate the following aspects of living in Campbell River?

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place to retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place for young adults to learn, work, play and live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall quality of life in Campbell River	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What do you enjoy most about living in Campbell River?

3. Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?

- Improved → Why? _____
- Stayed the same
- Worsened → Why? _____
- Not sure

4. In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders? (PROVIDE ONE ISSUE ONLY) Don't know

5. What do you think is the MOST important environmental concern for the City of Campbell River? (PROVIDE ONE ISSUE ONLY) Don't know

6. How important is it for the City to work with other levels of government and non-governmental organizations to increase:

	Very Important	Somewhat Important	Not Important	Not at all Important	Not Applicable / Don't know
Housing affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Range of housing options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social support for people in vulnerable situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with City Services & Programs

7. How satisfied are you with each of the following services provided by the City of Campbell River?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable / Don't know
City parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City boulevards and gardens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public washrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street trees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waterfront access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community, cultural and recreational events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural facilities (Tidemark Theatre, Hag-Brown House, Byrd Andrews Cottage, Art Gallery, Library, Museum)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation facilities (Community Centre, Sportplex, Centennial Pool, Discovery Pier)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy efficiency & climate change adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with City Services & Programs

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable / Don't know
Policing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown safety office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bylaws & enforcement (insurance, noise, unauthorised premises)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Animal control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water supply system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garbage, recycling & yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yard waste drop-off centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental management (Regulations for environmentally sensitive areas, noxious weeds, invasive plants, shoreline rehabilitation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flood quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation and traffic flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Snow and ice removal from roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe routes to schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle paths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Airport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development services (building, subdivision & zoning applications, & permitting processes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of new residential subdivisions & new buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown revitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?

- Very satisfied
- Somewhat satisfied
- Not satisfied → Why not? _____
- Not at all satisfied

Service Priorities

9. Less than half the City's budget is funded through local property taxation. User fees, sale of services and senior government funds pay for most of the investments to maintain and upgrade infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?

- Enhance or expand services through a tax increase
- Maintain services at current levels through a moderate tax increase
- Cut or reduce services to maintain current tax level
- Cut or reduce services to reduce taxes

PLEASE TURN OVER →

Service Priorities

10. Are there any existing City services you would like to see expanded or new services introduced?
- Yes - Please specify: _____
 None
 Not sure
11. Which services would you consider acceptable to reduce?
- Please specify: _____
 None
 Not sure
12. Please rate your level of agreement with the following statements:
- | | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable / Not sure |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| I receive good value for the municipal taxes I pay | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The City of Campbell River listens to citizens and encourages involvement in making decisions in general. I believe the City of Campbell River is doing a good job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Customer Service

13. In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee?
- Yes
 No / Not sure → IF 'NO / NOT SURE', SKIP TO Q16
14. How did you most recently make contact with the City?
- In person Telephone Mail
 Email City Website Fax
 Council meeting/Advisory Committee Social Media (eg. Facebook)
 Open house, public consultation Other-Specify: _____
15. How satisfied were you with the City employee's:
- | | Very Satisfied | Somewhat Satisfied | Not Satisfied | Not at all Satisfied | Not Applicable / Don't know |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|
| Level of knowledge | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Helpfulness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ability to resolve your issue | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Courteousness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Speed and timeliness of service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Accessibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Overall Service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Communications

16. How do you learn about local government issues?
- Contact member of City staff Radio
 Contact member of City Council Local newspaper-news articles
 Through a community organization Local newspaper-advertisements
 Word of mouth: neighbours, friends Internet, online, social media
 City website Don't learn about government issues
 Email Don't know, not sure
 TV Other-Specify: _____
17. Do you: [PLEASE CHECK ALL THAT APPLY]
- Listen to local radio stations? Yes
 Watch local TV?
 Visit the City website?
 Read the City's Annual Reports?
 Watch Council Meeting webcasts?
 Read City Currents in the newspaper?
18. Do you read the City brochure inserted into your property tax notice?
- Yes
 No
 Not applicable
19. Do you have access to the Internet? [PLEASE CHECK ALL THAT APPLY]
- At home
 At work
 On a smart phone
 No access → IF 'NO ACCESS', SKIP TO Q23

Communications

20. Which of the following social media do you use? [PLEASE CHECK ALL]
- Facebook YouTube
 Twitter Instagram
 LinkedIn None
21. Do you use any of the following services offered on the City of Campbell River web page? [PLEASE CHECK ALL THAT APPLY]
- Recreation registration Pay a parking ticket
 Renew a dog licence Apply for a home owner grant
 Renew a business licence Report a problem
 Webmaps
 iCity account (check property tax, utility information and account balances)
 Other - Please specify: _____
 None
22. Would you use a mobile app to report issues with utilities streetlights or potholes?
- Yes
 No
23. In general, how do you feel about the amount of information provided by the City?
- Too much
 Adequate
 Too little → What information would you like?
 Not sure
24. In general, how do you feel about the quality of information provided by the City?
- Good
 Adequate
 Poor
 Not sure
25. What are the best methods for the City of Campbell River to communicate information to you?
- Contact member of City staff Radio
 Contact member of City Council Local newspaper-news articles
 Through a community organization Local newspaper-advertisements
 Word of mouth: neighbours, friends Internet, online, social media
 City website Don't learn about government issues
 Email Don't know, not sure
 TV Other-Specify: _____

About You

26. How long have you lived in Campbell River? _____ years
27. Which of the following age groups do you fall into: 17 years or less
 18-24
 25-34
 35-44
 45-54
 55-64
 65 years or older
28. Do you own or rent your place of residence? Own
 Rent
29. Do children under the age of 18 live in your home? Yes
 No
30. Please indicate your gender: Male
 Female
 Other

THANK YOU FOR YOUR HELP!

Contest Entry

Completed surveys will be eligible for one of:

- Three \$100 gift certificates for fitness and recreation programs offered through the Sportsplex and Campbell River Community Centre

Name*: _____ Phone*: _____

Good Luck!

*Contact information will only be used to contact you if you win a prize. Survey responses will remain anonymous.

Appendix 2 – Detailed Tables

Banner Legend:

<i>Question</i>		<i>Banner</i>						<i>Grand Total:</i> Response percentages for all people answering Question
		Gender		Marital Status				
		Male	Female	Single/ never married	Married	Living with a partner	Divorced/ separated/ widowed	
Which newspapers have you read or looked into in the past week?	Neither Province or Sun	27%	34%	33%	28%	25%	34%	30%
	Province Only	22%	21%	22%	23%	17%	18%	21%
	Sun Only	22%	24%	17%	25%	17%	26%	23%
	Both Province and Sun	30%	21%	29%	24%	42%	22%	26%
Total	Base	250	250	119	264	24	82	500

Column Percentage:
Columns add up to 100%
Example: Out of all Females:
34% read neither Province or Sun
21% read Province only
24% read Sun only
21% read both Province and Sun
100% of Females

Base:
Number of people answering both Question & Banner

Note:
If Base <100, interpret column percentages with caution.
If Base <50, interpret column percentages with extreme caution.

OVERALL QUALITY OF LIFE IN CAMPBELL RIVER

How would you rate the following aspects of living in Campbell River

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children	Very good	39%	38%	41%	39%	38%	41%	42%	39%	39%	34%	37%	43%	25%
	Good	58%	58%	57%	58%	59%	56%	57%	58%	60%	64%	61%	52%	61%
	Poor	2%	4%	2%	2%	3%	2%	1%	3%	1%	2%	2%	4%	12%
	Very poor	0%			1%		1%		0%				1%	2%
Total	Base	344	77	108	157	160	179	67	275	88	47	57	138	137
Campbell River as a place to retire	Very good	47%	39%	48%	50%	48%	46%	42%	48%	45%	50%	45%	49%	28%
	Good	51%	56%	51%	47%	50%	52%	52%	50%	54%	44%	53%	49%	53%
	Poor	2%	5%	1%	2%	2%	3%	6%	1%	1%	6%	2%	2%	17%
	Very poor	0%			1%				0%				1%	2%
Total	Base	357	77	109	169	165	186	67	288	95	50	58	140	137
Campbell River as a place for young adults to learn, work, play and live	Very good	21%	16%	17%	27%	19%	24%	15%	23%	23%	13%	20%	23%	8%
	Good	58%	69%	53%	55%	62%	54%	63%	57%	62%	57%	63%	55%	49%
	Poor	18%	13%	25%	15%	17%	18%	19%	17%	11%	26%	14%	19%	38%
	Very poor	3%	3%	5%	2%	2%	4%	3%	3%	3%	4%	4%	3%	5%
Total	Base	344	77	110	155	161	177	67	276	90	47	56	137	137
The overall quality of life in Campbell River	Very good	34%	30%	35%	37%	33%	36%	27%	36%	32%	28%	40%	35%	19%
	Good	64%	68%	61%	63%	65%	62%	72%	62%	67%	70%	59%	63%	65%
	Poor	2%	3%	3%	1%	2%	1%	1%	2%	1%	2%		3%	15%
	Very poor	0%		1%			1%		0%			2%		1%
Total	Base	357	77	109	169	164	187	67	289	96	50	58	139	137

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you enjoy most about living in Campbell River?	Access to outdoor recreation	32%	49%	37%	20%	35%	30%	37%	31%	34%	34%	44%	25%	28%
	Ocean, close to ocean, proximity to ocean	29%	36%	31%	23%	26%	31%	40%	26%	30%	30%	20%	31%	24%
	Scenery, beauty of nature (ocean not specified)	7%	4%	7%	9%	4%	10%	6%	7%	3%	4%	6%	11%	13%
	Size of community	7%	3%	7%	8%	7%	7%	3%	7%	6%		9%	9%	9%
	Other	7%	4%	6%	8%	7%	6%	5%	7%	6%	11%	4%	6%	8%
	Climate, weather	5%			12%	7%	4%		7%	5%	6%	7%	5%	4%
	Friendly people	5%		5%	7%	5%	4%	2%	6%	4%	6%	4%	6%	3%
	Relaxed Lifestyle	2%		1%	4%	1%	3%		3%	1%	2%	4%	2%	4%
	Quiet	2%	1%	1%	2%	3%	1%	3%	1%	3%	4%			
	Community Spirit	1%	1%	1%	1%	1%	1%	2%	1%	2%	2%		1%	1%
	Clean air	1%			3%		2%		1%				3%	1%
	Safe community, low crime	1%			3%	1%	2%		1%	1%			2%	
	Economy, jobs	1%	1%	2%		1%		2%	1%	2%			1%	
	Housing availability, affordability	0%		1%			1%	2%					1%	3%
Great place to raise a family	0%		1%		1%			0%			2%		1%	
Total	Base	333	75	102	154	151	176	65	267	93	47	54	126	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	17%	20%	16%	17%	19%	16%	15%	18%	21%	26%	19%	12%	9%
	Stayed the same	42%	41%	37%	46%	40%	44%	38%	44%	32%	36%	37%	50%	41%
	Worsened	29%	23%	38%	26%	29%	29%	33%	28%	21%	32%	39%	32%	43%
	Not sure	11%	16%	9%	10%	11%	11%	14%	10%	27%	6%	5%	6%	7%
Total	Base	354	75	108	168	160	188	66	287	92	50	57	141	137

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Why do you feel the quality of life has worsened over the last 3 years?	Crime, downtown, drug use, homelessness	31%	68%	30%	19%	33%	31%	50%	26%	43%	21%	35%	27%	64%
	Too much population growth, too busy	19%	11%	23%	21%	23%	16%	17%	20%	19%	11%	17%	25%	8%
	Too much traffic, increased traffic issues	17%	11%	13%	21%	19%	13%	13%	17%	10%	16%	9%	25%	12%
	Other	16%	16%	10%	21%	15%	15%	13%	17%	14%	26%	17%	11%	7%
	Housing affordability, overall affordability	13%	11%	23%	6%	10%	16%	8%	14%	5%	11%	30%	7%	17%
	Increasing taxes, taxes too high	10%	5%	10%	10%	15%	5%	17%	8%	24%	11%	9%	2%	12%
	Not enough businesses	10%	5%	15%	8%	4%	16%	8%	11%	5%	11%	13%	11%	
Total	Responses	126	24	49	51	62	62	30	95	25	20	30	48	71
	Base	109	19	40	48	52	55	24	84	21	19	23	44	59

