



2020-2029

Financial Plan



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Mayor and Council





From left to right: Councilors Colleen Evans, Michele Babchuk, Charlie Cornfield, Mayor Andy Adams, Councilors Ron Kerr, Claire Moglove, Kermit Dahl

City Manager's Report





City Manager's Report

The Approved 2020-2029 Financial Plan

This is the fifth 10-year budget that the City has developed to help Campbell River anticipate, prepare for, respond and adapt to incremental change. City budgets carefully consider available funding and resources – and Council discusses and decides what we can fund, which determines what we can deliver for community services.

Ongoing housing and development growth in Campbell River continues to provide additional property taxation revenue. At the same time, new development puts pressure on the City to expand services to meet increasing demand. With local building anticipated to continue at high levels in 2020, the City's focus will be on finalizing a number of projects that support community development.

These include programs and services related to:

- Homelessness and affordable housing.
- Housing growth strategy.
- Upgrades along Hwy 19A from Simms Creek to Big Rock Boat Ramp.
- Enhanced street tree maintenance.
- Ongoing focus on sea level.

The Financial Plan is the result of a comprehensive process that takes the long view on resources to deliver City services: funding, employees, tools and equipment and programs that support community development and advancement.

The 10-year plan adds some service expansion to help meet the needs of our growing community. These changes support Council's priority focus areas on: relationships, economic health, livability, governance, the environment and growth management.

The long-term plan also balances growing demand for service today with future-focused asset management that includes sewer, water and roads renewal to help prevent service disruption.

Council has considered the plan in light of the results of September's citizen satisfaction survey – where people said:

- Easy access to outdoor recreation and being close to the ocean are favourite things about living in Campbell River.
- The most important issue facing the community is homelessness and addiction.
- Other important issues include taxes, fiscal responsibility/increasing costs and housing affordability and availability.
- Service improvements are most wanted for bylaws and enforcement; public washrooms; transportation and traffic flow and snow and ice removal.

The City of Campbell River has again been recognized – for the fourth time – for last year’s 10-year Financial Stability and Resiliency Plan. Receiving another Distinguished Budget Presentation Award by the Government Finance Officers Association confirms our work represents the highest standards of financial planning.

It is my pleasure to present the approved 2020-2029 Long Term Financial Plan with its focus on building and maintaining a thriving Campbell River.



Deborah Sargent
City Manager

Overview







Ron Bowles
Chief Financial Officer

Executive Summary

The approved 2020-2029 Financial Plan was developed using best practices, strong financial principles, and robust policies, including the newly adopted 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.

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 City. Campbell River's stable property taxes 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 faces increasing pressures to uphold current service levels, maintain and replace aging infrastructure, and service growth areas, and to do so with limited resources.

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 2020-2029 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.**

The approved 2020-2029 Financial Plan includes an overall property tax increase of 2.9 per cent in 2020. This consists of 2 per cent for the City's operations, 0.24 per cent for the enhancement of services, and 0.66 per cent to invest in infrastructure. Approved operating and capital plan budgets total \$77,243,399 and \$38,342,550 for 2020 respectively. Strong non-market change (NMC), which provides additional property tax revenues, is estimated at \$635,700, 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. Examples include enhancements in fire protection, development services, police forensic video analysis and cyber insurance. This year, the base operating budget came in higher than the 1.5-2 per cent parameter, as a result \$272,000 of NMC revenue was used to offset tax increases according to the principles of the Financial Stability and Resiliency policy.



Alaina Maher
Finance Manager



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 will complete a fully-grant-funded Asset Infrastructure Investment Plan, which will further inform capital budgeting, capital funding, and timely infrastructure replacement.

The approved 2020-2029 Financial Plan includes a \$19,800,000 investment for aging infrastructure over the next 10 years, funded by reserves and a \$211,000 incremental tax levy each year. The City also allocates unanticipated revenue and expired debt payment commitments directly to pay for infrastructure renewal and replacement. In other words, the City re-invests in infrastructure. This reduces the need to increase property taxes higher, this 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 2020 budget process has continued to advance strategic long-term financial planning as the new way of doing business, with the use of business case financial decision making and the new implementation of 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 integrating asset management into long-term financial planning, ensuring that the budget supports necessary planning activities, as well as renewal and replacement for all asset infrastructure categories.

An asset management section has been added to the financial plan package for 2020 to highlight what the City has done and is planning to do to address the infrastructure deficit that the City faces and integrate into long-term planning with a corporate wide asset management plan.

The 2020-2029 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.

The 2020-2029 Financial Plan outlines to taxpayers how the City has allocated its 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.

Ron Bowles
Chief Financial Officer
and
Alaina Maher
Finance Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Campbell River
British Columbia**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

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, 2019. This was the fourth 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 2020-2029 Financial Plan to GFOA to determine its eligibility for the budget award once again and believes the approved budget continues to conform to program requirements.



Reader's Guide to the 2020-2029 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 2020-2029 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 Officers' executive summary, community profile, population demographics, the organization structure, City's vision and mission statement, non-financial goals, strategic plan, as well as key financial policies, budget parameters and guidelines, and budget process.

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, 2020 goals, objectives and work plans, as well as highlights from 2019.

Ongoing New Service Levels

The ongoing new service levels section, detailed in Appendix 2, includes all new/enhanced service level increases for consideration in 2020 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.



A photograph of a community event, possibly a dance or festival, with a teal overlay on the left side. The scene is outdoors at night, with many people in the background. In the foreground, a young girl in a pink floral dress is dancing. Other children and adults are visible, some holding hands. A white ladder is visible in the background.

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.





IF YOUR HOUSE THIS MORNIN'
AT A QUARTER AFTER NINE
D HAVE BEEN THE WILLIE NELSON
COULD HAVE BEEN THE WINE

IT'S BEEN A LOOOONG
TIME RUNNING
IT'S BEEN A LOOOONG
TIME COMIN'
WELL WORTH THE WAIT

HEARD A TAP ON THE WINDOW
IN THE MIDDLE OF THE NIGHT
HELD BACK THE CURTAINS
FOR MY OLDER BROTHER MITCH

WHEAT KINGS AND PRETTY THINGS
NEEDS JUST SEE WHAT THE MORNING BRINGS

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: **73%**
Rented: **27%**
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.



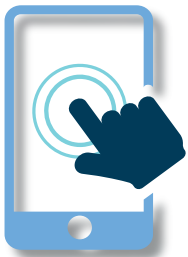
Campbell River is a thriving central hub for the region.

- 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

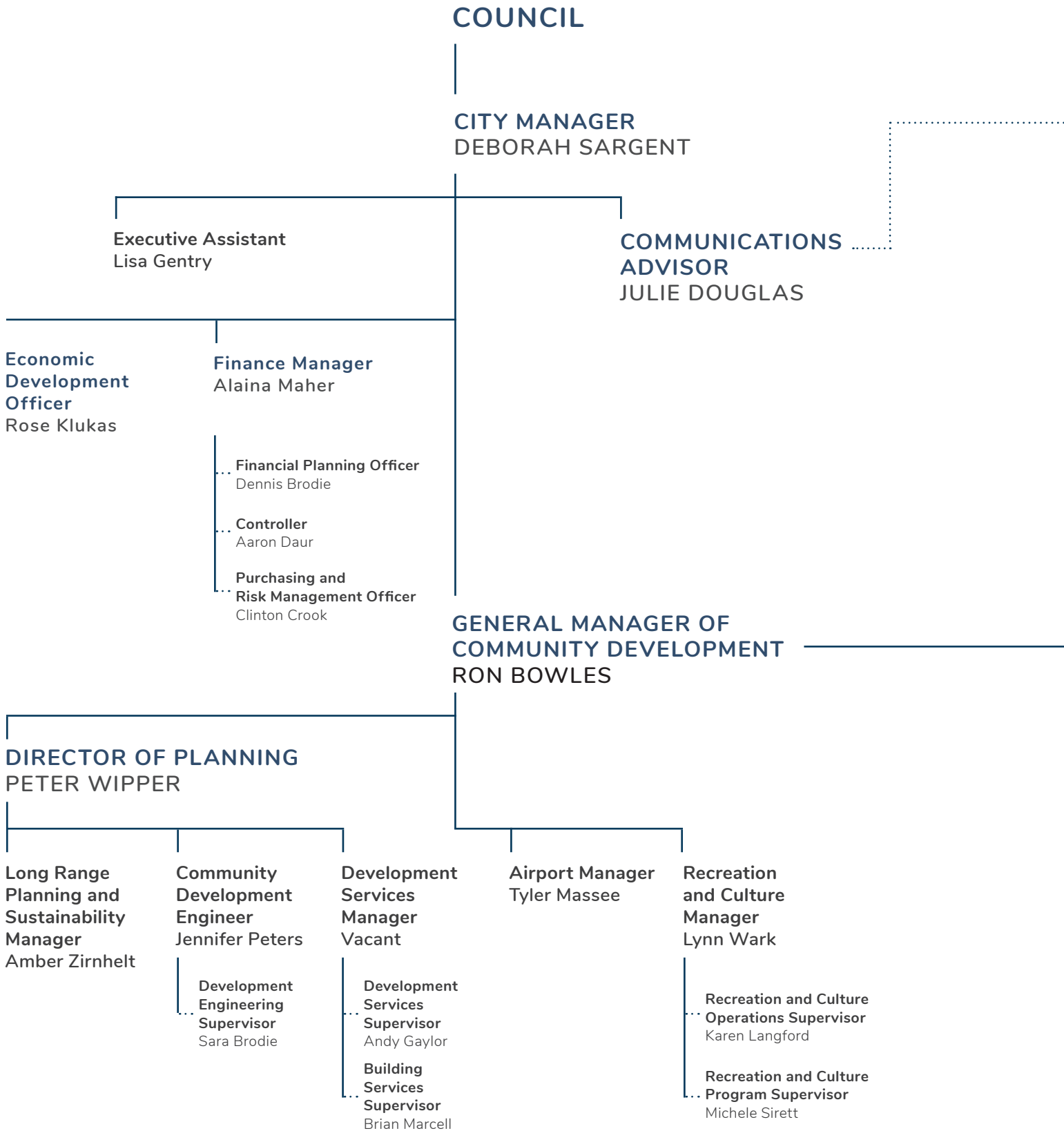
	Total	Male	Female
Industry by Category			
Accommodation and food services	1,475	540	935
Other services (except public administration)	765	360	400
Public administration	665	320	340
Industry labour force categories not applicable	350	180	170
Total labour force population	16,185	8,410	7,780



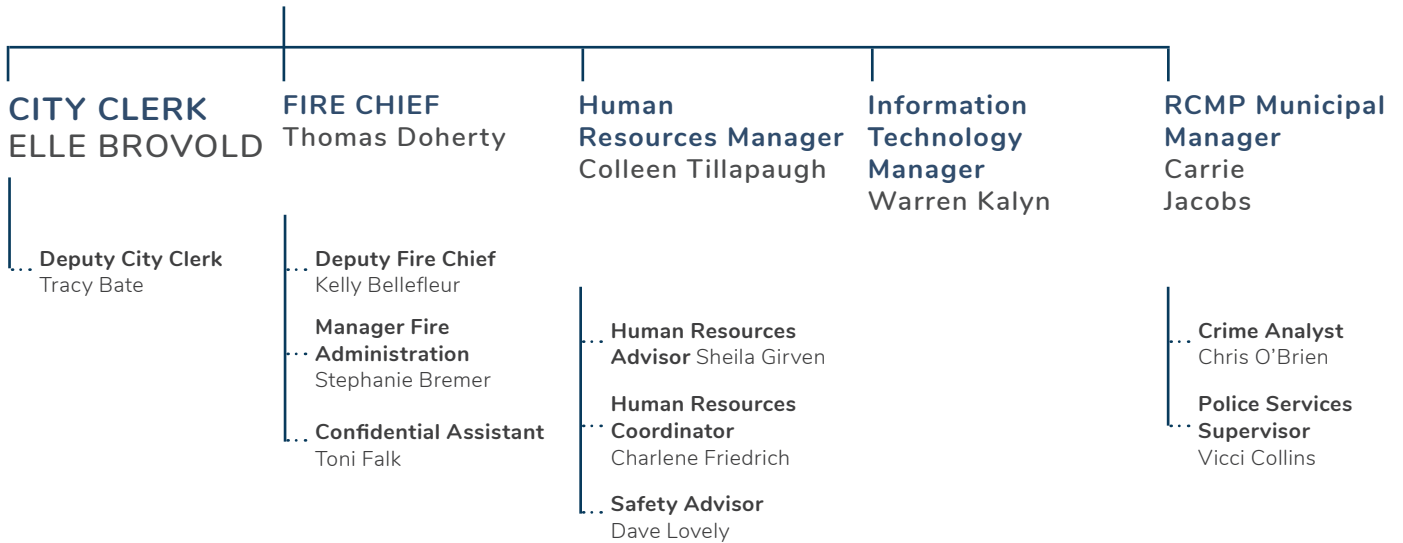
Source: Statistics Canada, 2016
 Census Profile
 Find more info here:
bit.ly/39jpS2e



Full Organization Structure



**DEPUTY CITY MANAGER
RON NEUFELD**



**GENERAL MANAGER OF
ASSETS AND OPERATIONS
DAVE MORRIS**





Department Overview and Contacts

City Manager
(Chief Administrative Officer)
Deborah Sargent
250-286-5700

Deputy City Manager
Ron Neufeld
250-286-5700

Corporate Services

City Clerk
Elle Brovold
250-286-5700

Communications Advisor
Julie Douglas
250-286-5700

Finance Manager
Alaina Maher
250-286-5719

Human Resources Manager
Colleen Tillapaugh
250-286-5700

Information Technology Manager
Warren Kalyn
250-286-5700



Protective Services

Fire Chief
Thomas Doherty
250-286-6266

RCMP Inspector
Jeff Preston
250-286-6221

RCMP Municipal Manager
Carrie Jacobs
250-286-6221

Assets and Operations

General Manager
Dave Morris
250-286-5700

Director of Operations
Drew Hadfield
250-286-5783

Capital Works Manager
Jason Hartley
250-286-5756

Fleet and Facilities Manager
Jason Decksheimer
250-286-4033

Parks Operations Supervisor
Grant Parker
250-286-7275

**Roads and Drainage
Supervisor**

Jon Isfeld
250-286-4033

Utilities Manager
Jennifer Peters
250-286-573

Water Supervisor
Nathalie Viau
250-286-4833

Wastewater Supervisor
Lorne Sandberg
250-286-4833

Community Development

**General Manager and
Chief Financial Officer**

Ron Bowles

250-286-5700

Director of Planning

Peter Wipper

250-286-5725

Airport Manager

Tyler Masee

250-923-5012

Development Services Manager

Vacant

250-286-5725

Long Range Planning and

Sustainability Manager

Amber Zirnhelt

250-286-5725

Acting Long Range Planning and

Sustainability Manager

Chris Osbourne

250-286-5725

Recreation and

Culture Manager

Lynn Wark

250-286-1161







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 AIM Committee intends to update City Council with a revised timeline for completion in early 2020.