Column percentages do not add up to 100% because multiple responses given

	Total	Age			Gender		Children at home		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?	Homelessness, Addition issues	15%	19%	15%	13%	10%	19%	21%	13%	7%	12%	22%	17%	21%
	None	13%	5%	8%	20%	13%	14%	4%	15%	13%	14%	14%	14%	1%
	Taxes, fiscal responsibility, increasing costs	10%	4%	17%	7%	13%	7%	6%	11%	11%	4%	9%	11%	12%
	Housing, available and affordable	8%	8%	11%	7%	7%	9%	4%	9%	10%	6%	14%	6%	11%
	Population growth, Overcrowding, Urban Planning	6%	6%	7%	6%	10%	3%	10%	5%	8%	12%	5%	3%	11%
	"Protect environment, water"	6%	6%	5%	7%	7%	6%	7%	6%	8%	4%	3%	6%	6%
	Crime, Safety of Citizens	5%	8%	4%	5%	5%	5%	1%	6%	5%	6%	2%	6%	14%
	Lack of Jobs, poor economy	4%	8%	5%	2%	4%	4%	9%	3%	2%	6%	5%	4%	3%
	Aging infrastructure	4%	1%	6%	3%	3%	4%	3%	4%		6%	2%	7%	1%
	Traffic - too much	4%	1%		7%	4%	3%	1%	4%	4%	2%		4%	3%
	Business development, tourism promotion	4%	5%	5%	1%	2%	4%	6%	3%	5%	6%	2%	3%	1%
	Other	2%	1%	4%	2%	3%	2%	3%	2%	2%	2%	3%	2%	4%
	Don't know	2%	3%		3%	1%	3%	3%	2%	1%	6%		3%	3%
	Climate, weather	2%	4%	1%	2%	4%	1%	1%	2%	5%	2%	2%	1%	1%
	Healthcare	2%	1%	3%	2%	2%	2%	1%	2%	2%	2%	2%	2%	1%
	"Clean up city, downtown"	2%	4%	2%	1%	1%	2%	3%	1%	2%		5%	1%	2%
	"Parking"	2%		1%	3%	1%	3%	1%	2%	2%	2%	2%	1%	1%
	Activities, resources for Seniors	2%	1%		3%	2%	2%	1%	2%	2%	2%	2%	1%	
	"Improve City Council, City Staff"	1%	4%	1%	1%	2%	1%	3%	1%		4%		2%	2%
	More recreational and social activities	1%	1%	3%		1%	1%	1%	1%	1%	2%	3%		1%
	Road conditions	1%	1%	1%	1%	2%	1%	1%	1%	3%			1%	
"Childcare"	1%	3%		1%		2%	3%	0%	1%		2%	1%	1%	
"Recycling, composting, garbage"	1%		1%	1%	1%	1%		1%	2%			1%	1%	
Activities for youth, schools	1%	1%	1%	1%	1%	1%	1%	1%		2%		1%		
"Bike and pedestrian routes"	1%	1%		1%	1%	1%		1%			2%	1%		
Air quality	0%			1%		1%		0%				1%		
Pollution	0%	1%				1%	1%		1%					
Total	Base	364	77	110	174	167	191	68	294	96	51	58	145	137

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you think is the MOST important environmental concern for the City of Campbell River?	Don't know	19%	13%	15%	24%	14%	23%	15%	19%	8%	22%	22%	25%	23%
	Landfill, garbage, recycling, homeless, dumping	16%	23%	13%	16%	17%	17%	22%	15%	22%	12%	19%	13%	23%
	Water quality, drinking water	12%	8%	14%	13%	11%	13%	9%	13%	9%	8%	14%	16%	7%
	None	9%	5%	5%	13%	13%	6%	4%	11%	8%	12%	9%	8%	2%
	Other	6%	9%	5%	6%	8%	5%	4%	7%	8%	10%	3%	6%	2%
	Water supply	6%	6%	6%	5%	7%	4%	4%	6%	13%	2%	2%	4%	5%
	Preserve parkland, reduced development, logging	5%	5%	5%	4%	4%	6%	4%	5%	1%	6%	9%	3%	13%
	Sea level rise	4%	6%	4%	4%	5%	4%	10%	3%	5%	4%	3%	4%	4%
	Fish farms, fisheries, protect fish habitat	4%	6%	5%	2%	5%	3%	6%	3%	4%	6%	2%	3%	6%
	Climate change	4%	5%	5%	2%	4%	3%	3%	4%	4%	6%	2%	4%	2%
	"Clean oceans"	3%		7%	2%	3%	3%	1%	4%	4%		2%	4%	4%
	"Composting, curbside"	2%	3%	4%	1%	3%	2%	3%	2%	5%	2%		1%	3%
	"Plastic"	2%	4%	2%	2%	1%	4%	3%	2%	1%	2%	9%	1%	1%
	Wildlife	2%	3%	1%	2%	1%	3%	3%	2%	1%	4%		2%	
	"Mill site"	1%		4%	1%	2%	1%	4%	1%	1%		2%	2%	1%
	"Earthquake, Tsunami Prep."	1%	3%		1%	1%	1%	3%	1%		4%	2%	1%	1%
	Air quality	1%		1%	1%	1%	1%		1%	1%	2%		1%	2%
	Too many cars	1%		3%		1%	1%		1%	1%		2%	1%	
	Flood	1%		2%			1%		1%	2%				1%
Invasive plants	0%			1%	1%			0%				1%		
Total	Base	364	77	110	174	167	191	68	294	96	51	58	145	137

How important is it for the city to work with other levels of government and non-governmental organizations to increase:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Housing affordability	Very important	70%	55%	78%	71%	61%	77%	58%	73%	66%	71%	71%	72%	59%
	Somewhat important	25%	39%	17%	24%	32%	20%	34%	23%	29%	22%	24%	23%	34%
	Not important	4%	6%	4%	4%	7%	2%	7%	3%	3%	6%	5%	3%	4%
	Not at all important	0%											1%	2%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%			1%	1%
Total	Base	356	77	109	168	161	189	67	287	92	49	58	144	137
Range of housing options	Very important	59%	48%	62%	63%	47%	70%	55%	61%	58%	63%	63%	58%	59%
	Somewhat important	34%	42%	31%	33%	43%	26%	33%	34%	36%	27%	33%	35%	31%
	Not important	5%	10%	5%	3%	9%	2%	12%	3%	4%	10%	4%	4%	8%
	Not at all important	1%		1%			1%		0%	1%			1%	1%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%			1%	1%
Total	Base	355	77	109	167	161	189	67	286	95	49	57	141	137
Social support for people in vulnerable situations	Very important	66%	56%	69%	69%	57%	74%	58%	68%	68%	61%	74%	65%	55%
	Somewhat important	29%	36%	26%	28%	35%	24%	31%	28%	24%	31%	22%	32%	32%
	Not important	3%	5%	4%	2%	5%	2%	6%	2%	4%	4%	3%	1%	9%
	Not at all important	1%	1%	1%	1%	2%		1%	1%	1%	2%		1%	2%
	Not applicable, don't know	1%	1%	1%	1%	1%	1%	3%	0%	2%	2%			1%
Total	Base	354	77	109	166	159	189	67	285	92	49	58	142	137
Public safety	Very important	76%	71%	81%	75%	70%	80%	75%	77%	72%	71%	74%	83%	78%
	Somewhat important	22%	25%	18%	24%	26%	19%	21%	22%	25%	24%	26%	15%	20%
	Not important	1%	3%	1%	1%	3%		3%	1%	2%	2%		1%	1%
	Not at all important	0%											1%	
	Not applicable, don't know	1%	1%		1%	1%	1%	1%	0%	1%	2%			
Total	Base	355	77	109	168	159	190	67	286	92	49	58	143	137

SATISFACTION WITH CITY SERVICES AND PROGRAMS

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City parks	Very satisfied	45%	49%	47%	43%	43%	47%	52%	44%	56%	53%	41%	38%	29%
	Somewhat satisfied	47%	46%	45%	47%	52%	41%	44%	47%	39%	41%	50%	51%	55%
	Not satisfied	4%	5%	5%	3%	3%	5%	5%	4%	3%	4%	2%	6%	9%
	Not at all satisfied													2%
	Not applicable, don't know	4%		4%	7%	2%	7%		6%	2%	2%	7%	6%	4%
Total	Base	356	76	109	169	163	187	66	288	95	49	56	143	137
City playgrounds	Very satisfied	35%	36%	38%	34%	34%	37%	45%	33%	35%	34%	30%	38%	23%
	Somewhat satisfied	35%	46%	28%	34%	38%	32%	44%	33%	33%	32%	32%	37%	46%
	Not satisfied	4%	4%	7%	3%	4%	4%	6%	4%	3%		4%	7%	7%
	Not at all satisfied													4%
	Not applicable, don't know	26%	14%	27%	30%	24%	27%	5%	30%	28%	34%	35%	17%	20%
Total	Base	349	76	107	164	160	183	64	283	93	47	57	139	137
City trails	Very satisfied	56%	53%	60%	57%	55%	58%	59%	56%	66%	63%	57%	51%	39%
	Somewhat satisfied	36%	45%	34%	33%	38%	35%	39%	35%	31%	29%	36%	40%	51%
	Not satisfied	3%	3%	3%	3%	4%	2%	2%	3%	1%	6%	2%	4%	6%
	Not at all satisfied													1%
	Not applicable, don't know	5%		3%	8%	4%	5%		6%	2%	2%	5%	6%	4%
Total	Base	354	76	108	168	160	188	66	286	95	48	58	140	137
City boulevards and gardens	Very satisfied	41%	35%	49%	39%	41%	41%	42%	41%	48%	52%	39%	35%	31%
	Somewhat satisfied	44%	51%	39%	43%	44%	44%	46%	43%	37%	42%	45%	45%	42%
	Not satisfied	12%	10%	8%	14%	11%	12%	10%	12%	11%	4%	14%	14%	16%
	Not at all satisfied	3%	3%	3%	2%	3%	2%		3%	3%		2%	4%	9%
	Not applicable, don't know	1%	1%	2%	1%	1%	1%	1%	1%	1%	2%		2%	1%
Total	Base	354	77	109	166	160	188	67	285	94	50	56	141	137
Public washrooms	Very satisfied	15%	14%	15%	15%	18%	11%	20%	14%	15%	22%	9%	15%	8%
	Somewhat satisfied	38%	44%	40%	34%	34%	41%	42%	37%	45%	39%	40%	31%	39%
	Not satisfied	22%	18%	23%	25%	23%	23%	14%	25%	19%	18%	23%	25%	22%
	Not at all satisfied	8%	12%	9%	5%	7%	7%	17%	6%	6%	4%	5%	11%	18%
	Not applicable, don't know	17%	12%	14%	22%	18%	17%	8%	19%	15%	16%	23%	18%	13%
Total	Base	356	77	110	167	163	187	66	288	95	49	57	142	137
Street trees	Very satisfied	33%	35%	39%	29%	33%	35%	35%	33%	36%	43%	34%	27%	18%
	Somewhat satisfied	52%	60%	45%	52%	53%	50%	55%	51%	51%	45%	55%	52%	59%
	Not satisfied	9%	3%	14%	10%	9%	10%	8%	10%	10%	4%	9%	11%	14%
	Not at all satisfied	3%		1%	6%	2%	4%		4%	2%	4%		5%	7%
	Not applicable, don't know	3%	3%	2%	3%	3%	2%	3%	2%	1%	4%	2%	4%	1%
Total	Base	355	77	109	167	164	185	66	287	94	49	56	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Waterfront access	Very satisfied	49%	57%	53%	43%	48%	50%	51%	49%	55%	52%	53%	43%	44%
	Somewhat satisfied	38%	25%	38%	43%	38%	38%	31%	39%	41%	30%	33%	40%	36%
	Not satisfied	8%	14%	6%	6%	8%	7%	13%	7%	1%	16%	10%	8%	14%
	Not at all satisfied	4%	4%	3%	5%	4%	3%	4%	4%	2%	2%	2%	7%	4%
	Not applicable, don't know	1%			3%	1%	2%		2%	1%		2%	2%	2%
Total	Base	359	77	109	171	162	191	67	290	95	50	58	143	137
Recreation programs	Very satisfied	40%	30%	47%	41%	34%	46%	40%	40%	38%	42%	36%	44%	34%
	Somewhat satisfied	42%	47%	36%	43%	43%	42%	45%	41%	40%	40%	45%	42%	37%
	Not satisfied	4%	10%	4%	2%	4%	3%	12%	2%	5%	6%	2%	4%	12%
	Not at all satisfied	1%	1%	1%		1%	1%	1%	0%		2%			4%
	Not applicable, don't know	13%	12%	12%	14%	18%	9%	1%	16%	16%	10%	18%	11%	13%
Total	Base	355	77	107	169	160	189	67	286	94	50	56	142	137
Community, cultural and recreational events	Very satisfied	38%	35%	40%	38%	40%	37%	36%	39%	48%	35%	28%	38%	30%
	Somewhat satisfied	48%	52%	45%	49%	43%	54%	54%	47%	44%	47%	58%	46%	46%
	Not satisfied	4%	6%	6%	1%	3%	3%	7%	3%		8%	5%	4%	12%
	Not at all satisfied	1%	1%	2%	1%	1%	1%	1%	1%	1%			1%	4%
	Not applicable, don't know	9%	5%	6%	12%	14%	5%	1%	11%	7%	10%	9%	10%	8%
Total	Base	357	77	110	168	162	189	67	288	94	49	57	143	137
Cultural facilities (Tidemark Theatre, Haig-Brown House, Sybil Andrews Cottage, Art Gallery, Library, Museum)	Very satisfied	53%	52%	52%	54%	47%	58%	58%	51%	62%	56%	40%	53%	38%
	Somewhat satisfied	37%	39%	35%	38%	40%	35%	36%	38%	29%	40%	51%	36%	47%
	Not satisfied	4%	3%	9%	1%	4%	3%	3%	4%	3%		4%	5%	7%
	Not at all satisfied	1%	3%	1%		1%	1%	1%	1%		2%		1%	1%
	Not applicable, don't know	6%	4%	4%	7%	9%	3%	1%	7%	6%	2%	5%	6%	7%
Total	Base	359	77	110	170	164	189	67	290	94	50	57	144	137
Recreation facilities (Community Centre, Sportsplex, Centennial Pool, Discovery Pier)	Very satisfied	53%	52%	54%	53%	49%	57%	60%	51%	62%	56%	45%	51%	35%
	Somewhat satisfied	38%	36%	36%	41%	38%	38%	31%	40%	29%	38%	50%	37%	50%
	Not satisfied	4%	5%	6%	2%	5%	3%	6%	3%	3%		2%	6%	9%
	Not at all satisfied	1%	4%	1%		2%	1%	3%	1%	1%	2%		1%	
	Not applicable, don't know	4%	3%	3%	5%	6%	2%		5%	4%	4%	4%	4%	7%
Total	Base	359	77	109	171	164	189	67	290	95	50	56	145	137
Energy efficiency & climate change adaptation	Very satisfied	10%	7%	9%	11%	9%	11%	9%	10%	10%	8%	7%	12%	7%
	Somewhat satisfied	39%	30%	43%	41%	36%	42%	36%	39%	36%	41%	25%	45%	38%
	Not satisfied	14%	16%	15%	14%	18%	11%	9%	16%	13%	10%	18%	14%	20%
	Not at all satisfied	5%	9%	3%	4%	6%	3%	14%	2%	7%	6%	2%	3%	10%
	Not applicable, don't know	33%	38%	31%	31%	32%	33%	32%	33%	34%	35%	48%	26%	25%
Total	Base	353	76	108	167	160	187	66	285	94	49	56	141	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Policing services	Very satisfied	40%	30%	39%	45%	38%	41%	34%	41%	44%	47%	37%	37%	26%
	Somewhat satisfied	46%	54%	45%	43%	46%	46%	52%	45%	39%	39%	54%	51%	38%
	Not satisfied	6%	7%	7%	5%	9%	3%	9%	6%	8%	12%	4%	5%	19%
	Not at all satisfied	3%	7%	3%	1%	4%	2%	5%	2%	2%		2%	3%	12%
	Not applicable, don't know	5%	3%	5%	6%	2%	7%		6%	8%	2%	4%	5%	5%
Total	Base	355	76	110	168	161	188	65	288	93	49	57	142	137
Fire services	Very satisfied	62%	50%	61%	69%	59%	65%	61%	62%	65%	67%	64%	59%	55%
	Somewhat satisfied	30%	45%	28%	24%	31%	28%	35%	28%	23%	29%	29%	35%	29%
	Not satisfied	3%	1%	4%	2%	5%	1%		3%	2%		4%	4%	6%
	Not at all satisfied	1%	1%	1%	1%	2%	1%	3%	1%	1%	4%			3%
	Not applicable, don't know	5%	3%	6%	4%	3%	6%	2%	5%	10%		4%	3%	7%
Total	Base	353	76	109	166	159	188	66	285	93	49	56	142	137
Downtown safety office	Very satisfied	19%	16%	17%	21%	20%	19%	15%	20%	21%	29%	7%	20%	15%
	Somewhat satisfied	25%	29%	26%	23%	25%	25%	29%	24%	24%	21%	33%	22%	25%
	Not satisfied	10%	16%	10%	7%	14%	6%	18%	8%	8%	8%	7%	13%	23%
	Not at all satisfied	5%	9%	6%	2%	7%	3%	8%	4%	1%	4%	5%	6%	20%
	Not applicable, don't know	41%	30%	41%	46%	34%	47%	30%	44%	45%	38%	47%	39%	18%
Total	Base	355	76	109	168	162	187	66	287	95	48	57	142	137
Bylaws & enforcement (nuisance, noise, untidy or unsightly premises)	Very satisfied	14%	14%	17%	13%	16%	13%	19%	13%	15%	18%	12%	14%	13%
	Somewhat satisfied	34%	28%	34%	38%	32%	36%	34%	34%	30%	27%	39%	38%	30%
	Not satisfied	20%	22%	21%	18%	19%	20%	22%	19%	16%	20%	19%	23%	26%
	Not at all satisfied	12%	12%	12%	13%	16%	9%	9%	13%	11%	22%	5%	12%	22%
	Not applicable, don't know	19%	24%	17%	18%	17%	21%	15%	20%	28%	12%	25%	13%	9%
Total	Base	353	76	109	165	159	188	67	284	93	49	57	141	137
Animal control	Very satisfied	19%	17%	24%	17%	19%	19%	18%	19%	25%	15%	13%	20%	20%
	Somewhat satisfied	43%	41%	39%	47%	46%	41%	45%	43%	31%	44%	45%	47%	42%
	Not satisfied	10%	8%	9%	12%	7%	12%	11%	10%	6%	15%	7%	13%	12%
	Not at all satisfied	5%	5%	6%	5%	7%	3%	5%	5%	5%	6%	4%	6%	8%
	Not applicable, don't know	22%	29%	22%	20%	20%	25%	21%	23%	33%	21%	32%	14%	19%
Total	Base	354	76	108	169	162	187	66	286	95	48	56	142	137
Water supply system	Very satisfied	58%	54%	59%	60%	56%	61%	59%	58%	64%	65%	59%	55%	46%
	Somewhat satisfied	33%	37%	33%	29%	36%	29%	30%	33%	24%	31%	36%	35%	36%
	Not satisfied	4%	3%	2%	6%	4%	4%	5%	4%	2%	4%		7%	9%
	Not at all satisfied	2%		3%	2%	2%	2%	2%	2%	4%		2%	1%	6%
	Not applicable, don't know	3%	7%	3%	2%	2%	5%	5%	3%	6%		3%	2%	4%
Total	Base	359	76	108	173	162	191	66	291	96	49	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Sewage system	Very satisfied	59%	51%	62%	62%	59%	61%	55%	61%	65%	64%	52%	61%	45%
	Somewhat satisfied	32%	40%	31%	30%	35%	30%	37%	31%	24%	34%	36%	33%	44%
	Not satisfied	2%		2%	2%	2%	1%		2%	1%	2%	3%	1%	2%
	Not at all satisfied	1%		1%	1%	1%	1%		1%			2%	1%	3%
	Not applicable, don't know	6%	9%	5%	5%	4%	8%	7%	6%	11%		7%	4%	6%
Total	Base	357	77	108	171	162	189	67	288	93	50	58	143	137
Garbage, recycling & yard waste collection	Very satisfied	53%	42%	59%	55%	48%	57%	51%	54%	47%	48%	48%	61%	43%
	Somewhat satisfied	31%	44%	22%	31%	32%	30%	33%	30%	32%	34%	36%	27%	38%
	Not satisfied	9%	5%	11%	9%	10%	7%	6%	9%	14%	8%	7%	6%	12%
	Not at all satisfied	3%	9%	5%		4%	3%	9%	2%	2%	4%	3%	3%	6%
	Not applicable, don't know	4%		4%	5%	4%	3%	1%	4%	4%	6%	5%	2%	1%
	22	0%			1%	1%			0%	1%				
Total	Base	360	77	109	173	163	191	67	291	95	50	58	144	137
Yard waste drop-off centre	Very satisfied	50%	39%	60%	48%	50%	50%	44%	51%	45%	46%	47%	56%	45%
	Somewhat satisfied	29%	39%	23%	27%	32%	26%	42%	25%	26%	32%	22%	31%	33%
	Not satisfied	3%	3%	2%	5%	2%	4%	3%	3%	5%	4%	5%	1%	7%
	Not at all satisfied	0%			1%	1%			0%				1%	1%
	Not applicable, don't know	18%	18%	15%	19%	15%	20%	11%	19%	23%	18%	26%	11%	15%
Total	Base	356	76	107	172	163	187	66	288	95	50	58	140	137
Environmental management (Regulations for environmentally sensitive areas, noxious weeds, invasive plants, foreshore rehabilitation)	Very satisfied	17%	18%	15%	17%	13%	19%	16%	17%	21%	11%	13%	19%	14%
	Somewhat satisfied	50%	56%	47%	49%	48%	53%	49%	50%	51%	44%	52%	50%	47%
	Not satisfied	14%	13%	12%	15%	18%	10%	19%	13%	10%	22%	9%	16%	15%
	Not at all satisfied	5%	4%	5%	4%	5%	4%	3%	5%	3%	4%	4%	5%	8%
	Not applicable, don't know	15%	10%	20%	13%	16%	13%	13%	15%	15%	18%	22%	11%	16%
Total	Base	329	72	99	156	153	172	63	265	87	45	54	129	137
Road quality	Very satisfied	20%	26%	17%	18%	19%	21%	18%	20%	26%	24%	16%	17%	16%
	Somewhat satisfied	55%	40%	59%	59%	59%	52%	49%	56%	58%	54%	59%	50%	47%
	Not satisfied	20%	31%	17%	16%	19%	21%	30%	17%	15%	16%	19%	24%	26%
	Not at all satisfied	5%	3%	6%	7%	4%	5%	3%	6%	1%	6%	5%	9%	11%
	Not applicable, don't know	0%		1%			1%		0%			2%		1%
Total	Base	356	77	109	169	162	188	67	287	95	50	58	140	137
Transportation and traffic flow	Very satisfied	12%	12%	12%	12%	10%	14%	12%	12%	18%	12%	10%	8%	10%
	Somewhat satisfied	50%	36%	49%	57%	48%	52%	34%	53%	51%	52%	43%	50%	39%
	Not satisfied	26%	40%	25%	20%	25%	26%	41%	22%	23%	26%	33%	27%	28%
	Not at all satisfied	11%	12%	14%	10%	15%	7%	13%	11%	6%	10%	12%	15%	22%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%		2%	1%	
Total	Base	358	77	109	169	163	189	68	288	94	50	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Snow and ice removal from roads	Very satisfied	14%	13%	13%	15%	13%	15%	12%	14%	13%	16%	14%	14%	9%
	Somewhat satisfied	43%	35%	43%	46%	43%	43%	32%	45%	43%	37%	40%	44%	41%
	Not satisfied	30%	34%	28%	30%	28%	33%	37%	29%	28%	29%	40%	28%	23%
	Not at all satisfied	11%	16%	15%	6%	13%	8%	16%	10%	11%	14%	7%	13%	26%
	Not applicable, don't know	3%	3%	1%	3%	3%	2%	3%	2%	5%	4%		1%	
Total	Base	360	77	110	170	165	190	68	290	95	51	58	142	137
Sidewalks	Very satisfied	17%	21%	19%	14%	17%	18%	16%	17%	20%	16%	18%	15%	15%
	Somewhat satisfied	53%	61%	58%	47%	56%	51%	60%	52%	52%	66%	56%	50%	52%
	Not satisfied	20%	16%	14%	26%	19%	22%	19%	20%	18%	10%	19%	24%	22%
	Not at all satisfied	4%	1%	4%	6%	4%	4%	3%	5%	2%	6%	4%	6%	12%
	Not applicable, don't know	5%	1%	5%	6%	4%	5%	1%	6%	8%	2%	4%	5%	
Total	Base	359	77	108	173	163	190	67	290	96	50	57	143	137
Street lighting	Very satisfied	32%	32%	33%	31%	29%	34%	33%	32%	40%	36%	26%	28%	30%
	Somewhat satisfied	53%	53%	55%	53%	57%	50%	48%	54%	44%	54%	53%	56%	53%
	Not satisfied	10%	14%	7%	10%	9%	12%	17%	9%	12%	8%	18%	8%	13%
	Not at all satisfied	3%		4%	4%	3%	3%	2%	4%	2%	2%	4%	5%	4%
	Not applicable, don't know	1%	1%	1%	2%	2%	1%		2%	2%			2%	
Total	Base	359	76	108	173	164	189	66	291	95	50	57	144	137
Safe routes to schools	Very satisfied	20%	27%	24%	15%	21%	21%	31%	18%	27%	22%	19%	15%	14%
	Somewhat satisfied	39%	45%	35%	39%	41%	37%	49%	37%	32%	39%	41%	43%	39%
	Not satisfied	6%	5%	8%	4%	6%	6%	9%	5%	3%	2%	3%	10%	13%
	Not at all satisfied	3%	4%	4%	1%	1%	4%	4%	2%	2%		7%	2%	10%
	Not applicable, don't know	32%	18%	29%	40%	31%	33%	6%	39%	36%	37%	29%	30%	23%
Total	Base	355	77	109	168	160	190	67	287	92	49	58	143	137
Bicycle paths	Very satisfied	21%	23%	21%	19%	22%	20%	28%	19%	27%	22%	16%	19%	23%
	Somewhat satisfied	38%	39%	41%	35%	41%	34%	37%	38%	35%	32%	37%	39%	58%
	Not satisfied	11%	23%	10%	6%	9%	13%	13%	11%	12%	16%	16%	8%	12%
	Not at all satisfied	4%	5%	6%	3%	4%	5%	7%	4%	4%	4%	7%	3%	7%
	Not applicable, don't know	26%	9%	21%	36%	23%	28%	13%	29%	22%	26%	25%	31%	
Total	Base	359	77	108	172	164	189	67	290	95	50	57	144	137
Public transit	Very satisfied	18%	16%	20%	19%	17%	19%	22%	18%	14%	18%	17%	22%	21%
	Somewhat satisfied	34%	35%	28%	38%	37%	32%	33%	34%	32%	40%	28%	34%	55%
	Not satisfied	7%	8%	9%	5%	5%	9%	10%	6%	6%	8%	7%	5%	17%
	Not at all satisfied	4%	1%	12%	1%	3%	5%	6%	4%	2%	6%	10%	3%	7%
	Not applicable, don't know	36%	40%	30%	38%	38%	35%	28%	38%	46%	28%	38%	36%	
Total	Base	358	77	109	170	161	191	67	289	94	50	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown parking	Very satisfied	23%	29%	26%	19%	22%	25%	30%	22%	27%	22%	28%	20%	14%
	Somewhat satisfied	45%	38%	45%	48%	48%	42%	33%	47%	43%	40%	46%	46%	49%
	Not satisfied	20%	25%	19%	18%	18%	21%	25%	18%	21%	20%	16%	21%	22%
	Not at all satisfied	10%	6%	10%	11%	9%	10%	9%	10%	4%	16%	11%	10%	15%
	Not applicable, don't know	3%	3%		4%	3%	2%	3%	2%	4%	2%		3%	
Total	Base	358	77	107	172	163	189	67	289	95	50	57	144	137
Airport	Very satisfied	43%	39%	48%	41%	39%	47%	43%	43%	42%	47%	39%	42%	34%
	Somewhat satisfied	36%	45%	38%	31%	37%	36%	40%	35%	35%	29%	42%	39%	50%
	Not satisfied	4%	3%	2%	5%	6%	2%	3%	4%		8%	5%	4%	7%
	Not at all satisfied	2%	4%	1%	1%	3%	1%	5%	1%	2%	4%	4%		9%
	Not applicable, don't know	16%	9%	11%	21%	15%	15%	9%	17%	21%	12%	11%	15%	
Total	Base	352	76	108	166	158	188	65	285	92	49	57	141	137
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	Very satisfied	17%	18%	14%	18%	17%	17%	18%	16%	22%	20%	12%	14%	17%
	Somewhat satisfied	44%	38%	50%	43%	47%	43%	39%	45%	35%	38%	55%	48%	47%
	Not satisfied	11%	8%	13%	11%	14%	7%	15%	10%	10%	12%	7%	13%	26%
	Not at all satisfied	3%		2%	5%	3%	3%		3%		4%		5%	10%
	Not applicable, don't know	25%	36%	21%	23%	19%	30%	27%	25%	33%	26%	26%	20%	
Total	Base	355	77	108	168	160	189	66	287	94	50	58	140	137
Land use planning	Very satisfied	8%	6%	7%	10%	8%	9%	6%	9%	10%	8%	3%	9%	10%
	Somewhat satisfied	43%	44%	42%	43%	49%	39%	44%	42%	48%	40%	48%	39%	36%
	Not satisfied	16%	16%	21%	13%	16%	16%	23%	14%	10%	8%	16%	23%	38%
	Not at all satisfied	7%	4%	7%	8%	8%	5%	9%	6%	2%	14%	3%	9%	15%
	Not applicable, don't know	26%	30%	23%	26%	20%	31%	18%	28%	31%	30%	29%	20%	
Total	Base	352	77	107	167	158	188	66	284	94	50	58	137	137
Development services (building, subdivision & rezoning applications, & permitting processes)	Very satisfied	6%	8%	5%	7%	6%	7%	10%	5%	5%	8%		9%	12%
	Somewhat satisfied	34%	32%	36%	33%	36%	33%	27%	35%	35%	24%	35%	34%	39%
	Not satisfied	16%	10%	24%	13%	14%	18%	15%	16%	11%	16%	25%	16%	28%
	Not at all satisfied	9%	5%	11%	10%	9%	9%	13%	8%	4%	16%	4%	11%	21%
	Not applicable, don't know	35%	44%	25%	38%	36%	34%	34%	35%	45%	35%	37%	30%	
Total	Base	353	77	109	165	160	187	67	284	92	49	57	141	137
Quality of new residential subdivisions & new buildings	Very satisfied	20%	23%	18%	20%	24%	17%	19%	20%	17%	18%	25%	22%	16%
	Somewhat satisfied	52%	48%	56%	50%	52%	51%	51%	52%	48%	44%	55%	53%	56%
	Not satisfied	10%	9%	10%	10%	8%	12%	9%	10%	10%	12%	7%	10%	18%
	Not at all satisfied	4%	3%	5%	4%	4%	3%	3%	4%	2%	4%	4%	5%	10%
	Not applicable, don't know	15%	17%	11%	16%	12%	17%	18%	14%	23%	22%	9%	10%	
Total	Base	356	77	109	169	164	188	67	288	94	50	55	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	11%	9%	14%	10%	13%	10%	6%	12%	11%	6%	14%	13%	10%
	Somewhat satisfied	54%	48%	54%	57%	50%	58%	51%	54%	52%	62%	53%	52%	50%
	Not satisfied	21%	31%	18%	19%	20%	22%	30%	19%	23%	16%	19%	21%	31%
	Not at all satisfied	6%	8%	10%	4%	7%	5%	10%	6%	4%	8%	9%	6%	9%
	Not applicable, don't know	8%	4%	5%	11%	10%	5%	3%	9%	10%	8%	5%	8%	
Total	Base	355	77	108	168	162	187	67	286	94	50	57	141	137
Economic development	Very satisfied	8%	8%	8%	7%	7%	9%	7%	8%	9%	8%	7%	8%	8%
	Somewhat satisfied	44%	34%	47%	48%	44%	46%	39%	46%	38%	47%	47%	44%	50%
	Not satisfied	19%	32%	17%	13%	19%	17%	31%	16%	19%	18%	19%	20%	27%
	Not at all satisfied	7%	4%	10%	7%	8%	6%	6%	7%	3%	12%	9%	7%	15%
	Not applicable, don't know	22%	22%	18%	24%	21%	23%	16%	23%	31%	14%	18%	22%	
Total	Base	351	77	108	164	160	186	67	282	91	49	57	142	137
Tourism promotion	Very satisfied	18%	17%	14%	21%	14%	21%	18%	18%	24%	20%	7%	19%	23%
	Somewhat satisfied	52%	47%	58%	51%	50%	52%	49%	52%	45%	41%	61%	53%	50%
	Not satisfied	12%	18%	12%	9%	14%	10%	16%	11%	15%	16%	7%	11%	19%
	Not at all satisfied	4%	5%	5%	4%	6%	3%	7%	4%	2%	10%	4%	4%	8%
	Not applicable, don't know	14%	13%	11%	16%	15%	13%	9%	15%	14%	12%	21%	13%	
Total	Base	352	77	107	166	159	187	67	283	93	49	57	141	137
Citizen engagement	Very satisfied	13%	14%	10%	14%	9%	16%	12%	13%	16%	16%	11%	11%	15%
	Somewhat satisfied	47%	34%	56%	47%	47%	47%	43%	48%	44%	37%	53%	49%	44%
	Not satisfied	15%	35%	12%	8%	16%	15%	31%	11%	12%	24%	11%	15%	24%
	Not at all satisfied	3%	4%	2%	4%	6%	1%	3%	4%	2%	4%	4%	4%	17%
	Not applicable, don't know	22%	13%	20%	26%	21%	22%	10%	24%	26%	18%	23%	21%	
Total	Base	351	77	109	163	159	186	67	282	93	49	57	138	137