2020 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 2020-2029 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 2020, the City has taxed 0.66 per cent or \$211,000 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.

	2017	2018	2019 (Projected)
Unappropriated surplus			
General	4,400,000	4,396,452	4,249,035
Sewer	800,000	800,000	823,000
Water	850,000	850,000	850,000
	6,050,000	6,046,452	5,922,035
Non-statutory reserves			
General	9,744,381	12,705,722	9,370,438
Airport	407,055	545,540	78,012
Sewer	16,652,366	16,052,644	15,355,643
Water	11,414,711	18,801,709	16,486,793
	38,218,513	48,105,615	41,290,886
Statutory reserves			
Capital lending	2,797,795	2,104,031	1,283,904
Parkland acquisition & development	906,797	1,058,995	883,886
	3,704,592	3,163,026	2,167,790
Investment in tangible capital assets	243,598,022	247,316,118	259,675,312
Total	291,571,127	304,631,211	309,056,023

The history and projected 2019 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. Amounts in unappropriated surplus in excess of those minimum balances were transferred into other City reserve accounts, to be used for capital and other purposes as can be seen in the movement between the Unappropriated Surplus and Non-statutory reserve balances from 2017 to 2019 projected closing balances.

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

A close-up photograph of a person's hands resting on a wooden desk. The hands are holding a blue and red ballpoint pen. The person is wearing a silver ring on their left ring finger. In the background, there is a blurred image of a meeting or conference room with people sitting at tables. A large, semi-transparent white graphic element is overlaid on the left side of the image, containing the text.

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

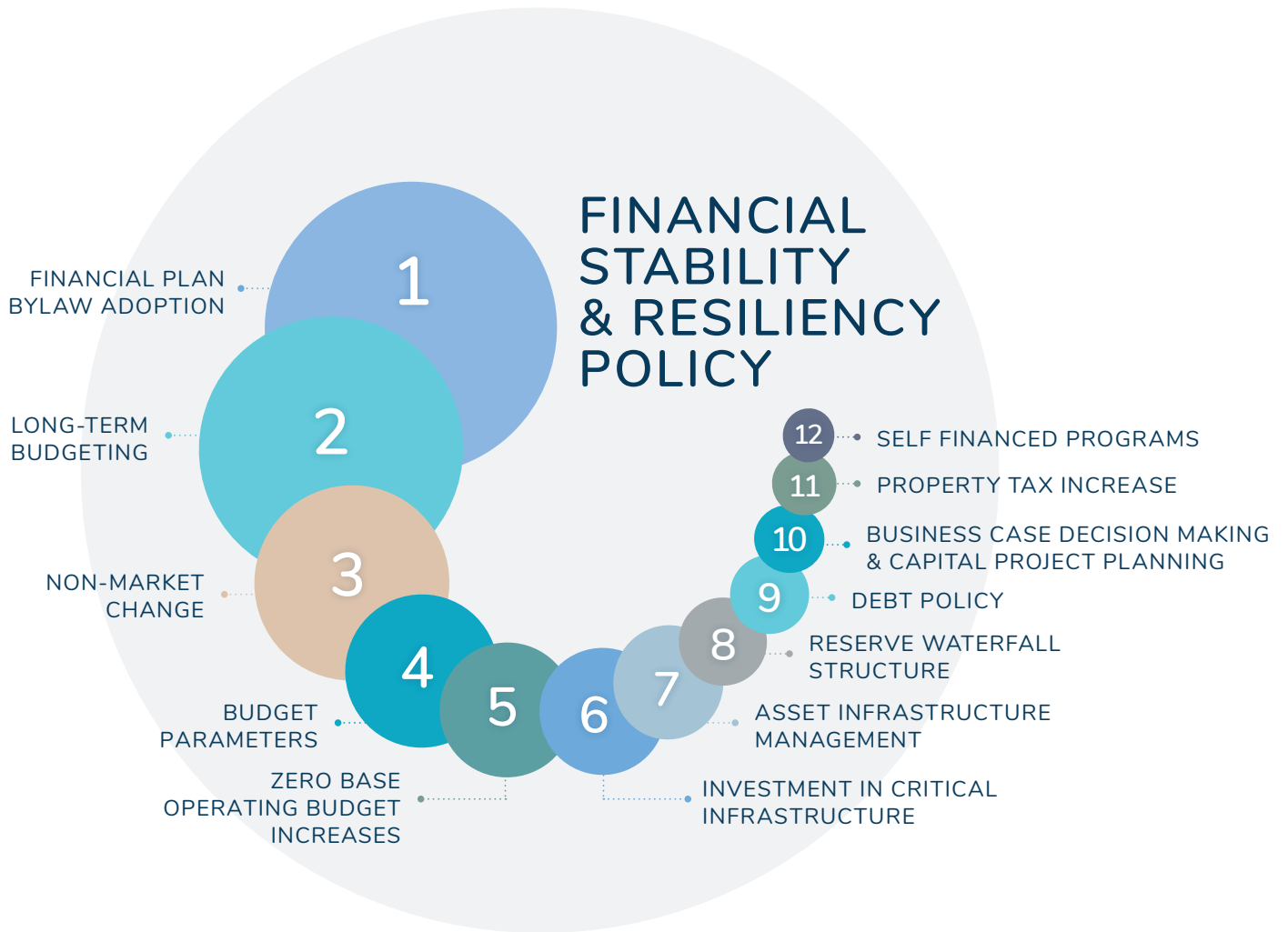
In addition to the mill closure in 2012, in the early 2000s, BC's coastal forestry economy took a steep dive, which for Campbell River meant the community lost many high-paying jobs as the City itself dealt with a 25 per cent loss in property taxation. For a period, accumulated reserves allowed the City 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.

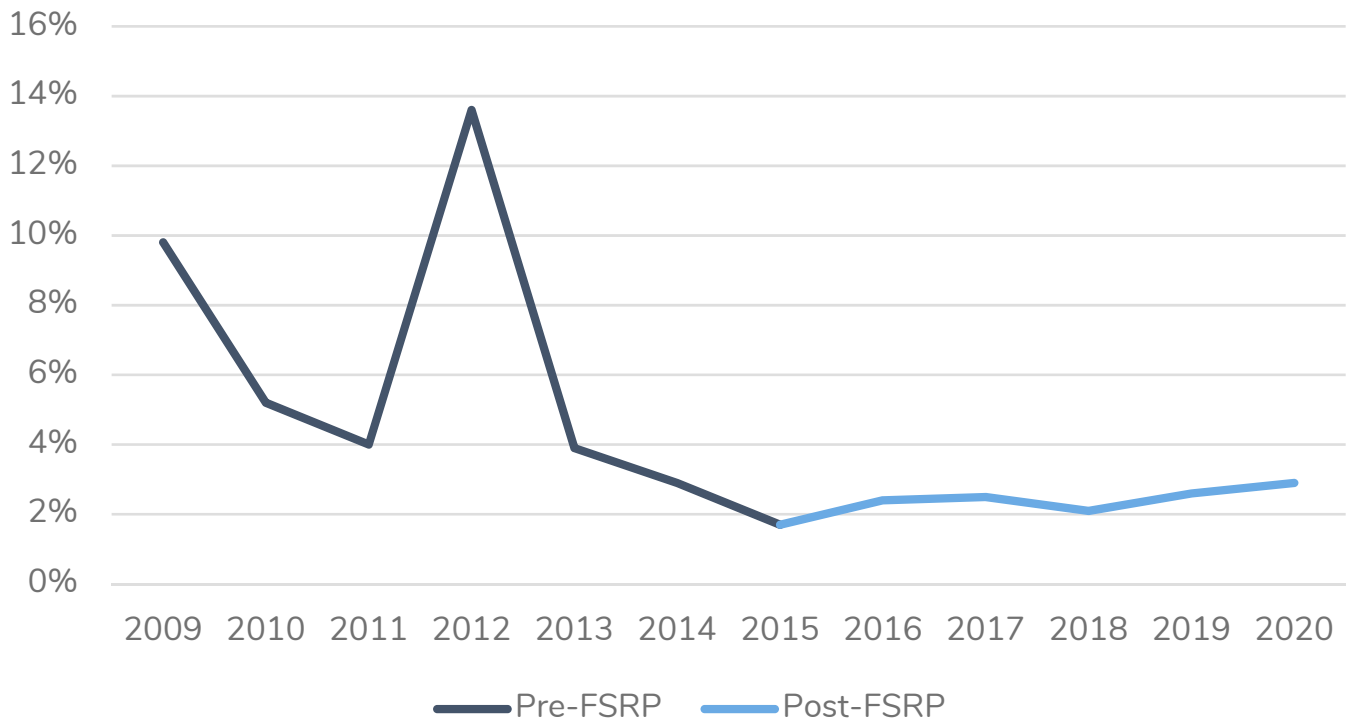
As a result of the survey, there were many policies and principles introduced throughout 2016 financial planning. Key policies that were revised and elaborated were a reserve restructuring and funding mechanisms to assist with the allocation of funding (reserve policy) and the City's long-term debt policy (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

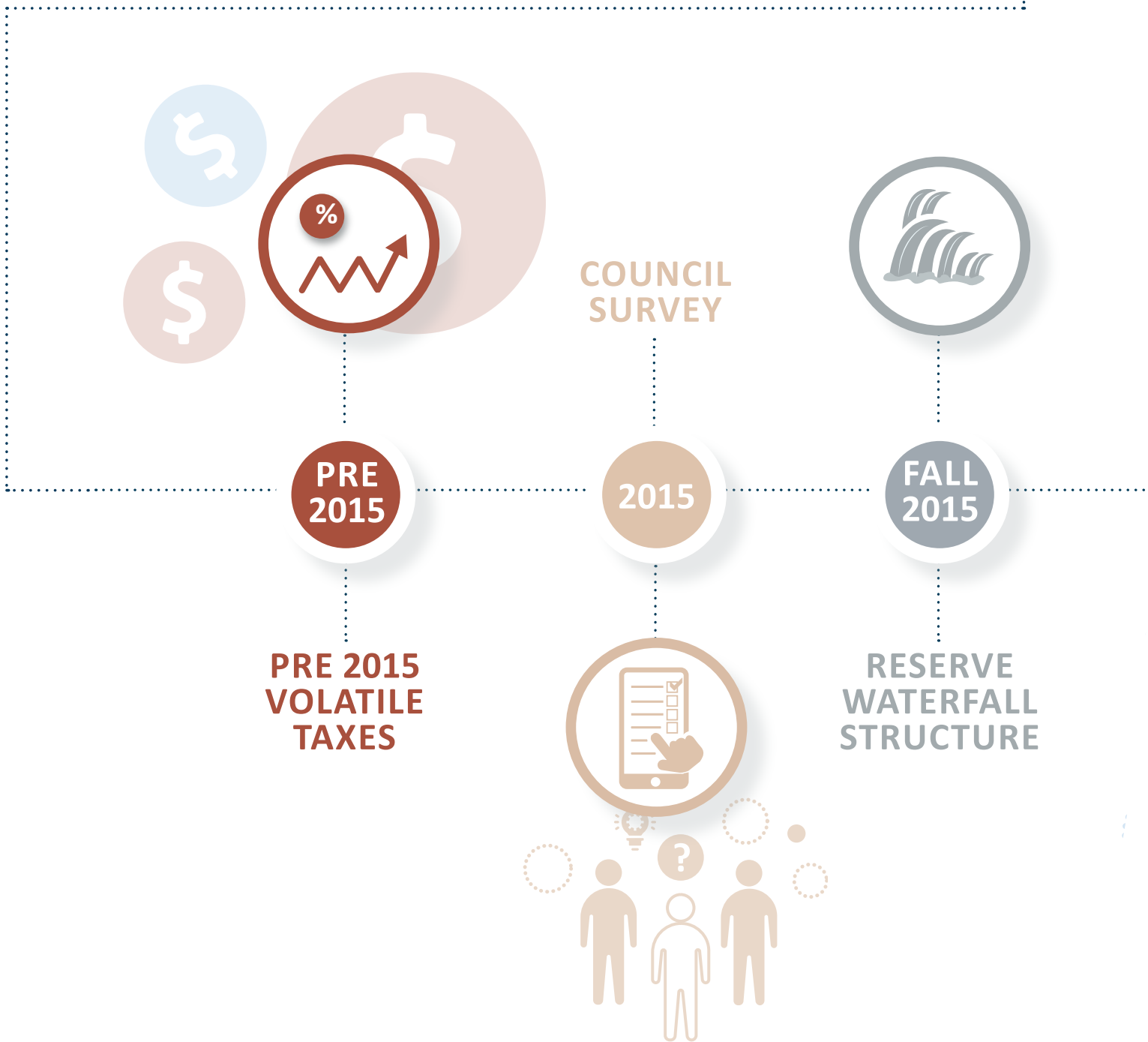


The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and maintain core infrastructure. Stable ongoing tax rate increases provides funding to ensure a sustainable service delivery model and strategic planning for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