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	26%	17%	30%	27%	23%	28%	18%	28%	26%	30%	23%	27%	16%
	Somewhat satisfied	65%	70%	60%	67%	68%	64%	64%	66%	70%	58%	68%	63%	61%
	Not satisfied	8%	13%	10%	5%	9%	7%	18%	6%	4%	12%	9%	8%	19%
	Not at all satisfied	1%			1%	1%			1%				1%	4%
Total	Base	359	77	110	171	164	190	67	291	96	50	57	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?	Enhance or expand services through a tax increase	9%	11%	10%	8%	9%	9%	15%	8%	10%	14%	13%	5%	12%
	Maintain services thru a moderate tax increase	54%	48%	52%	59%	52%	57%	38%	58%	53%	54%	60%	52%	41%
	Cut or reduce services to maintain current tax level	25%	29%	22%	25%	23%	27%	29%	24%	24%	20%	17%	31%	24%
	Cut or reduce services to reduce taxes	12%	12%	16%	8%	16%	7%	18%	10%	13%	12%	9%	11%	23%
Total	Base	337	75	101	160	160	175	68	268	88	50	53	132	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	Yes – please specify	42%	61%	44%	34%	44%	41%	60%	39%	41%	48%	45%	39%	44%
	None	19%	9%	18%	23%	23%	14%	14%	20%	17%	15%	18%	22%	20%
	Not sure	39%	30%	38%	44%	33%	45%	26%	42%	42%	37%	36%	39%	36%
Total	Base	335	67	104	164	156	175	58	276	88	46	55	133	137