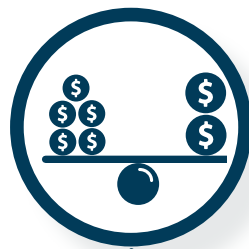
The Financial Stability and Resiliency Program was formalized into policy and expanded upon in preparation for 2020 Financial Planning to guide decision-making. The Financial Stability and Resiliency Policy promotes stability provided by a long-term planning horizon, coupled with the consistency, predictability, 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.

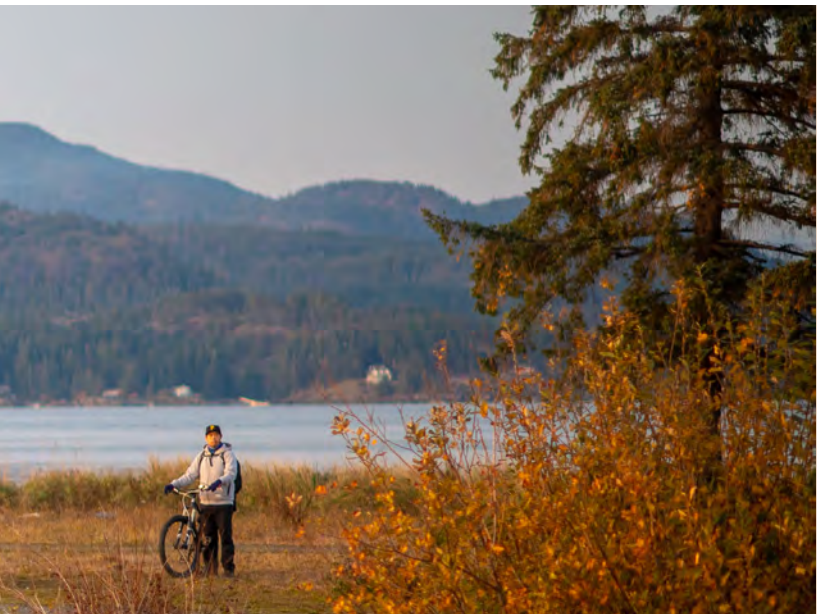
The budgeting principles included in the Financial Stability and Resiliency Policy are (see Appendix 7):

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. Historically, the City has adjusted NMC from general taxation levy calculations and considered as a new revenue source for the City to allocate towards new and enhanced services. The City would only budget 90 per cent of the BC Assessment mid-November NMC estimate; however, moving forward the City will budget the full NMC revenue estimate to support the City’s tax model and policy.

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	480,000	2.0	640,000
Investment in Infrastructure Parameter	0.5	160,000	1.0	320,000
Ongoing New Service Levels Parameter	0.0	0	0.5	160,000
All Services	2.0%	\$640,000	3.5%	\$1,120,000



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 industry 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.

A new aspect of 2020 financial planning is that capital projects will also 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. An additional section added to the package in 2020 is focused on asset management.





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

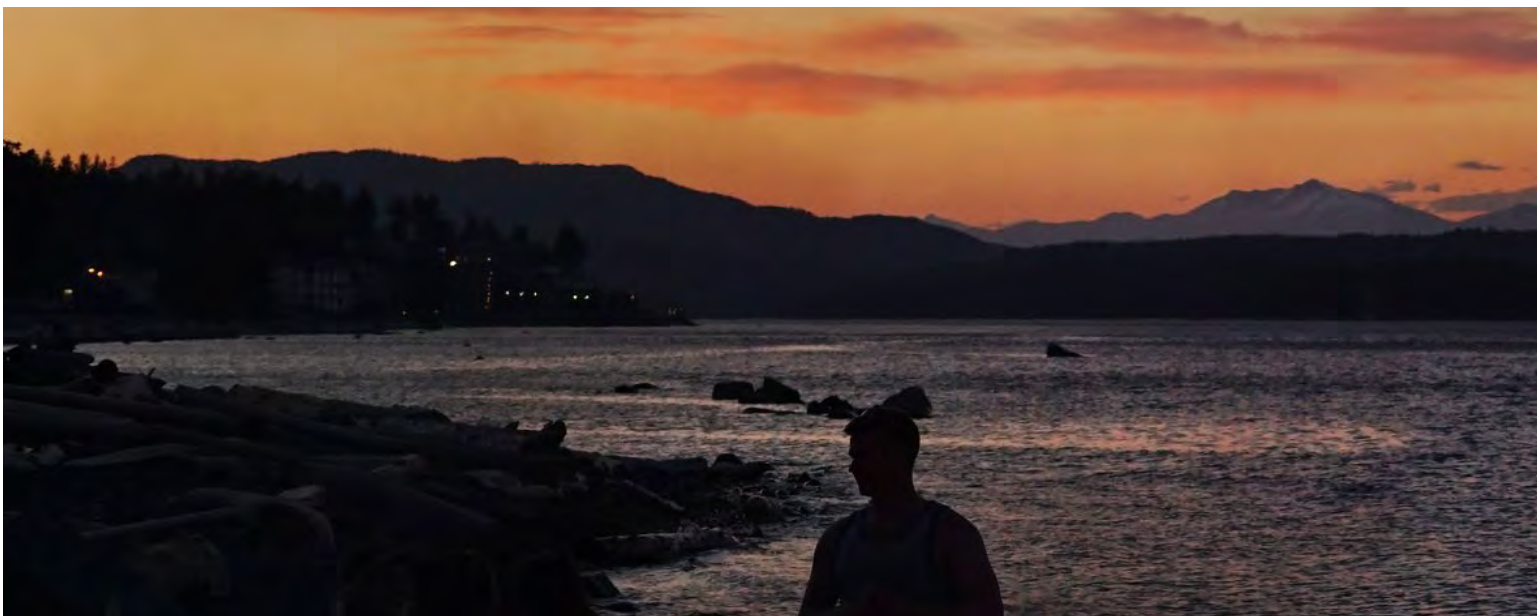
Base Budget Principles

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

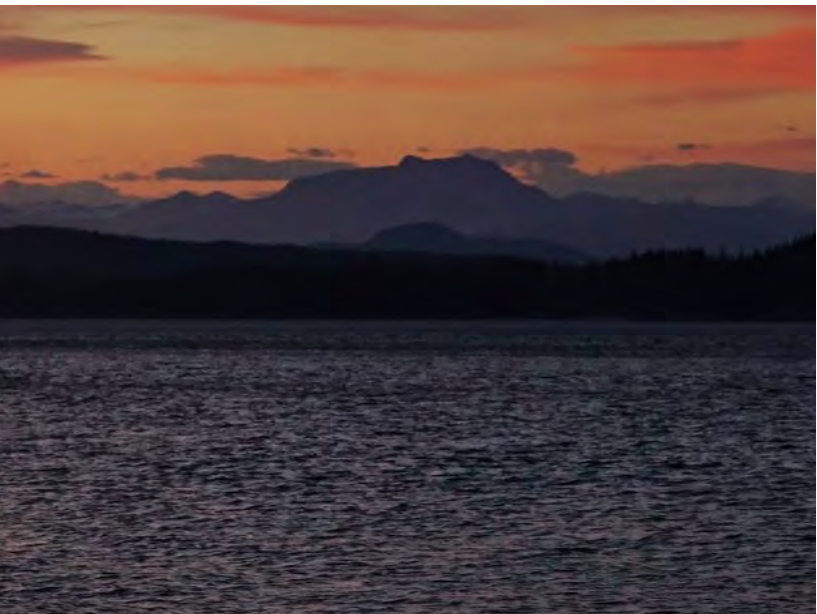
The capital budget is focused on asset management planning, renewal, and ensuring core capital infrastructure is maintained and upgraded to provide ongoing service delivery for the community. A secondary focus will be on capacity growth improvements to core infrastructure in order to accommodate the 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

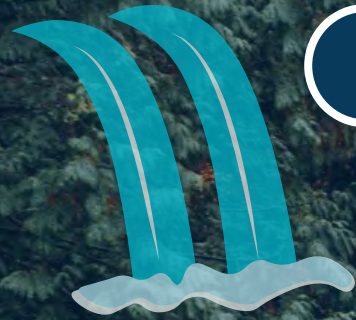
The City's internal reserve funds are a key component of the City's long-term financial outlook. The City utilizes its Reserves and Surplus Policy, as included in Appendix 7, to ensure each reserve has a specific use and purpose while any redundant reserves are eliminated. The reserve policy includes 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

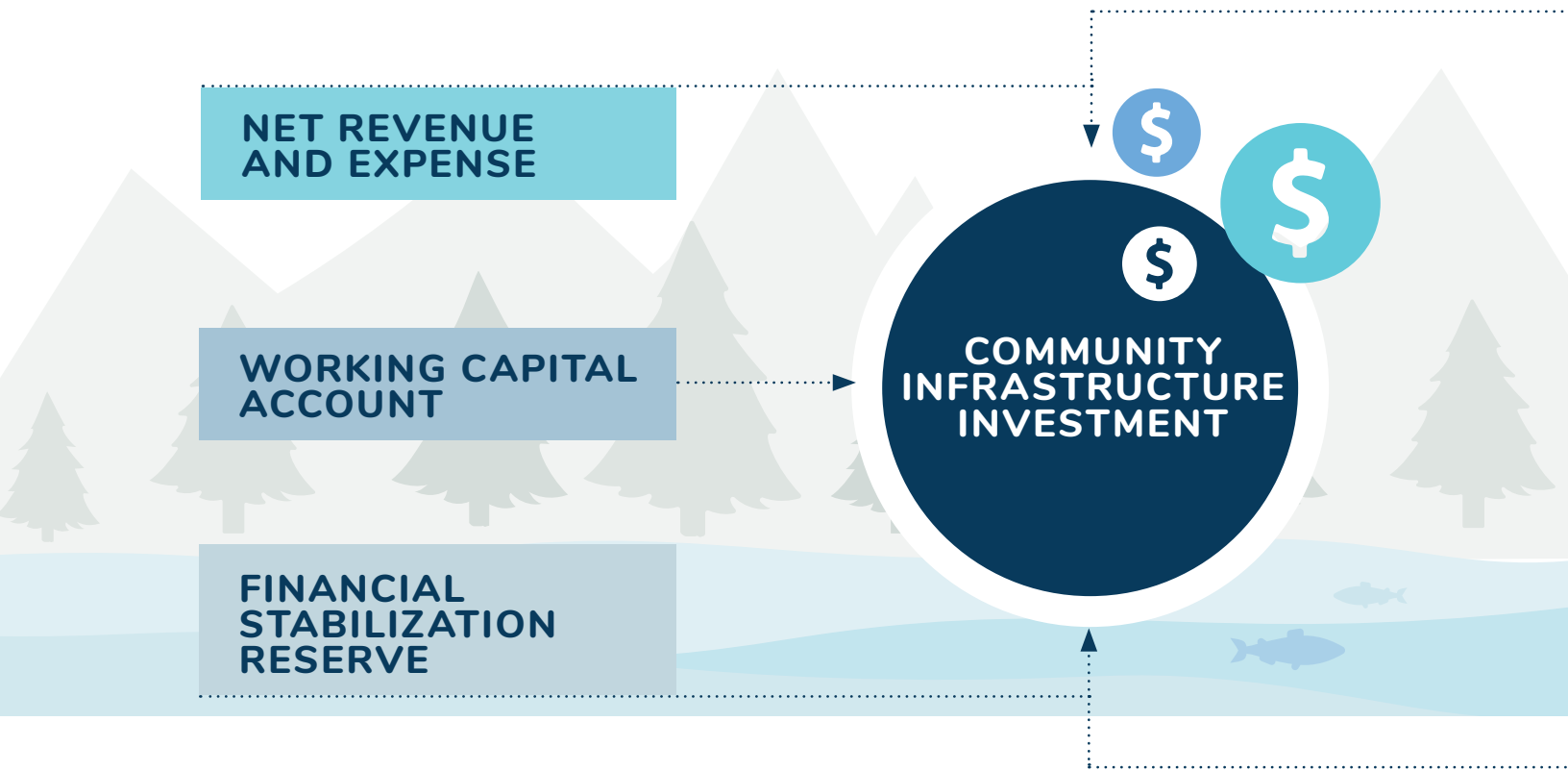
**FINANCIAL
STABILIZATION
RESERVE**

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.

The annual funding received for gaming is approximately \$910,000, of which \$150,000 is held to allow Council to fund their priority projects outside of the existing staff recommended work plan needs 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 \$560,000 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 either at the monthly management meeting or a separate meeting to debrief the budget process, what went well and what could be improved upon. Feedback received supported 2019 timelines, therefore 2019 was modeled after this success. Budget documents were sent out June 22nd which provided management with time to plan for 2019 operations and review their ten-year plans.

The final timeline with all deadlines from June to December was presented to management mid-May leading up to the distribution of budget documents.

Budget Planning and Direction

Following senior management's approval of the earlier timeline, finance spent the spring rolling over budget documents for 2020 and adjusting any changes determined necessary.

Senior management identified that 2020, would focus on finishing projects and initiatives already started, with no major changes or additions to the ten-year financial plan. Therefore, very few new projects and services have been added to the financial plan.

At the budget kick-off meeting in June, the City Manager updated management on the direction, focus, and strategy of the 2020 budget. It was discussed that 2020 is a year of focusing on capacity, a manageable workload, and completing those projects which have already begun. The City's Financial Stability and Resiliency Program's focus on a stable and strategic budget process was re-affirmed. Additionally, it was outlined that all new capital projects would require a project plan. Prior budget processes were confirmed and a summary of any changes to budget templates and processes from the prior year were also discussed.

Council Pre-Budget Finance Meetings

The City started holding pre-budget finance Committee of the Whole (COWs) sessions for Council ahead of deliberations in 2016, which provided a forum to receive strategic direction from Council to utilize in building the financial plan package and to ensure that the budget presented aligned with Council's direction. For 2020 Financial Planning, two official pre-budget COWs were held August 27 and November 19. The first pre-budget COW focused on 2020 budget principles, formalizing the Financial Stability and Resiliency policy, as well as reaffirming and changing the Property Taxation Policy (see Appendix 7). The second pre-budget COW provided Council with a financial overview of the 10-year financial plan, including 'big rocks' or upcoming changes/challenges that Council should be mindful of. Expected non-market change and how it was going to be applied to the base operating budget and potential new services were discussed. Additionally, management presented recommended business cases for 2020. The pre-budget finance meetings were highly successful in receiving direction from Council and ensuring they were well informed to make decisions at budget deliberations in early December.

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. The fall is when the draft information is presented to management at a synergy meeting, and as a team under senior management's leadership and direction, priorities are finalized to determine above (funded) and below (unfunded for future consideration) services and projects. These synergy meetings are key to building the budget together. This includes discussing the impacts on other departments and how synergies can be realized by working together in a coordinated approach.

Budget Finalization

Following the November Pre-Budget COW, Finance finalized the budget package base pending any final direction from Council and senior management. Council was presented the approved Financial Plan package/ binder on November 22 to provide two weekends for Council to review the information ahead of deliberations. Council open houses are held the following week to allow Council to ask questions about navigating the binder.

Financial Planning deliberations are held over three days in early December covering each component of the budget with PowerPoint presentations and time for Council deliberation and questions. Council provides direction to staff to prepare the Financial Plan Bylaw based on decisions made at deliberations, and to ensure that the budget is approved before the fiscal year starts to ensure work plans are able to start January 1, the Financial Plan Bylaw is approved at the Council meeting following financial planning in early December. There is significant preparation and lead-up to budget deliberations, including advertisements for public input during deliberations. This provides Council with the confidence and surety to approve the bylaw supporting decisions made at financial planning deliberations.

Public Input

Members of the public are invited to provide their comments on the proposed Financial Plan to Council by way of several newspapers ads that run during the lead up to the budget deliberations. Any member of the public can provide a written submission, which is then included on the Council agenda for budget deliberations. Members of the public can also make an in-person presentation to Council on the opening day of budget deliberations. This process ensures that community members can provide valuable feedback to Council on the budget that Council is preparing to finalize.

Additionally, all decisions made at Council meeting 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.

The budget deliberations schedule was established as follows:

Date	Time	Topic
Monday, December 2	9:30-3:30pm	<ul style="list-style-type: none"> - Public Presentations (5 minutes each) - Financial Planning Overview - Base Budget/Capital Budget
Tuesday, December 3	9:30-3:30pm	<ul style="list-style-type: none"> - Capital Budget - Operating Projects - Ongoing New Service Levels
Wednesday, December 4	9:30-11:30am	<ul style="list-style-type: none"> - Ongoing New Service Levels - Financial Planning Summary

Budget Timeline - January to September 2019

January – May

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.

April

Finance prepares/updates 2020 budget document templates and corresponding information.

May

Mid-May budget timeline for all meetings/deadlines for budgeting from June to December sent to management.

June – August

Jun. 27

Budget kickoff meeting with management to discuss budget mandate, key changes and budget process. City Manager and Finance present budget strategy and focus as directed by Council. Present summary of budget documents and changes from prior year.

Jul. 3

All budget documents distributed to management.

Aug. 27

First Pre-Budget Finance meeting to discuss Financial Stability and Resiliency and Property Taxation Policies.

Aug. 30

Base operating budgets, base summary narratives, and labour models are due to Finance. Any business cases to be considered for 2020 are also due to the corresponding General Manager.

September

Sep. 4+6

Capital project planning workshops held with management to discuss this new process for 2020 financial planning.

Sep. 20

Capital project plans for new capital projects are due to Finance.

Sep. 27

Capital plans, new ongoing service level requests, and operating projects due to Finance.

Sep. 28

Business cases for new ongoing service levels over \$50,000 and new/strategic capital projects due to Finance.

Budget Timeline - October to December 2019

October

Oct. 7

Last Council meeting for individual 2019 budget amendments to be considered in the Financial Plan Amendment Bylaw.

Oct. 10

Draft budget sent to management team.

Oct. 17

Third quarter financial report sent to management for updates, including surplus projections and expected carry-forward submissions.

Oct. 21

First three readings of Financial Plan Amendment Bylaw.

Oct. 24

Third quarter reporting results due to Finance.

Oct. 25

Surplus and carry-forward submissions due to Finance.

Oct. 29

Synergy meeting with management. Review 2020-2029 Financial Plan schedules and new capital project plans. Discuss any synergy on projects between departments and ensure impacts are known for work planning. Obtain feedback on Council's recent strategic planning session to ensure budget submissions and planned initiatives align with strategic priorities.

November

Nov. 4

2019-2028 Financial Plan Amendment Bylaw adoption.

Nov. 5

Final date for Notice of Award to secure carry-forwards into 2020.

Nov. 12

Draft operating and capital projects sent to management.

Nov. 13

Draft budget review with senior management. Final decisions and adjustments made. Finalize strategy for Nov. 19 Pre-Budget COW.

Nov. 18

Third Quarter Report presented to Council for information.

Nov. 20

Second Pre-Budget COW meeting with Council; present update on estimated non-market change revenue figures. Present a financial overview and summary of financial plan highlights to Council, including presentations on business cases.

Nov. 23 and 28

Proposed 2020-2029 Budget Package/ Binders presented to Council and then published for the public on November 28.

Nov.27-29

Budget package Q and A open house for Council.

December

Dec. 2-4

Financial Planning deliberations with Council.

Dec. 11

2020-2029 Financial Plan Bylaw first three readings.

Dec. 16

2020-2029 Financial Plan Bylaw final adoption.

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 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.

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 third quarter report for 2019, 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

A white wooden signpost with a decorative finial. A white sign is attached to the post, featuring a stylized 'A' logo and the text 'CAMPBELL RIVER ARTS COUNCIL'. Below the name, the address 'South Island Hwy., Campbell River, BC V9W 1C2' and the website 'www.crarts.ca' are visible. The sign is set against a background of green bushes and a blue building with a brown roof under a clear blue sky.

**CAMPBELL RIVER
ARTS COUNCIL**
South Island Hwy., Campbell River, BC V9W 1C2
www.crarts.ca



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

	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2020 BUDGET
REVENUE				
Taxes & Parcel Taxes	31,245,700	32,528,517	34,116,959	36,175,245
Payments in lieu of taxes	695,387	716,817	635,800	683,080
Sale of services	24,066,511	24,535,635	23,843,518	24,111,897
Services provided to other governments	1,669,146	1,681,129	1,285,113	1,671,100
Transfers from other governments	9,538,502	5,986,445	2,224,800	2,302,668
Investment and other income	1,037,683	1,536,179	608,455	659,565
Other revenue	249,632	262,653	445,145	459,835
Development Cost Charges Recognized	43,343	152,834	-	-
Contributed tangible capital assets	2,699,982	3,350,027	-	-
Gain/(loss) of disposal of tangible capital assets	(14,626)	(72,536)	-	-
Total	\$ 71,231,260	\$ 70,677,700	\$ 63,159,790	\$ 66,063,390
EXPENSES				
Wages & Benefits	22,167,024	23,062,118	24,734,848	25,605,154
Contracted Services	14,800,958	15,385,813	16,410,757	17,233,806
Other Operating Expenses	5,458,567	13,273,208	4,725,854	5,562,426
Amortization Expense	8,903,210	9,381,614	8,905,000	9,380,800
Utilities	3,923,438	2,645,569	2,379,036	2,695,869
Insurance	485,584	516,183	690,504	746,533
Debt Servicing	301,647	420,457	505,287	505,287
Total	\$ 56,040,428	\$ 64,684,962	\$ 58,351,286	\$ 61,729,875

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.



2020 - 2029 Financial Plan and Funding







2020 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 approved net operating budget for the general fund provides for \$1,115,948 of taxation funding needs, which includes \$272,000 of non-market change revenues, and \$211,000 of the 0.66 per cent for capital funding/operating costs of capital. The net \$635,688 net base increase is related to base increases required to maintain 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 its 1.5-2 per cent budget parameter. For the first time \$272,000 of NMC has been applied to the base budget, this is mainly due to increases in the RCMP contract, as well as contractual commitments such as collective agreements and major contracts for core services.

Each of the Airport, Sewer and Water funds have minor changes from the previous fiscal year.

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



2020 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.

	2018 Budget	2019 Approved Budget
Revenue		
Airport Operating	(3,111,211)	(3,050,833)
General Operating	(57,039,505)	(55,513,566)
Sewer Operating	(8,284,552)	(8,556,000)
Water Operating	(9,048,677)	(10,123,000)
	(77,483,945)	(77,243,399)
Expense		
Airport Operating	3,111,211	3,050,833
General Operating	57,039,505	55,513,566
Sewer Operating	8,284,552	8,556,000
Water Operating	9,048,677	10,123,000
	77,483,945	77,243,399
Total	0	0

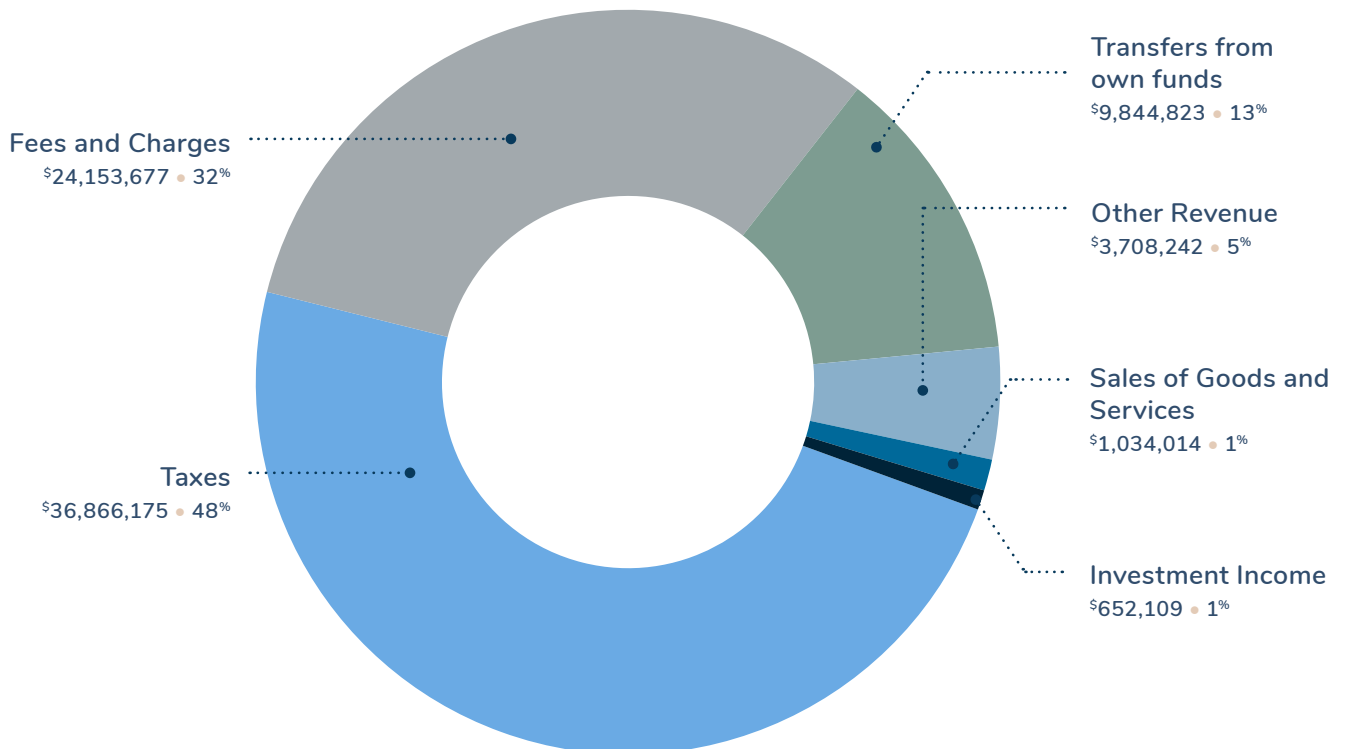
Revenues

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.