	Total	Age			Gender		Children at home		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Which services would you like to see expanded or introduced?	Compost and food waste pickup	18%	34%	16%	7%	15%	20%	21%	17%	28%	18%	8%	15%	17%
	Other	12%	9%	12%	14%	7%	15%	16%	11%	3%	18%	8%	18%	15%
	Improve or expand recreation facilities	10%	16%	4%	10%	10%	10%	11%	10%	10%	18%		10%	12%
	Address homeless, mental health, addictions, downtown	9%	2%	12%	12%	10%	9%	5%	11%	5%	5%	8%	13%	15%
	Improve recycling and yard waste pickup	8%	5%	12%	7%	3%	13%		11%	8%	5%	25%	3%	2%
	Increase police	7%	5%	12%	3%	7%	6%	5%	7%	3%	14%	4%	7%	20%
	Improve or increase public transit	7%	2%	14%	3%	7%	6%	8%	6%	8%	5%	21%		3%
	Improve garbage and large item pickup	6%	7%	8%	3%	7%	5%	8%	5%		14%	13%	5%	3%
	Improve and increase parks, playgrounds, walking trails	5%	7%	4%	5%	1%	9%	11%	4%	3%	9%	4%	5%	7%
	Improve snow removal	5%	2%	6%	7%	6%	5%	3%	6%	13%		4%	3%	2%
	Add more bike paths	5%	5%	2%	7%	6%	4%	5%	4%	8%		8%	3%	2%
	Improve bylaw enforcement	4%	2%	4%	5%	6%	3%	3%	4%	5%		4%	5%	8%
	Traffic control	4%		2%	9%	4%	4%	3%	4%	8%			5%	
	Improve sidewalks, roads, and parking	3%		2%	3%	3%	3%		4%	3%	5%	4%	2%	8%
	Improve city planning	3%	7%	2%		6%		5%	2%	5%			2%	7%
	Increase boat launches, wharfs, and boat launch parking	3%	2%	2%	3%	6%		3%	3%			8%	3%	2%
	Street cleanup	2%		2%	3%		4%		3%	3%			3%	2%
	Maintain natural beauty, trees	2%	2%		3%	1%	3%		3%	3%	5%		2%	2%
	Increase services for seniors	1%			2%		1%		1%				2%	5%
	Water services	1%			2%		1%		1%				2%	5%
Total	Responses	171	47	58	64	74	95	40	130	44	25	29	65	81
	Base	153	44	49	58	71	80	38	114	40	22	24	60	59

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you consider acceptable to reduce?	Yes – please specify	22%	38%	24%	13%	24%	20%	42%	17%	20%	20%	22%	23%	26%
	None	33%	19%	24%	45%	34%	32%	19%	36%	29%	33%	30%	37%	30%
	Not sure	45%	43%	53%	42%	42%	47%	39%	46%	51%	47%	48%	41%	45%
Total	Base	321	68	97	156	144	173	59	261	80	45	50	133	137

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in Appendix 3.

Please rate your level of agreement with the following statements:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	7%	5%	6%	7%	4%	9%	7%	6%	6%	12%	11%	4%	10%
	Agree	59%	59%	51%	64%	59%	59%	54%	60%	60%	62%	53%	59%	30%
	Disagree	24%	21%	30%	20%	25%	22%	25%	23%	23%	16%	27%	25%	34%
	Strongly disagree	7%	12%	7%	4%	9%	5%	12%	6%	3%	8%	4%	10%	22%
	Not applicable, Don't know	4%	3%	6%	4%	3%	5%	1%	5%	7%	2%	5%	3%	4%
Total	Base	353	76	108	166	162	186	68	283	94	50	55	140	137
The City of Campbell River listens to citizens and encourages involvement in making decisions	Strongly agree	6%	3%	4%	9%	5%	7%	2%	7%	3%	12%	7%	6%	9%
	Agree	45%	44%	44%	46%	47%	45%	38%	47%	47%	41%	43%	45%	26%
	Disagree	21%	17%	24%	21%	22%	20%	23%	21%	16%	16%	25%	25%	30%
	Strongly disagree	7%	12%	6%	4%	9%	4%	17%	4%	3%	8%	5%	9%	31%
	Not applicable, Don't know	21%	24%	21%	19%	17%	23%	21%	21%	30%	22%	20%	16%	5%
Total	Base	348	75	108	164	159	183	66	280	92	49	56	138	137
In general, I believe the City of Campbell River is doing a good job	Strongly agree	10%	9%	6%	13%	9%	11%	4%	11%	11%	16%	7%	9%	12%
	Agree	68%	67%	68%	69%	66%	72%	72%	68%	73%	63%	73%	64%	32%
	Disagree	15%	20%	19%	11%	19%	11%	21%	14%	11%	12%	18%	17%	36%
	Strongly disagree	4%	3%	5%	4%	5%	3%	3%	4%	1%	4%	2%	6%	16%
	Not applicable, Don't know	3%	1%	3%	4%	2%	4%		4%	3%	4%		4%	4%
Total	Base	354	76	107	169	161	187	67	285	96	49	56	139	137

CITY EMPLOYEE CUSTOMER SERVICE

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee	Yes	55%	52%	62%	52%	56%	53%	60%	54%	60%	50%	51%	56%	61%
	No, Not sure	45%	48%	38%	48%	44%	47%	40%	46%	40%	50%	49%	44%	39%
Total	Base	348	77	107	164	158	186	67	280	93	50	57	134	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How did you most recently make contact with the City?	In person	66%	71%	58%	69%	69%	63%	66%	66%	76%	60%	59%	62%	70%
	Telephone	41%	29%	48%	41%	42%	39%	49%	39%	36%	44%	38%	45%	41%
	Email	15%	27%	18%	7%	20%	11%	22%	13%	16%	28%	14%	12%	28%
	City Website	6%	7%	8%	5%	3%	8%	12%	5%	7%	8%	7%	5%	19%
	Open house, public consultation	7%	5%	8%	7%	7%	7%	10%	6%	5%	8%	3%	8%	8%
	Mail	3%	5%		5%	3%	3%	5%	3%	5%	4%		1%	5%
	Council meeting, Advisory Committee	2%		3%	2%	1%	3%		3%			3%	3%	13%
	Social Media	1%		2%			1%		1%			3%		11%
	Other	1%			2%	1%	1%		1%			3%	1%	2%
Total	Responses	272	59	95	118	132	135	67	205	81	38	38	104	164
	Base	192	41	66	85	90	99	41	151	55	25	29	76	83

Base: people who have contacted or dealt with City of Campbell River or one of its employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	50%	51%	44%	54%	40%	59%	60%	47%	56%	60%	45%	45%	41%
	Somewhat satisfied	32%	32%	33%	32%	42%	23%	23%	35%	31%	20%	34%	39%	31%
	Not satisfied	11%	5%	17%	10%	8%	13%	10%	11%	5%	16%	7%	15%	17%
	Not at all satisfied	4%	5%	6%	1%	7%	1%	8%	3%	4%	4%		1%	6%
	Not applicable, Don't know	3%	7%		4%	3%	3%		4%	4%		14%		5%
Total	Base	191	41	66	84	90	98	40	151	55	25	29	75	83
Helpfulness	Very satisfied	55%	56%	50%	59%	43%	67%	58%	55%	67%	60%	55%	48%	42%
	Somewhat satisfied	29%	34%	20%	35%	40%	19%	25%	31%	25%	16%	28%	36%	27%
	Not satisfied	10%	2%	24%	4%	8%	12%	8%	11%	4%	16%	17%	12%	16%
	Not at all satisfied	5%	7%	6%	2%	9%	1%	10%	3%	4%	8%		4%	13%
	Not applicable, Don't know													2%
Total	Base	191	41	66	83	89	98	40	150	55	25	29	75	83
Ability to resolve your issue	Very satisfied	48%	54%	36%	54%	43%	53%	59%	45%	62%	44%	45%	41%	34%
	Somewhat satisfied	22%	20%	21%	25%	28%	17%	12%	25%	20%	28%	17%	26%	19%
	Not satisfied	16%	5%	29%	11%	16%	15%	15%	16%	7%	12%	24%	21%	19%
	Not at all satisfied	8%	10%	8%	7%	10%	6%	12%	7%	5%	16%		8%	25%
	Not applicable, Don't know	6%	12%	6%	2%	3%	8%	2%	7%	5%		14%	4%	2%
Total	Base	189	41	66	81	87	98	41	147	55	25	29	73	83
Courteousness	Very satisfied	63%	59%	55%	72%	49%	77%	63%	63%	73%	64%	62%	59%	48%
	Somewhat satisfied	29%	32%	33%	25%	40%	18%	24%	31%	24%	24%	28%	36%	37%
	Not satisfied	2%	2%	3%	1%	2%	2%	2%	2%		4%	3%	3%	10%
	Not at all satisfied	5%	5%	8%	1%	7%	2%	7%	3%	4%	8%	3%	3%	2%
	Not applicable, Don't know	1%	2%	2%		1%	1%	2%	1%			3%		2%
Total	Base	191	41	66	83	89	98	41	149	55	25	29	76	83
Speed and timeliness of service	Very satisfied	50%	54%	44%	54%	39%	61%	55%	49%	64%	48%	55%	41%	37%
	Somewhat satisfied	27%	32%	30%	23%	38%	18%	25%	28%	29%	32%	24%	27%	18%
	Not satisfied	11%	5%	11%	15%	10%	11%	5%	13%	4%	8%	7%	19%	24%
	Not at all satisfied	8%	7%	11%	5%	10%	5%	13%	6%	4%	12%	7%	8%	19%
	Not applicable, Don't know	4%	2%	5%	4%	2%	5%	3%	4%			7%	5%	1%
Total	Base	190	41	66	82	89	97	40	149	55	25	29	74	83
Accessibility	Very satisfied	52%	49%	45%	59%	41%	63%	53%	52%	62%	44%	61%	47%	41%
	Somewhat satisfied	34%	32%	35%	34%	42%	25%	28%	35%	24%	44%	29%	40%	31%
	Not satisfied	6%	7%	8%	4%	8%	4%	8%	5%	9%	4%	4%	3%	14%
	Not at all satisfied	5%	7%	6%	1%	7%	2%	10%	3%	4%	8%		5%	7%
	Not applicable, Don't know	4%	5%	6%	3%	2%	6%	3%	5%	2%		7%	5%	6%
Total	Base	188	41	66	80	88	96	40	147	55	25	28	73	83
Overall Service	Very satisfied	53%	51%	45%	59%	42%	63%	54%	52%	65%	48%	55%	46%	36%
	Somewhat satisfied	32%	39%	27%	33%	45%	20%	29%	33%	27%	32%	24%	39%	28%
	Not satisfied	7%	2%	15%	4%	4%	9%	5%	8%	4%	8%	17%	7%	19%
	Not at all satisfied	7%	7%	11%	4%	9%	5%	12%	5%	4%	12%		7%	16%
	Not applicable, Don't know	1%		2%	1%		2%		1%			3%	1%	1%
Total	Base	190	41	66	83	89	98	41	149	55	25	29	74	83

Base: people who have contacted or dealt with City of Campbell River or one of its employees

COMMUNICATIONS

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper-news articles	77%	58%	85%	80%	76%	78%	58%	81%	73%	80%	82%	76%	63%
	Word of mouth: neighbours, friends	46%	50%	54%	40%	42%	51%	48%	46%	44%	54%	46%	47%	52%
	Internet, online, social media	36%	62%	45%	18%	34%	37%	46%	33%	41%	38%	40%	30%	65%
	Radio	38%	50%	46%	28%	40%	37%	51%	36%	44%	42%	40%	31%	22%
	Local newspaper advertisements	34%	21%	35%	39%	30%	38%	21%	37%	33%	30%	32%	36%	15%
	City website	19%	33%	20%	13%	18%	21%	25%	18%	25%	20%	26%	14%	49%
	TV	16%	12%	15%	17%	20%	12%	9%	17%	20%	14%	5%	18%	12%
	Through a community organization	11%	17%	8%	9%	10%	12%	16%	9%	7%	18%	12%	10%	13%
	Contact member of City staff	4%	3%	4%	6%	6%	4%	4%	5%	3%		4%	7%	7%
	Email	3%	7%	3%	2%	4%	3%	7%	2%	4%	6%	4%	2%	10%
	Contact member of City Council	3%	3%	3%	3%	5%	1%	3%	3%		4%	2%	4%	4%
	Don't know, not sure	3%	7%	1%	2%	3%	3%	7%	1%	4%	4%		3%	2%
	Don't learn about government issues	2%	4%	1%	2%	1%	2%	3%	2%	3%		2%	2%	
Total	Responses	1040	247	351	438	469	561	201	838	289	155	168	393	431
	Base	356	76	110	169	163	188	67	288	96	50	57	140	137

Column percentages do not add up to 100% because multiple responses given

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you...	Read City Currents in the newspaper	68%	42%	67%	80%	72%	65%	41%	74%	72%	67%	69%	64%	67%
	Listen to local radio stations	67%	79%	72%	59%	70%	65%	83%	63%	67%	67%	65%	66%	68%
	Visit the City website	36%	57%	38%	26%	32%	38%	51%	33%	44%	38%	40%	27%	77%
	Watch local TV	32%	18%	38%	33%	32%	30%	20%	34%	32%	24%	17%	40%	27%
	Read the City's Annual Reports	14%	12%	12%	17%	16%	13%	14%	14%	13%	16%	15%	16%	19%
	Watch Council Meeting webcasts	7%	7%	4%	8%	5%	8%	8%	6%	10%	2%	6%	7%	12%
Total	Responses	735	144	235	355	343	384	128	605	215	96	111	282	351
	Base	330	67	102	160	151	175	59	270	90	45	52	129	130

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you read the City brochure inserted into your property tax notice?	Yes	83%	73%	81%	89%	83%	83%	72%	86%	79%	86%	82%	84%	68%
	No	16%	27%	17%	10%	15%	16%	28%	13%	20%	14%	16%	15%	21%
	Not applicable	1%		2%	1%	1%	1%		1%	1%		2%	1%	11%
Total	Base	359	77	109	171	163	190	67	290	95	50	57	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	94%	95%	95%	92%	94%	94%	96%	93%	95%	96%	98%	90%	98%
	At work	34%	69%	49%	8%	30%	36%	64%	27%	41%	40%	41%	24%	58%
	On a smart phone	52%	84%	62%	30%	47%	55%	76%	46%	63%	52%	64%	40%	75%
	No access	5%	1%	3%	8%	4%	5%	1%	6%	2%	2%	2%	9%	
Total	Responses	653	192	230	231	281	362	159	493	189	95	119	226	316
	Base	355	77	110	168	161	190	67	287	94	50	58	139	137

Column percentages do not add up to 100% because multiple responses given

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	67%	91%	67%	56%	61%	72%	80%	64%	72%	63%	72%	64%	82%
	YouTube	41%	64%	39%	30%	43%	39%	53%	38%	46%	37%	44%	38%	47%
	Instagram	25%	57%	28%	8%	20%	29%	42%	21%	35%	20%	30%	18%	39%
	None	23%		24%	34%	27%	20%	6%	28%	17%	27%	21%	27%	15%
	LinkedIn	10%	9%	15%	8%	9%	11%	15%	9%	7%	14%	12%	11%	13%
	Twitter	6%	9%	7%	3%	7%	4%	8%	5%	6%	6%	9%	4%	20%
Total	Responses	589	175	194	218	263	316	135	452	174	82	107	208	299
	Base	343	76	108	158	158	180	66	276	95	49	57	128	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	Apply for a home owner grant	54%	74%	58%	40%	54%	54%	77%	48%	54%	65%	58%	47%	46%
	None	30%	13%	22%	44%	33%	28%	14%	34%	27%	23%	23%	40%	20%
	Recreation registration	23%	34%	22%	17%	15%	29%	44%	18%	26%	38%	19%	16%	32%
	iCity account -check property tax, utility info	15%	12%	15%	16%	10%	18%	12%	15%	14%	21%	16%	13%	20%
	Webmaps	12%	9%	13%	12%	11%	12%	15%	11%	13%	8%	11%	13%	20%
	Renew a dog licence	11%	13%	17%	7%	12%	10%	15%	10%	18%	10%	11%	7%	15%
	Report a problem	9%	4%	11%	10%	10%	8%	6%	10%	11%	8%	7%	10%	14%
	Pay a parking ticket	7%	18%	7%	2%	5%	9%	20%	4%	4%	8%	9%	9%	7%
	Renew a business licence	6%	9%	11%	1%	7%	4%	12%	4%	3%	10%	9%	5%	6%
Other	2%	1%	3%	3%	2%	3%		3%	2%	4%	4%	2%	1%	
Total	Responses	565	143	192	229	239	313	142	421	160	94	94	198	248
	Base	335	76	107	151	150	179	66	267	93	48	57	123	137

Column percentages do not add up to 100% because multiple responses given

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use a mobile app to report issues with utilities streetlights or potholes?	Yes	44%	62%	52%	29%	43%	45%	52%	42%	48%	38%	62%	35%	58%
	No	56%	38%	48%	71%	57%	55%	48%	58%	52%	63%	38%	65%	42%
Total	Base	339	76	103	158	154	179	65	272	94	48	55	129	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the amount of information provided by the City?	Adequate	72%	74%	79%	68%	71%	74%	73%	72%	68%	66%	76%	76%	58%
	Too little	8%	12%	6%	6%	9%	6%	12%	7%	11%	10%	2%	6%	20%
	Not sure	20%	14%	15%	26%	21%	20%	15%	21%	21%	24%	22%	18%	22%
Total	Base	358	77	109	171	163	190	67	290	95	50	58	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	19%	23%	14%	21%	16%	22%	19%	20%	25%	18%	16%	18%	13%
	Adequate	60%	61%	67%	55%	64%	56%	58%	61%	56%	54%	66%	62%	51%
	Poor	7%	8%	7%	6%	7%	7%	12%	5%	3%	10%	5%	9%	25%
	Not sure	14%	8%	12%	17%	13%	15%	10%	14%	16%	18%	14%	11%	11%
Total	Base	361	77	110	172	166	189	67	292	95	50	58	144	137

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What are the best methods for the City of Campbell River to communicate information to you?	Local newspaper-news articles	80%	62%	85%	85%	77%	83%	60%	84%	75%	74%	91%	81%	68%
	Radio	46%	56%	54%	36%	45%	47%	60%	42%	45%	42%	61%	39%	36%
	Local newspaper advertisements	44%	26%	47%	49%	40%	47%	31%	46%	35%	42%	44%	49%	25%
	Internet, online, social media	38%	71%	43%	19%	36%	39%	60%	33%	43%	36%	53%	30%	66%
	City website	28%	40%	29%	21%	28%	28%	36%	26%	38%	28%	37%	18%	54%
	Email	27%	36%	34%	19%	31%	25%	28%	27%	32%	32%	40%	19%	38%
	Word of mouth: neighbours, friends	16%	12%	23%	12%	14%	17%	12%	17%	7%	20%	16%	21%	12%
	TV	11%	9%	14%	10%	12%	11%	7%	12%	7%	14%	12%	13%	10%
	Contact member of City staff	7%	4%	9%	8%	6%	8%	6%	8%	6%	6%	7%	8%	10%
	Through a community organization	6%	6%	5%	6%	4%	7%	9%	5%	4%	12%	5%	5%	14%
	Contact member of City Council	4%	1%	6%	5%	4%	5%	3%	5%	3%	4%	4%	6%	7%
	Other	2%		2%	4%	2%	2%		3%	3%	4%	2%	1%	3%
	Don't know, not sure	1%	1%		1%	2%		1%	1%	1%			1%	1%
Total	Responses	1107	251	385	467	489	610	210	895	285	157	212	416	472
	Base	358	77	110	170	163	190	67	290	95	50	57	142	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Years lived in Campbell River	10yrs or less	27%	43%	23%	24%	31%	25%	31%	27%	100%				22%
	11-20 yrs	15%	19%	13%	13%	17%	13%	28%	12%		100%			20%
	21-30 yrs	17%	20%	22%	12%	12%	21%	17%	17%			100%		24%
	31+ yrs	41%	18%	42%	51%	40%	42%	25%	45%				100%	34%
Total	Base	350	74	106	167	159	185	65	283	96	51	58	145	129

APPENDIX 9.2

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following age groups do you fall into?	18-24													1%
	25-34	9%	44%			12%	7%	28%	5%	21%	6%	14%	1%	15%
	35-44	12%	56%			13%	12%	48%	4%	13%	22%	12%	8%	23%
	45-54	9%		28%		6%	10%	12%	8%	8%	6%	10%	8%	17%
	55-64	22%		72%		18%	25%	7%	25%	17%	22%	29%	23%	22%
	65 years or older	48%			100%	51%	46%	4%	58%	42%	44%	34%	59%	23%
Total	Base	361	77	110	174	165	191	67	293	96	50	58	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you own or rent your place of residence	Own	100%	100%	99%	100%	100%	99%	100%	100%	100%	100%	98%	100%	85%
	Rent	0%		1%			1%		0%			2%		15%
Total	Base	361	77	110	172	166	191	68	293	96	51	58	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do children under the age of 18 live in your home?	Yes	19%	66%	12%	2%	20%	17%	100%		21%	35%	19%	11%	39%
	No	81%	34%	88%	98%	80%	83%		100%	79%	65%	81%	89%	61%
Total	Base	362	77	110	173	166	191	68	294	96	51	58	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Please indicate your gender:	Male	46%	53%	37%	49%	100%		51%	45%	52%	53%	33%	44%	35%
	Female	53%	47%	62%	51%		100%	49%	54%	48%	47%	67%	54%	62%
	Other	1%		1%	1%				1%				1%	3%
Total	Base	360	77	108	173	167	191	67	292	96	51	57	142	137

Appendix 3 – Verbatim Comments

Q3b – Why do you feel the quality of life has improved/worsened?

Quality of Life has IMPROVED:

- *A FEW SMALL BUSINESSES / RESTAURANT OPTIONS FOR DINING HAVE OPENED & PUMP TRACK FOR BIKES. BIKE PARK IN PROGRESS*
- *ALL THE NEW TRAILS/ PARKS*
- *ARTS & PERFORMING ARTS*
- *BEAUTIFICATION / MAINTENANCE HAS IMPROVED*
- *BEAUTIFICATION OF ROADS & PARKS*
- *BETTER COUNCIL*
- *BETTER OPENESS*
- *BETTER PARKS, SERVICES, WALKWAYS, SAFETY*
- *BETTER ROADS, NEW BOAT RAMP*
- *BETTER SERVICES / OPPORTUNITIES*
- *BREW PUB*
- *BUILDING CONSTRUCTION*
- *BUILDING STARTS INCREASING TO MEET POP GROWTH*
- *CITY INFRASTRUCTURE, RENTAL IMPROVEMENTS*
- *CITY IS COGNECENT OF ENHANCING STREETS & PARKS*
- *CONTINUED DEVELOPMENT*
- *DENSER DOWNTOWN CORE, CONSTANT IMPROVEMENTS*
- *DEVELOPMENT, HEALTHCARE*
- *DOWNTOWN CORE*
- *DOWNTOWN IMPROVEMENTS*
- *DOWNTOWN SAFETY OFFICE, EVENTS, THEATRE*
- *ECONOMY IMPROVING*
- *FAMILY ORIENTED*
- *GOOD LOCAL LEADERS*
- *IMPROVED INFRASTRUCTURE*
- *INCREASE IN CULTURAL OPPORTUNITIES*
- *INFRASTRUCTURE IMPROVEMENTS, GROWTH*
- *IT'S A CLEAN CITY*
- *LOTS OF GREAT CHANGES IN MANY WAYS*
- *LOTS OF NEW PROJECTS*
- *MAKING THINGS BETTER*
- *MEDICAL SERVICES*
- *MORE ACTIVITIES, MORE ENVIRONMENTAL AWARENESS*
- *MORE AMENITIES, CULTURAL*
- *MORE BUSINESSES AND EVENTS*
- *MORE CULTURE*
- *MORE DINING OPTIONS & COMMUNITY EVENTS*
- *MORE ENHANCED SERVICES*
- *MORE FOCUS ON FAMILY*
- *MORE MUSIC DOWNTOWN, MORE EVENTS DOWNTOWN*
- *MORE RESTAURANTS & BUSINESSES*
- *MORE RESTAURANTS & UNIQUE BUSINESSES OPENING*
- *MORE VARIETY OF SMALL BUSINESS*
- *NEW HOSPITAL, HOMES AND RENTALS*
- *NEW HOSPITAL*