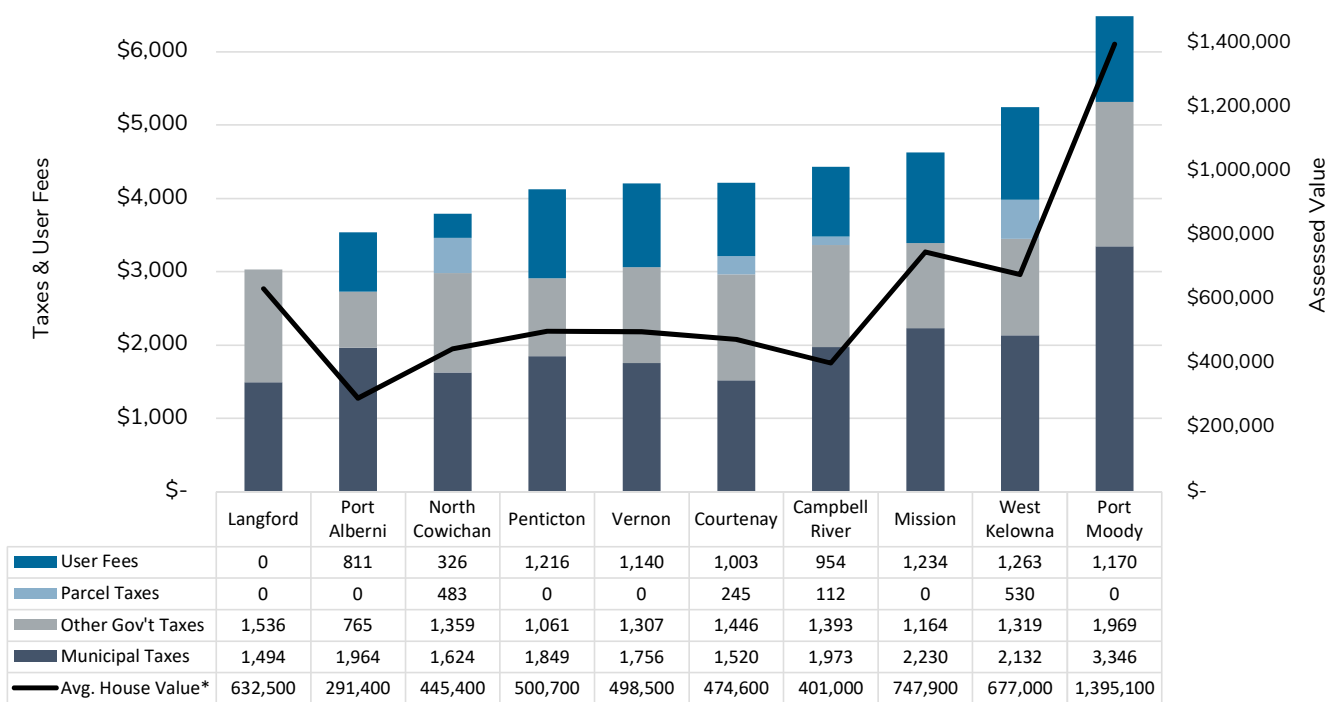
Revenues by Type



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 2019 taxes and user fees are within the average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

2019 Taxes and User Fees on an Average House

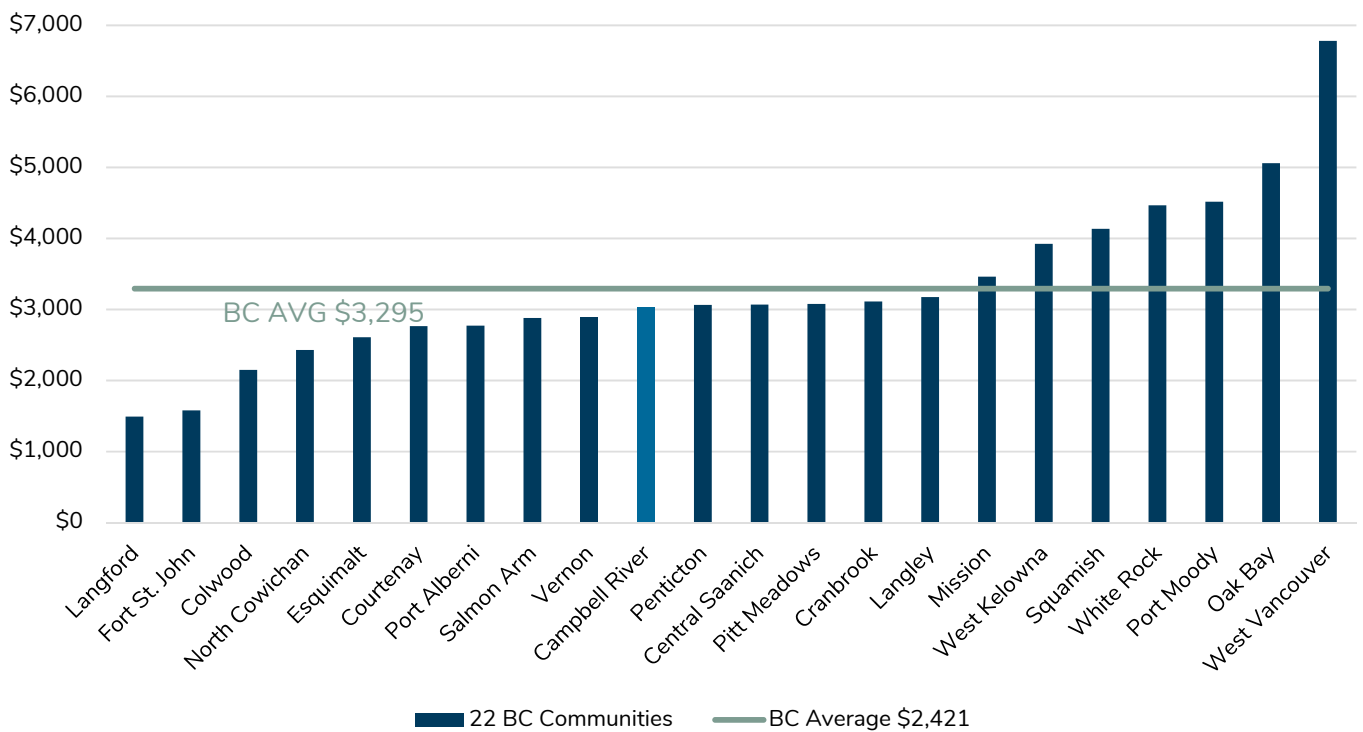


*Average house in Campbell River \$401,000; Source Ministry Municipal Affairs

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.

2019 Municipal Taxes and Parcel Taxes on an Average House (for Communities with Population between 15,000 - 50,000)



*Average house in Campbell River \$401,000; 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.

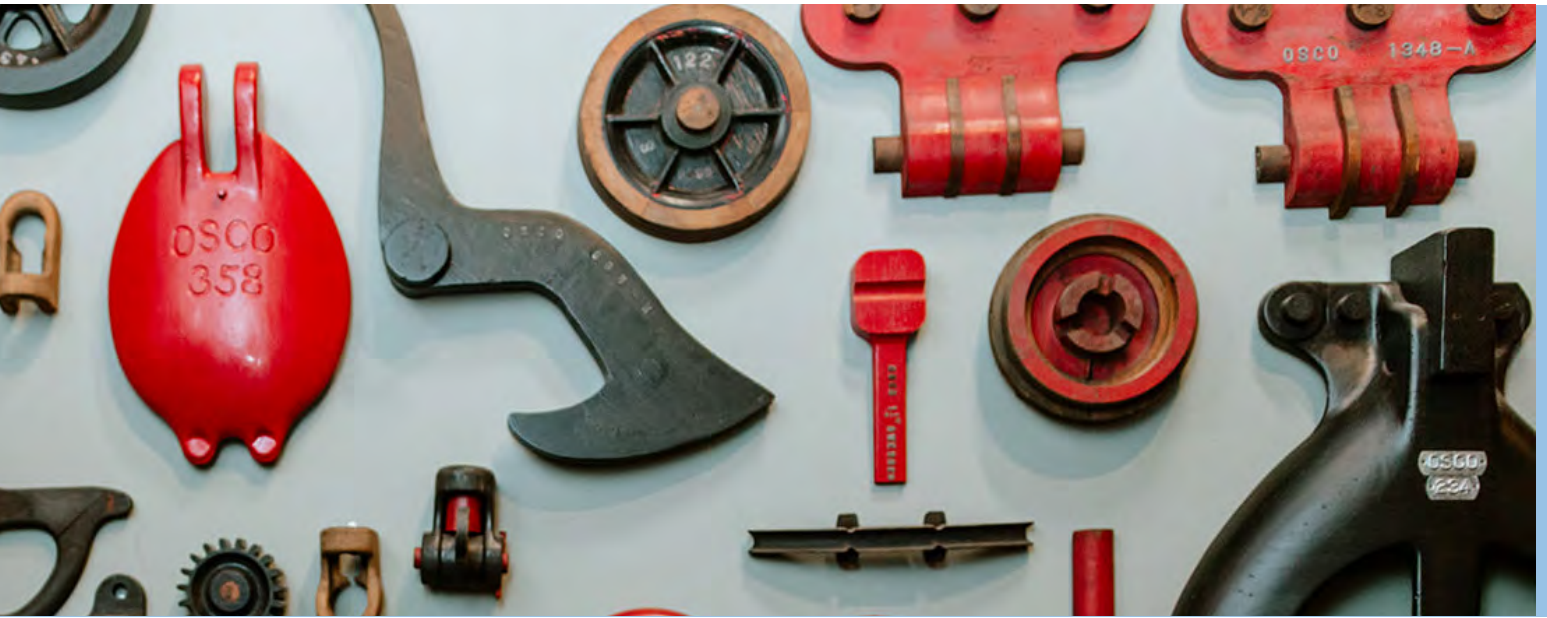
The purpose of the Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

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 2020 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 2020.



Property Class Tax Distribution

	2018 Budget		2019 Budget		2020 Approved Budget	
Class 1 - Residential	\$ 22,244,341	73.0%	23,330,306	73.4%	24,397,703	73.2%
Class 2 - Utilities	1,033,067	3.4	1,064,067	3.3	1,133,227	3.4
Class 4 - Major Industry	68,630	0.2	67,812	0.2	66,660	0.2
Class 5 - Light Industry	299,086	1.0	315,746	1.0	333,302	1.0
Class 6 - Business & Other	6,467,534	21.2	6,604,541	20.8	6,999,341	21.0
Class 7 - Managed Forest	277,679	0.9	319,422	1.0	333,302	1.0
Class 8 - Recreation / Non-Profit	64,315	0.2	90,016	0.3	66,660	0.2
Class 9 - Farm	973	0.0	1,153	0.0	-	0.0
Total	\$ 30,455,625	100%	\$ 31,793,063	100%	\$ 33,330,195	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 had strong NMC for 2020 as in recent years, with ongoing residential development in the community. 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 Mercroft Village shopping complex and in Willow Point.

Non-Market Change

Property Class	2017	2018	2019	2020
Class 1 - Residential	586,633	384,500	518,723	424,800
Class 2 - Utilities	-	3,050	7,785	-
Class 4 - Major Industry	-	-	-	-
Class 5 - Light Industry	(11,730)	(10,018)	(1,240)	(1,900)
Class 6 - Business & Other	8,587	100,256	74,896	266,200
Class 7 - Managed Forest	24,401	6,205	39,890	(54,800)
Class 8 - Recreation / Non-Profit	(3,961)	(21,735)	1,771	1,400
Class 9 - Farm	(85)	(222)	(73)	-
Total	603,845	462,036	641,752	635,700

Class 6 had a net increase in 2020, comprised primarily from the Seymour Pacific building development, which has been tax exempt for 5 years under the City's Downtown Revitalization Tax Exemption Program.