- NEW HOSPITAL, HYDRO DAM WATER SYSTEMS
- NEW SPORTS FACILITIES & OUTDOOR ACTIVITIES
- ONLY LIVED HERE FOR 2 YEARS
- PLAYING FIELDS ALL WEATHER
- RETIRED
- ROAD IMPROVEMENTS
- ROAD REPAIRS, MORE COMMUNICATION
- ROAD UPGRADES
- ROADS ARE IMPROVING
- SAFER WITH DOWNTOWN COMMUNITY LIASSON
- THE ECONOMY HAS BEEN BETTER
- THE GROWING TECH AND SMALL BUSINESS IN THE CITY
- TOO MUCH TRAFFIC.
- TRAFFIC PATTERNS MUCH SAFER
- TURF FIELD, BIKE PARK
- UPGRADES TO OUTDOOR TRAILS
- UP-TICK IN REAL ESTATE MEANS MORE COMPETITION FOR BUSINESS TO STAY CURRENT
- VERY GOOD ACCESSIBILITY
- WILLOW POINT IMP. POSITIVE CITY GOVERNMENT

Quality of Life has **WORSENE**D:

- CITY COUNCIL DOES NOT LISTEN TO US
- CITY GROWING TOO FAST
- CLOSE TO MINE & FORESTRY LEADING TO JOBS
- CLOSURE OF SMALL RETAIL & LOCAL RESTAURANTS
- CONSTANTLY INCREASING HOUSE TAXES
- CONTINUOUS TAX INCREASES
- COST OF LIVING
- CRIME
- CRIME
- CRIME
- CRIME / THEFT / B&E
- CRIME AND HOMELESS
- CRIME HAS PICKED UP & IS BEING IGNORED
- CRIME RATE & AFFORDABILITY
- CRIME RATE INCREASED
- CRIME, DRUG ADDICTS, OVER BUILDING, NOT ENOUGH STORE
- DESTRUCTION OF FORESTS FOR SUBDIVISIONS - NEED MORE RESTRICTIONS, LOT SIZE, MORE PARKS INSIDE OF SUBDIVISION
- DIFFICULT TO KEEP PACE WITH HEALTH NEEDS ACROSS ALL AGES
- DOWNTOWN CRIME/ HOMELESS/ GREENLANDS REMOVED FOR MORE HOUSING
- DRUG ADDICTS / THEFTS
- DRUG PROBLEM, HOMELESS PROBLEM
- DRUG USE
- DRUG USE, HOMELESSNESS
- DRUGS, HOMELESSNESS
- DYING SMALL BUSINESS
- EXCESS TAXES
- FEWER SHOPPING CHOICES LIMITED AVAILABILITY, CAMPBELL RIVER TRAIL VERY WORN
- FOR US ITS BECOME TOO BUSY
- GETTING UNAFORDABLE
- GROWING TOO FAST

- *GROWN A LITTLE FAST*
- *HARD TO COMPARE A SHORT PERIOD OF TIME*
- *HIGH CITY TAXES, HIGH HOUSING COSTS, CROWDED SCHOOLS, TOO MUCH CROWDED DEVELOPMENT*
- *HIGH HOUSING COST*
- *HOMELESS & CRIME*
- *HOMELESS / DRUG ISSUES*
- *HOMELESS, CRIME*
- *HOMELESSNESS & DRUGS, STEALING*
- *HOUSING COSTS*
- *HOUSING COSTS & LACK OF AFFORDABLE RENTALS*
- *HOUSING PRICES UP, MORE CRIME*
- *I FEEL WE HAVE LESS SERVICES LIKE SHOPS & RESTAURANTS THAN WE DID WHEN THE POPULATION WAS LESS*
- *I RETIRED HERE IN 2010 AND HAVE SEEN TAX INCREASES EVERY YEAR SINCE ON MY HOME. TAXES ARE TOO HIGH HERE*
- *INCREASE IN COST OF LIVING*
- *INCREASE IN PROPERTY TAXES, INCREASE IN CRIME*
- *INCREASED TRAFFIC*
- *INTENSIVE DEVELOPMENT, TOO MUCH REZONING*
- *IT'S GOTTEN TO BUSY & BIG*
- *LACK OF JOBS, LACK OF AFFORDABLE HOUSING*
- *LACK OF RENTAL ACCOM.*
- *LARGER POPULATION*
- *LESS EMPLOYMENT OPPORTUNITIES*
- *LESS FOR YOUNG ADULTS & KIDS*
- *LESS RETAIL*
- *LESS SHOPPING, ALMOST NO RESTAURANTS (QUALITY)*
- *LIVED HERE 3 YEARS NOW*
- *LIVING COST REGULATION / TAXES*
- *MORE ADDICTS & HOMELESS*
- *MORE CRIME*
- *MORE CRIME, PEOPLES ATTITUDES ARE UN-FRIENDLY, MORE PEOPLE, CLEANLINESS OF THE TOWN*
- *MORE EXPENSIVE HOUSING*
- *MORE HOMELESS & DRUGS*
- *MORE HOMELESS PEOPLE VISIBLE, NOT AFFORDABLE*
- *MORE HOMELESS/ DRUG ADDICTS DOWNTOWN, VERY SAD.*
- *MORE PEOPLE FEW PLACES TO SHOP, NO INDOOR MALLS*
- *MORE PEOPLE, NOT ENOUGH FACILITIES (FOR RETIREES) IE. BIG ENOUGH HOSPITAL, SENIORS CARE HOMES*
- *MORE TRAFFIC*
- *MORE TRAFFIC*
- *MORE TRAFFIC & DEVELOPMENT*
- *MOVED HERE 2 YEARS AGO*
- *NO PLACE TO GO, NO NIGHT TIME ENTERTAINMENT, NO SHOPPING*
- *NOT ENOUGH JOBS*
- *NOT LIKING THE DEVEOPMENT BEING APPROVED - BETTER PLANNING SPECS ETC.*
- *NOTICE MORE HOMELESS PEOPLE AND DRUG USE*
- *POOR LOCAL LEADERS*
- *POOR MANAGEMENT OF OPIOD CRISIS - DOWNTOWN IS DANGEROUS*
- *PRICE OF REAL ESTATE & DOWNTOWN CORE*
- *PROPERTY TAXES SKY ROCKETED AS REAL ESTATE PRICES SHOT UP RELATED TO VANCOUVER DRUG TRADE & HIDING MONEY IN REAL ESTATE.*

- *SHOPPING IS VERY LIMITED LOTS OF TRIPS TO COURTENAY*
- *TAX INCREASE*
- *TAXES AND COST OF LIVING*
- *TAXES TO HIGH FOR YOUNG FAMILIES*
- *THE NUMBER OF HOMELESS/ DRUG ADDICTS IN THE DOWNTOWN CORE HAS INCREASED AND DOES NOT FEEL SAFE*
- *THEFT DOWNTOWN*
- *THEFTS ARE TOO HIGH*
- *TOO BUSY, EXPENSIVE HOUSING*
- *TOO MANY BAD DRIVERS ON THE ROAD*
- *TOO MANY CONDOS & APARTMENTS IN HIGHLY VISABLE LOCATIONS*
- *TOO MANY DOGS*
- *TOO MANY DRUG HOUSES, CRACK HOUSES*
- *TOO MANY PEOPLE*
- *TOO MANY PEOPLE*
- *TOO MANY PEOPLE MOVING HERE*
- *TOO MANY RETIREES*
- *TOO MUCH BUILDING & TRAFFIC*
- *TOO MUCH DEVELOPMENT. FEWER WILD PLACES, NOT AS FRIENDLY*
- *TOO MUCH INTERFERENCE*
- *TOO MUCH TRAFFIC LOST THE SMALL TOWN ATMOSPHERE*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC & FLOW ARE NOT GREAT*
- *TRAFFIC / PARKING*
- *TRAFFIC CHANGES MADE ARE FAR WORSE FOR GETTING AROUND*
- *TRAFFIC CONGESTION, PARKING - COMMUNITY HALL*
- *TRAFFIC DOWNTOWN POORLY DESIGNED FOR MORE PEOPLE*
- *TRAFFIC NO WORKABLE PLAN*
- *TRAFFIC ON DOGWOOD*
- *VAGRANCE OF DOWNTOWN & HOMELESSNESS*
- *WE ARE LOSEING TOO MANY BUSINESSES*

Q8 – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]

- AIRPORT & GARBAGE BYLAW ENFORCEMENT & COLLECTION
- COMMON SENSE NOT A PRIORITY. CITY MGR
- DEVELOPMENT - NEW LOTS TOO SMALL
- DOWNTOWN DRUNKS NEED TO BE TOURIST SCARED
- DOWNTOWN HAS BEEN TOTALLY IGNORED
- DOWNTOWN NEEDS BETTER PLANNING MANAGEMENT TO INCREASE SOME ENTERTAINMENT OPTIONS FOR LOCALS & TOURISTS.
- FOR US YOUNG FAMILIES THE TAXES ARE TOO HIGH. SPEND MONEY WHERE IT'S NEEDED.
- GARBAGE TRUCK NEVER PICKED UP GARBAGE 5XS IN ONE YEAR
- GARDEN WASTE PICK UP SHOULD BE ALL YEAR
- HIGH TAXATION POOR OR NO SERVICES
- HIGHER TAXES THAN NANAIMO, VANCOUVER & CALGARY BASED ON HOUSE PRICES
- I PAY VERY HIGH TAXES AND DON'T EVER SEE SNOW PLOWS AROUND EVER
- IN COMPARISON TO OTHER CITIES OF SIMILAR SIZE WE FALL SHORT IN MOST WAYS.
- KEEP IT NATURAL WITHOUT CONCRETE. A SINGLE PATH IS GOOD FOR WALKING ALONG OCEAN, LEAVE NATIVE VEGETATION
- LACK OF FOCUS ON KEY ITEMS WATER, ROADS, SEWER
- MONEY IS NEVER SPENT WHERE NEEDED
- MORE YOUNG ADULT SPORT EVENTS AND MAINTENANCE OF FIELDS ARE NEEDED
- NEED A SENIOR CENTRE NOT IN MALL
- NOT ENOUGH FOR THE HIGH TAXES WE PAY
- NOT REALISTICALLY PLANNING TO KEEP UP WITH LEVEL OF APPROVED DEVELOPMENT
- OUR ROADS ARE NOT LOOKED AFTER, SPCA IS DEPLORABLE
- POOR BYLAW ENFORCEMENT
- POOR COLLECTOR OF RECYCLE PRODUCTS
- PROGRAMS OK SERVICES - 10 GUYS TO CLEAN A DITCH?
- SENIORS ARE FORGOTTEN, THE SENIORS CENTER IS NOT ACCEPTABLE WHERE IS A TOILET THERE
- SOME BYLAWS ARE IN PLACE BUT NOT ENFORCED, EG. ILLEGAL SUITES, COVENANTS & USAGE.
- TAXES ARE HIGH FOR WHAT WE GET
- TAXES INCREASING BUT SERVICES NOT
- TOO COSTLY
- TOO COSTLY
- TOO MANY SUBDIVISIONS AND NOT ENOUGH DOWNTOWN DENSIFICATION
- TOO MUCH RED TAPE NOT LEINENT TOWARD NEW BUSINESSSES
- VERY EXPENSIVE
- WHERE IS OUR RACE TRACK

Q11 – Are there any service you would consider acceptable to reduce?

- *I WOULD LIKE TO SEE THAT WE GET THE BENEFIT OF THE TAX DOLLARS THAT WE PAY INTO THE CITY BY REDUCING FIRE FIGHTERS WAGES (OUTRAGEOUS WAGES), WAGES PAID OUT TO CITY WORKERS THAT ARE OUT OF LINE WITH TAX DOLLARS COMING IN. VALUE FOR OUR TAX DOLLARS*
- *2 WEEK GARBAGE SCHEDULE*
- *ALL EXCEPT POLICE, AMBULANCE, FIRE DEPT, WATER, SEWER*
- *ANIMAL CONTROL, THEY DONT DO MUCH ANY HOW THE COMMUNITY GROUPS DO SO MUCH MORE. STOP ALLOWING PEOPLE TO FEED THE HOMELESS AND GIVING THEM MONEY AND-OR TAX CUTS FOR DOING SO WHEN THEY PUT SUCH A NEED ON SERVICES LIKE HEALTH CARE*
- *ART GALLERY*
- *ARTS & CULTURE*
- *ARTS AND CULTURE*
- *BEAUTIFICATION*
- *BUS*
- *BUS TRANSIT*
- *BUSES*
- *BUSINESS HANDOUTS*
- *CENTER TRAFFIC LINES NEED REFLECTION*
- *CITY BEAUTIFICATION, TRAFFIC CONTROL, HWY 19A CHANGES*
- *CITY BOULEVARDS & GARDENS*
- *CITY BUSES DRIVING AROUND WITH 1 OR 2 PEOPLE ON IT*
- *CITY HALL STAFF, ESPECIALLY MANAGEMENTPARKS-RECREATION - OVERSTAFFEDFIRE DEPARTMENT - OVERSTAFFED*
- *CITY OVERSPENDING ON VEHICLES & EQUIPMENT*
- *CITY SAFETY OFFICERS ARE NOT EFFECTIVE PROBLEMS CONTINUE*
- *CITY WORKS CUT BACK CONTRACT OUT THESE SERVICES. TOO MANY WAGES PAID BY TAXES, OUR CITY WORKS DO GOT BRING ENOUGH VALUE FOR THE MONEY SPENT. CONTRACTING OUT THESE SERVICES WOULD BE THE ANSWER.*
- *CITYHALL STAFF, LIBRARY AND MEETINGS OF COUNCIL*
- *DOG PARKS*
- *DON'T NEED 10 GUYS HOLDING A SHOVEL AND ONE WORKING*
- *DOWNTOWN BEAUTIFICATION NO ROUND ABOUT*
- *DOWNTOWN PARKING*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN SAFETY OFFICE*
- *DOWNTOWN SAFETY OFFICE - STILL FEELS UNSAFE WITH DRUNKS*
- *ECONOMIC DEVELOPMENT*
- *EHAT ARE THE OPTIONS?*
- *ELECTED OFFICIALS*
- *FEWER FIREMEN & LESS MONEY SPENT ON VEHICLE*
- *FIRE DEPARTMENT*
- *FIRE DEPARTMENT*
- *FIRE DEPARTMENT - OVERSTAFFED AND OVER-EQUIPPEDCITY HALL - TOO MANY CITY MANAGERS*
- *FIRE DEPARTMENT.*
- *FIRE DEPT*
- *FIRE DEPT*
- *FIRE DEPT*
- *FIRE DEPT ATTENDING WITH AMBULANCES*
- *FIRE DEPT BRING IN VOLUNTEERS REDUCE STAFFING*

- FIRE HALL STAFFING
- FIRE PROTECTION
- FIRE RESPONSE.
- FIRE SERVICE
- FIRE SERVICE - OVERMANNED; AS IT DUPLICATES AMBULANCE CALLS IN MANY INSTANCES (WHICH GENERATES THE ILLUSION OF INCREASED USE).
- FIRE SERVICES DOWNTOWN SAFETY OFFICE
- FIRE SIRENS
- FIRE, AIRPORT, THERE ARE MANY! PLACES TO CUT BUDGETS PLANING AND A DOZEN OTHER CITY HALL EXPENSES ARE EASILY CUT OR SCRAPED ! TAX ARE WAY TO HIGH IF YOU READ THE NUMBERS CORRECTLY
- FIREFIGHTERS
- FIREMEN
- FIREMEN - LESS EMPLOYMENT AS MILLS HAVE CLOSED BUT NO REDUCTION TO FIREMEN
- FLOWERS, BOULEVARD BEAUTIFICATION. OUR PARKS & ROADWAYS ARE KEPT UP TO PERFECTION BUT EVERYWHERE ELSE, (BEACHES WITH GARBAGE, HOUSES-NEIGHBOURHOODS) LOOKS LIKE A DUMP.
- FULL TIME FIRE FIGHTERS
- FULL TIME FIRE FIGHTERS
- GARBAGE COLLECTION IN WINTER
- GARDEN SPACE IN MEDIANS ON THE ROAD WAYS. IT'S A DANGER TO THE WORKERS AND UNNECESSARY... KEEPING IT TO THE SIDES OF THE ROADS IS SAFER AND STILL PLEASING TO THE EYE
- GARDENERS
- GARDENING
- GARDENING / CITY MGRS, CITY EMPLOYEES
- GARDENS
- HARD TO PICK ONE I THINK THE CARELESS SPENDING IN ALL IS THE MOST CONCERN
- HIRE THE RIGHT CONTRACTOR TO DO PROJECTS
- IT'S NOT A MATTER OF REDUCING SERVICES BUT IMPROVING EFFICIENCY TO MAINTAIN OR INCREASE SERVICES WITHOUT INCREASING TAXES
- LANDSCAPING
- LANDSCAPING
- LANDSCAPING, PUBLIC RECYCLING, SHOULD NOT BE DONE INDIVIDUALLY
- LENGTH OF CITY WORKERS BREAKS
- LESS PAID FIRE, MORE VOLUNTEERS.
- LESS WASTE IN SPENDING AT CITY HALL. NO MORE SURVEYS AFTER THE DECISIONS HAVE ALREADY BEEN MADE. TOO MUCH MONEY SPENT ON FIREFIGHTING. TOO MANY CITY ENGINEERING MISTAKES, MAKING COSTS GO UP.
- LONG TERM PLANNING, PLANNING , ENGINEERING COULD ALL COST CONSIDERABLY LESS IF MANAGED DIFFERENTLY
- MAINTENANCE OF CITY GARDENS AND BOULEVARDS, FUNDING FOR PUBLIC ART
- MAKE GARBAGE COLLECTION EVERY TWO WEEKS (SWITCH FOR COMPOST & WEEKLY) KEEP EXISTING RECYCLING OR ALTERNATE WEEKS WITH GARBAGE.
- MANAGEMENT AT CITY HALL - THEY ARE OVERPAID.
- MID-STREET BOULEVARDS. THEY DON'T NEED COMPLETE REDOING VERY 2 MONTHS. ALSO, UNNECESSARY STUDIES FOR POTENTIAL CHANGES.
- NON - ESSENTIAL, NON - CRITICAL
- NOT NECESSARILY REDUCE, BUT RE-ALLOCATE RESOURCES TO HIGHER PRIORITIES. ELIMINATE THE NEED FOR PARKS PEOPLE TO GARDEN THE CENTER MEDIANS ON THE HIGHWAY. WASTE OF MONEY AND RISK TO THE STAFF HAVING TO PUT THEMSELVES IN THE CENTER OF THE 2 WAY ROAD. IT COSTS EXTRA JUST TO MAINTAIN THESE HORRIBLE MEDIANS AND IT PUTS YOUR STAFF AT AN UNNECESSARY RISK.
- NUMBER OF EMPLOYEES AT PUBLIC WORK SITES ALWAYS SEEMS TOO MANY

- *OUR PARKS DO NOT NEED TO BE MAINTAINED TO A SUPERB LEVEL ALL THE TIME, AND WE DO NOT REQUIRE TO HAVE ALL THESE “BEAUTIFYING” WILLOW POINT AND SEA WALK AT THE EXPENSE OF PROPERTY TAX*
- *PAID FIRE FIGHTERS*
- *PARKS & RECREATION & DOWNTOWN GARDENS & PUBLIC TOILET*
- *PARKS, MONEY TO SPECIAL INTERESTS. NO CHARITY WITH TAX MONEY.*
- *PAYING \$200,000 FOR A NEW OUTDOOR WASHROOM*
- *PLANTING TREES & SHRUBS TOO CLOSE TO ROADS BLOCKING SIGHT*
- *POLICE IN THE DOWNTOWN CORE*
- *POLICING*
- *PUBLIC WASHROOM THAT COST 200,000 IS UNACCEPTABLE*
- *RECREATION FIELDS*
- *RECREATIONAL AREAS AND RECREATION CENTERS AND PLACES ARE EXCELLENT AND HIGH CLASS. MAINTAIN BUT DON'T EXPAND UNTIL OTHER AREAS THAT NEED HELP ARE IMPROVED*
- *RECYCLING & YARD WASTE PICK UP EVERY OTHER WEEK*
- *RECYCLING BLUE BOX WEEKLY COLLECTION - IT CAN BE DROPPED OFF BY HOMEOWNERS AT VARIOUS LOCATIONS*
- *REDUCE CITY EMPLOYEES*
- *REDUCE NUMBER OF REDUNDANT EXECUTIVE POSITIONS (CITY HALL/ FIREHALL)*
- *REDUCE REGULATION AND EFFICIENCY WILL FOLLOW*
- *REMUNERATION TO PUBLIC SERVANTS*
- *SENIOR MANAGEMENT*
- *SHITTY SUBDIVISIONS*
- *SPORTS AND RECREATION. USER PAY AND IF USERS CAN'T SUSTAIN SERVICE NEEDS TO BE REDUCED.*
- *START BY REDUCING THE NUMBER OF STAFF DRIVING AROUND IN CITY TRUCK DRINKING COFFEE.*
- *STREET CLEANING*
- *STREET SIGN WASHING! REALLY!*
- *STUPID PLANTS*
- *TAX NOTICE INSERTIONS*
- *THAT ANSWER REQUIRES AN IDENTIFICATION OF ALL THE SERVICES PROVIDED BEFORE A DECISION COULD BE MADE*
- *THE NARROWING OF THE ROAD*
- *THE PEOPLE WHO ARE PLANNING THE ENTRANCE ROADWAY. KEEP IT NATURAL AND SIMPLE*
- *THE SIGNAGE IN THIS CITY IS RIDICULOUS*
- *THE USELESS LEAF BLOWING TO CLEAR SIDEWALKS ON WINDY DAYS AND THE USELESS CLEANING OF THE MERIDIAN ON ISLAND HIGHWAY*
- *TOO MANY FULL TIME FIREFIGHTERS, SHOULD HAVE A SMALLER PAID GROUP AND ADD VOLUNTEERS.CUT CITY HALL STAFF, WAY TO MANY POSITIONS AT INFLATED SALARIES*
- *TOO MANY OVER PAID FIREFIGHTERS*
- *TOWN GARDENING*
- *TRAFFIC FLOW MANAGEMENT*
- *TRAFFIC PLANNING*
- *USELESS POLICE / FIRST NATIONS*
- *WAGES OF CITY EMPLOYED STAFF.*
- *WATERING PARKS/ BOULEVARDS*
- *WEED / PESTICIDE MANAGEMENT*
- *YARD WASTE COULD BE REDUCED TO BI-WEEKLY*
- *YARD WASTE PICK UP*
- *YARD WASTE PICKUP*
- *YARDWASTE PICKUP*

Q23 – What further information would you like? [PROVIDED BY THE CITY]

- *COUNCILLORS DON'T TELL ALL OF CITY ENDEAVORS GOOD OR POOR*
- *BARELY HEAR OF ANYTHING UNTIL TOO LATE, LACK OF ADVERTISING*
- *BYLAWS - RESIDENTIAL*
- *FIND US A HOME FOR OUR RACE CARS*
- *GENERAL INFORMATION*
- *HOUSING DEV. ECONOMIC DEV. TOURISM DEV.*
- *LACK OF ADVERTISING*
- *LAND DEVELOPMENT, TOO MANY APTS ON DOGWOOD*
- *LET PEOPLE KNOW WHEN BUILDING NEW APARTMENTS, CONSIDER THE TRAFFIC FLOW. WILLOW PT APT IS UGLY*
- *LOCATION OF ROAD WORK*
- *MORE IN OUR LOCAL PAPER*
- *MORE NOTICE OF WHATS HAPPENING, MORE CONSULTATION AVENUES*
- *NO CLEAR INFORMATION*
- *POLICE REPORT, GOINGS ON*
- *RECYCLE OIL NOT UP TO DATE*
- *SYNOPSIS OF ANNUAL PRIORITIES FOR THE CITY (IF NOT ALREADY PROVIDED)*
- *THAT PEOPLE CUT THEIR LAWNS & GET RID OF JUNK ALL OVER THEIR PROPERTY*
- *WEBSITE FIRE BAN*
- *WHERE DO TAXES GO?*