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:

- 0.66 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 \$48 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 2020 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	\$360	\$372	\$384
Water	\$384	\$396	\$408	\$420	\$432	\$444
Solid Waste	\$189	\$192	\$198	\$210	\$220	\$220
	\$897	\$924	\$954	\$990	\$1,024	\$1,048

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 is planned for 2020 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:

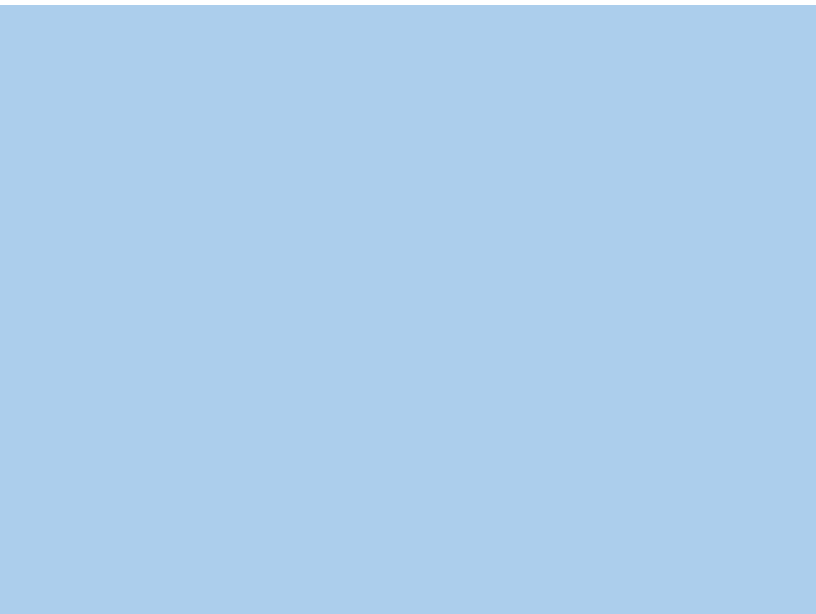
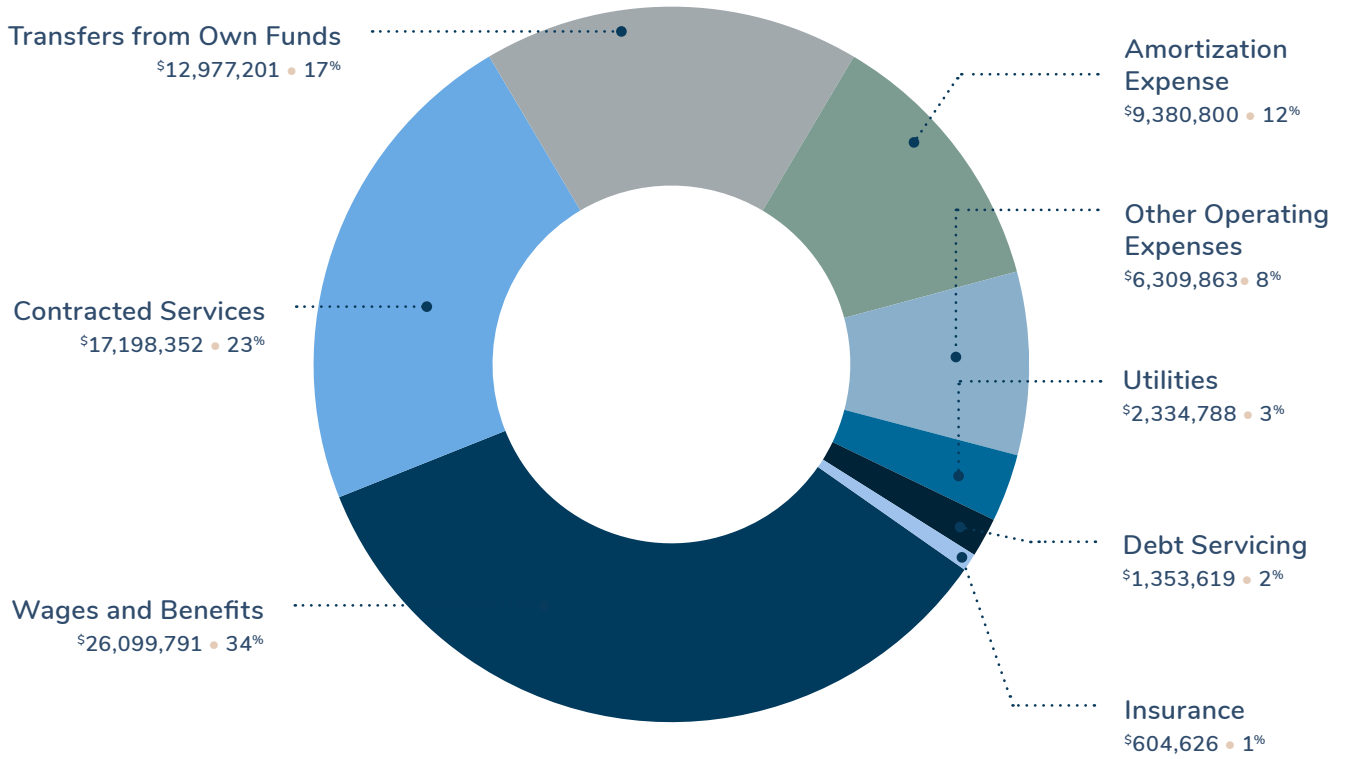
- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance is growing by approximately 5 per cent per year based upon estimates provided.
- Third party contracts are increased by external projections provided.

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.



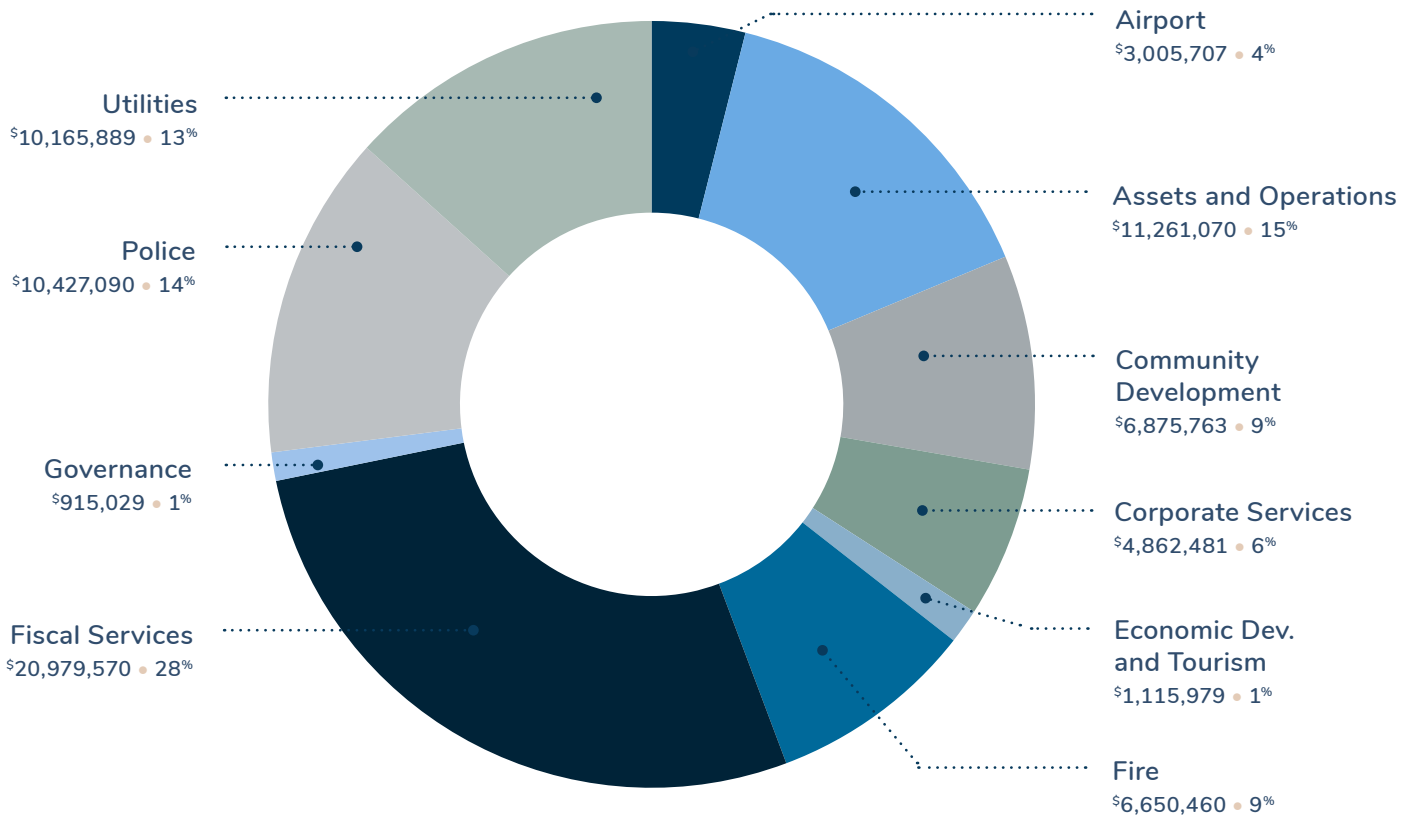
Expenses by Type

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: 230.4
- 2018: 235.4
- 2019: 237.4
- 2020: 240.2

2020 Full Time Employment by Fund

- General: 206.2
- Airport: 8.0
- Wastewater: 8.0
- Water: 18.0

Changes for staffing levels in 2020 are for staffing positions relating to:

- 1.0 FTE for Building Inspector 2
- 1.0 FTE for Parks Arboriculture Tech
- 1.0 FTE for Community Development Engineer
- -1.0 FTE for Accountant 3
- 0.2 FTE for Fire Confidential Assistant
- 0.6 FTE for Recreation Admin Assistant



A photograph of two construction workers in safety gear (hard hats, safety vests, and gloves) standing on a job site. They are both wearing high-visibility yellow safety vests over dark t-shirts and blue jeans. The worker on the left is wearing a tan baseball cap and is smiling while looking towards the other worker. The worker on the right is wearing a purple baseball cap and is looking back at the first worker. They appear to be in conversation. The background shows a building under construction with a roofline. A large, semi-transparent blue graphic element is overlaid on the left side of the image, containing text.

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 \$160,000 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. For 2020, non-market change revenues are estimated at \$635,700.

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 2020 are \$525,108 or a 1.64 per cent tax increase which was funded by non-market change revenues. 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 2020 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 2020 work plan and focus on Council’s strategic priorities.

There are several high priority projects that are determined important for 2020 due to emerging needs of a growing community.

Operating carry-forwards are projects started in 2019, but require a balance of funding to complete in 2020. 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

2020-2029 Capital Plan

The City's approved 2020-2029 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 2020-2029 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 2020, the Capital Plan totals \$38,342,550, which includes carry forward projects from 2019. This includes both strategic and renewal/other capital projects.

Carry-forwards (CFwds)

2020 Capital Plan	\$	30,727,082
Carry Forwards		7,615,468
Total	\$	38,342,550

The capital plan includes projects started in 2019 but not yet completed or multi-year projects for which past budgets are carried forward or “CFwd” into 2020 to complete the project. In Appendix 4, these are noted

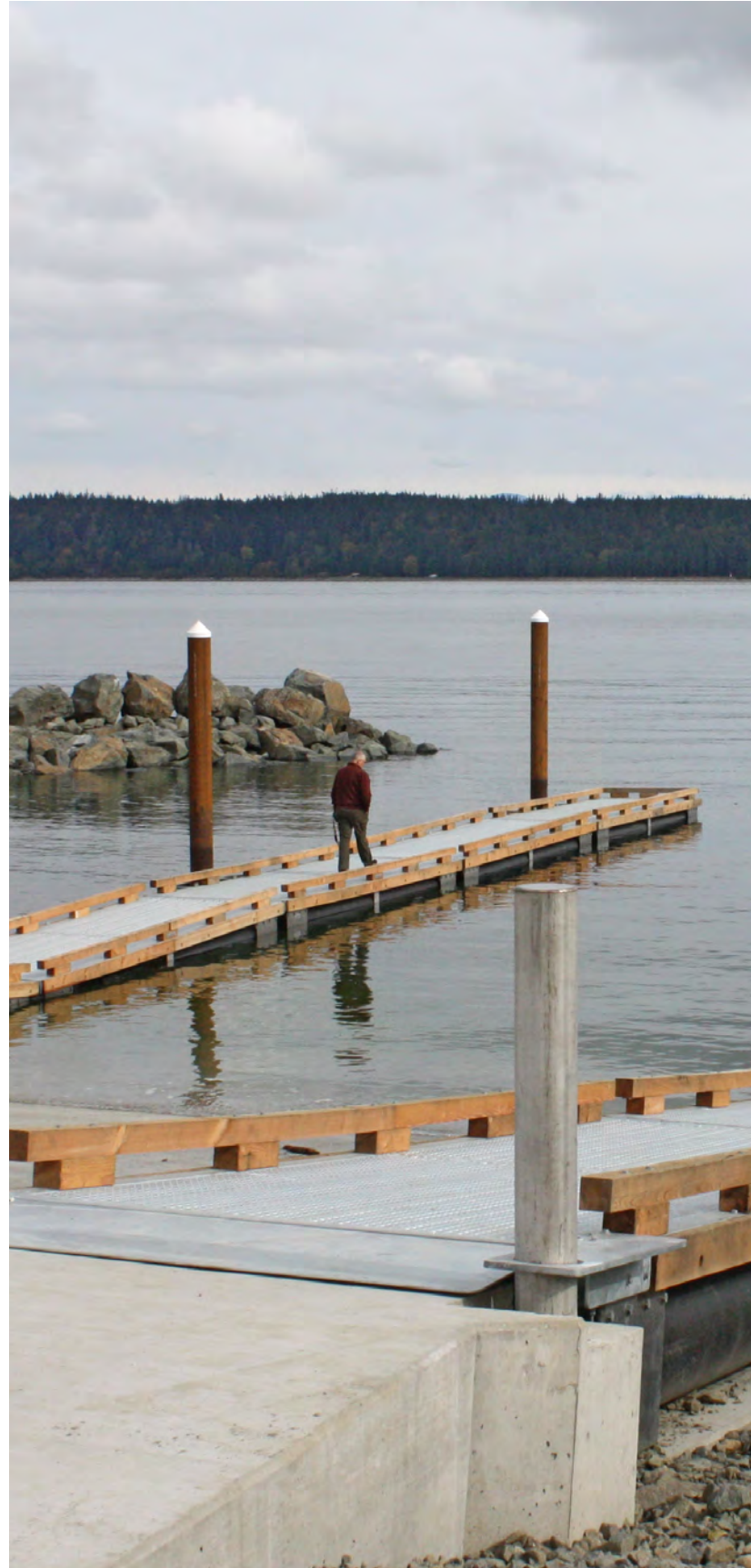
in the “CFwd” column and have been added to the 2020 project budgets in the City’s financial system as reported to department managers and will be presented consolidated in the quarterly financial report (Appendix 8.2). Projects carried forward must have been started or have a contractual obligation in place, otherwise incomplete projects are re-budgeted as a new project in 2020. CFwds are approved by Council during the Financial Planning process. The third quarter report for 2019 identified to Council which project was expected to include a CFwd request for the 2020 budget, see Appendix 8.2.

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 2015-2019 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 2020 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.

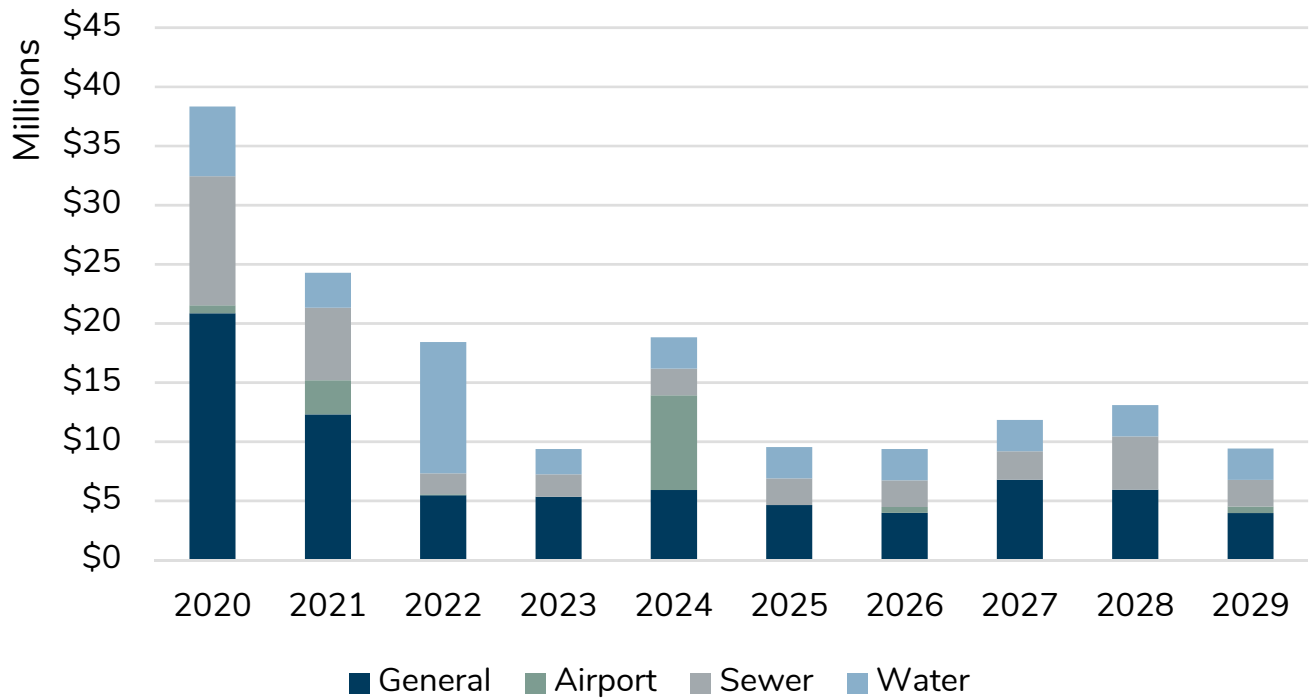
Fund	Amount	Tax Increase %
General	\$11,000	0.03%
Sewer	-	-
Water	-	-
TOTAL	\$11,000	0.03%

The operating costs of capital for 2020 are \$11,000 for general capital or a 0.03 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.

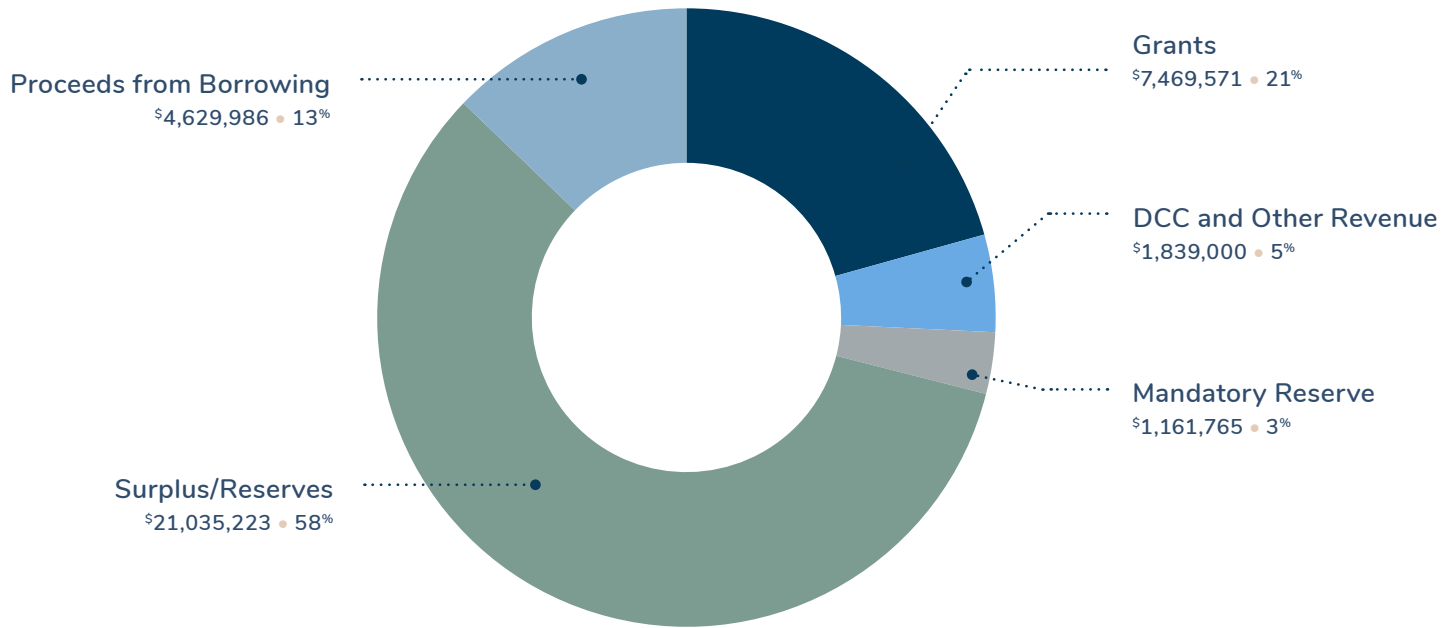
The first chart below summarizes the 2020-2029 capital plan by fund. Years 2020 to 2021 have many significant strategic capital projects as summarized at the top of Appendix 4.1, and years 2022-2028 has stable renewal plans. There will likely be additional strategic projects added to future years in the ten-year financial plan at subsequent budget cycles as grant or additional community growth occurs.

2020-2029 Capital Budget by Fund

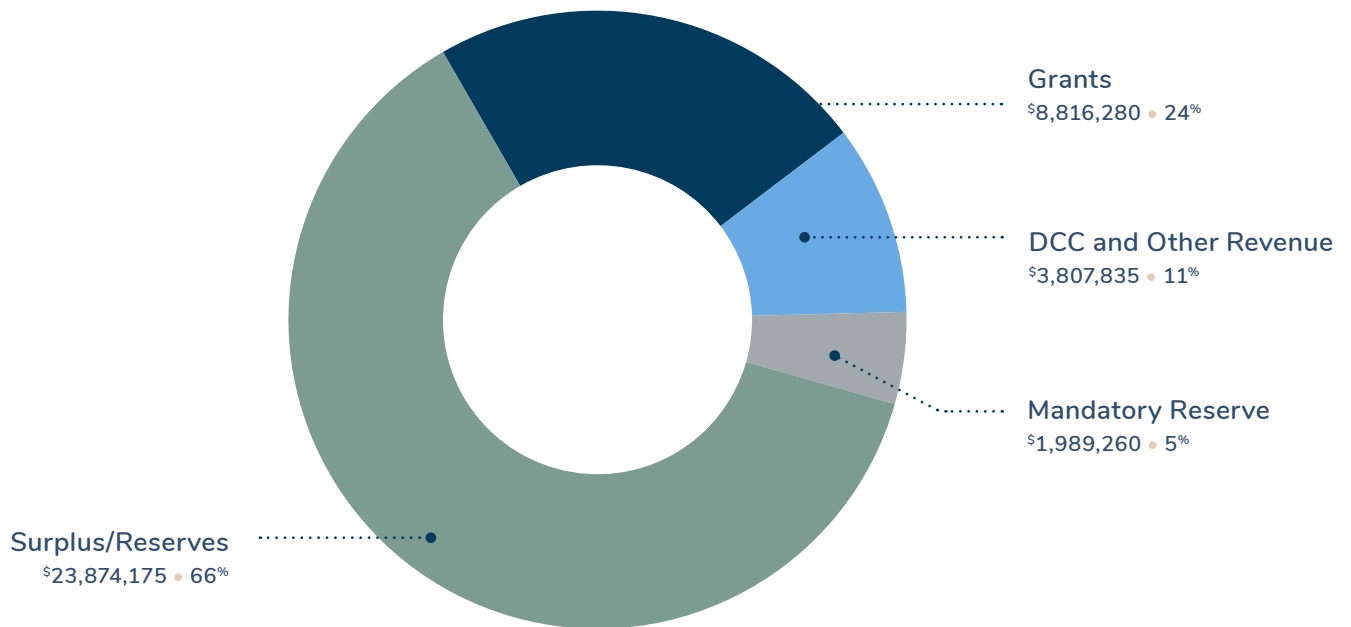


These charts highlight the funding distribution for the 2020-2029 capital plan. The City's capital plan is primarily funded by reserve funds, however grants, and DCCs also supplement projects

Capital Funding Distribution - 2019



Capital Funding Distribution - 2020







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

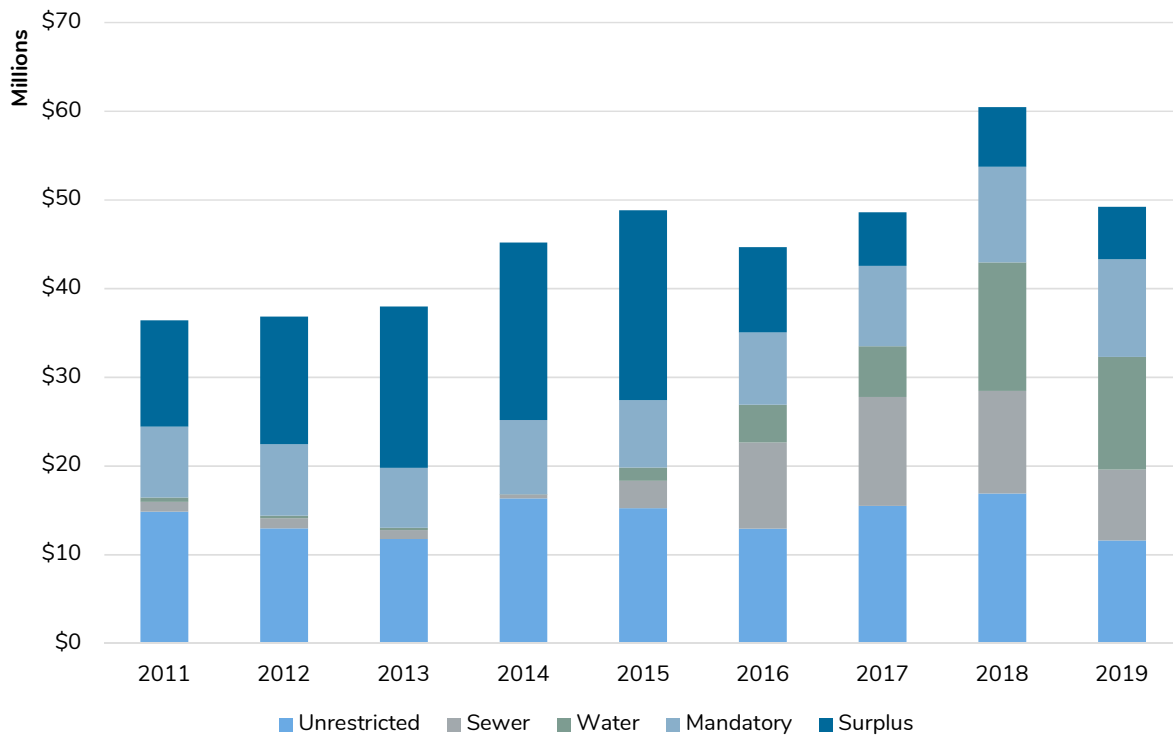
The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service life cycles. The reserve balances are focused on maintaining 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.

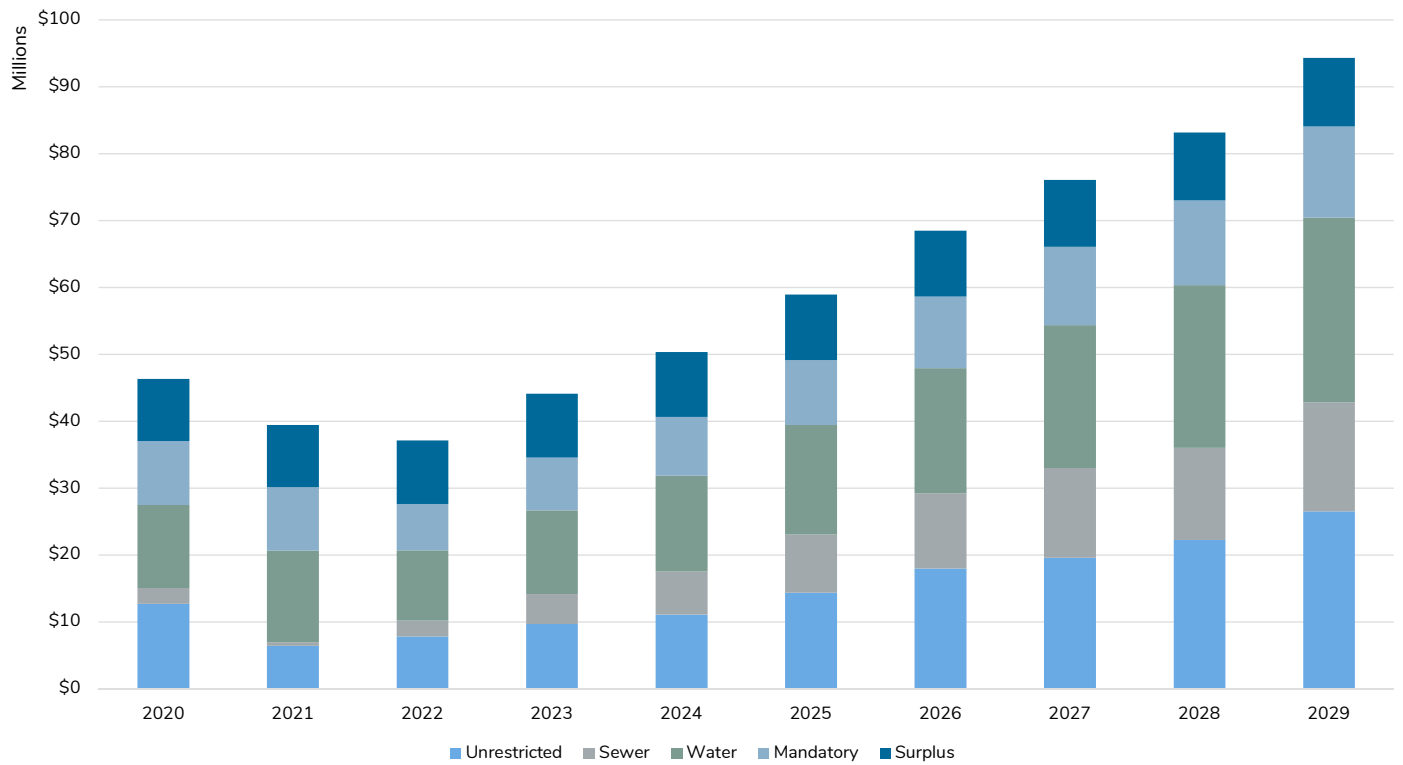
The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2011 through to the end of 2019

Reserves History



The below graph summarizes the projected reserve balances for 2020-2029 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.

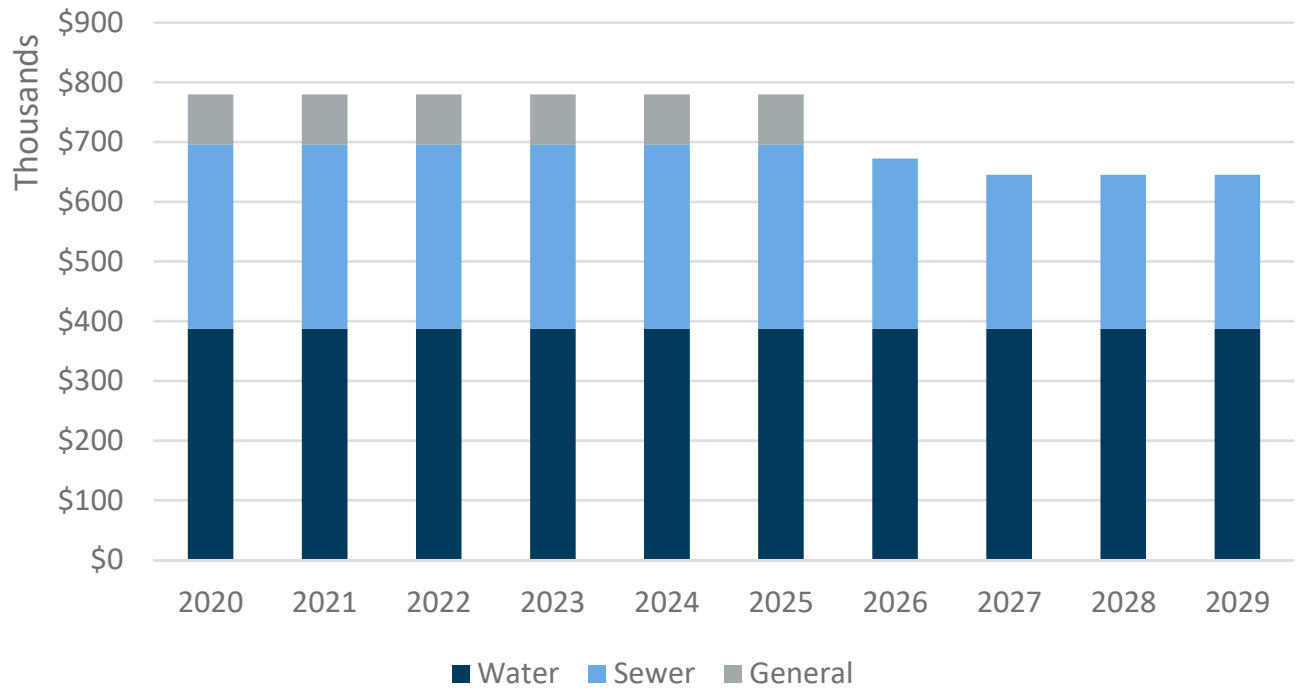
The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for water main renewal and the water supply project. 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 noted in the City's policy, the City's legislated debt 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 2020-2029



The chart above outlines the projected debt principal payments for the 2020-2029 period.

There are no above-the-line (funded) capital projects in the 2020-2029 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
2020	\$84,846	\$51,964	\$136,810
2021	\$84,846	\$51,964	\$136,810
2022	\$84,846	\$51,964	\$136,810
2023	\$84,846	\$51,964	\$136,810
2024	\$84,846	\$51,964	\$136,810
2025	\$84,846	\$51,964	\$136,810
2026	-	-	-
2027	-	-	-
2028	-	-	-
2029	-	-	-

Sewer Fund Bond Debt

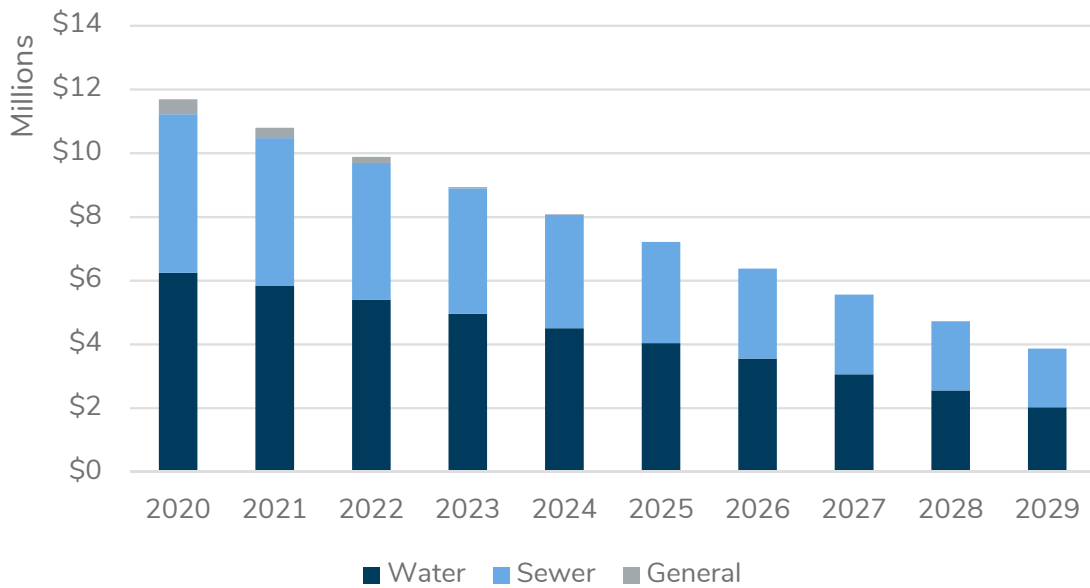
Year	Principal	Interest	Total
2020	\$307,971	\$162,308	\$470,279
2021	\$307,971	\$162,308	\$470,279
2022	\$307,971	\$162,308	\$470,279
2023	\$307,971	\$162,308	\$470,279
2024	\$307,971	\$162,308	\$470,279
2025	\$307,971	\$162,308	\$470,279
2026	\$285,497	\$145,523	\$431,020
2027	\$258,080	\$127,680	\$385,760
2028	\$258,080	\$127,680	\$385,760
2029	\$258,080	\$127,680	\$385,760
To Maturity 2034			

Water Fund Bond Debt

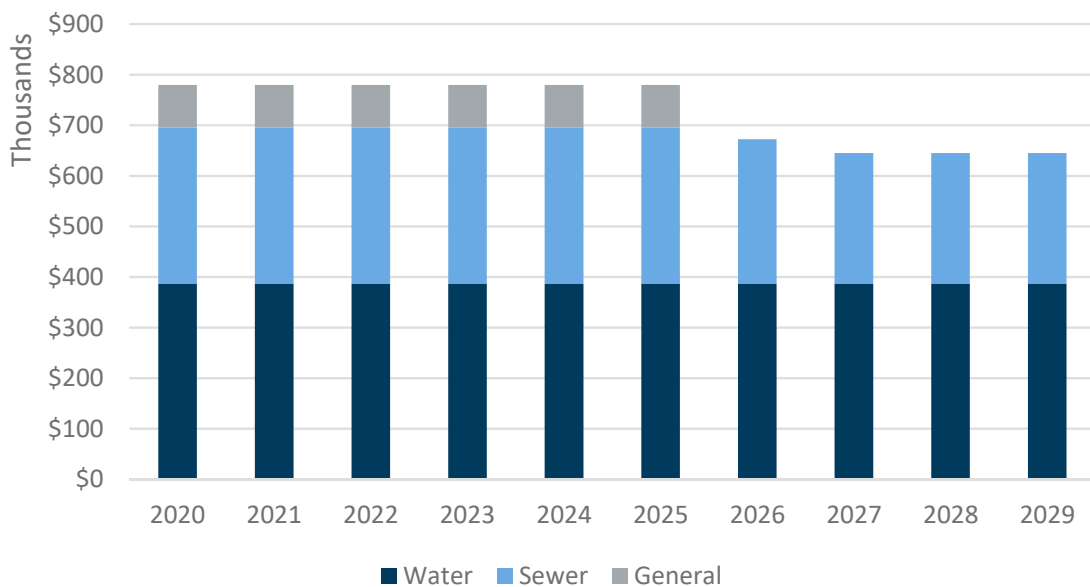
Year	Principal	Interest	Total
2020	\$387,119	\$216,650	\$603,769
2021	387,119	216,650	603,769
2022	387,119	216,650	603,769
2023	387,119	216,650	603,769
2024	387,119	216,650	603,769
2025	387,119	216,650	603,769
2026	387,119	216,650	603,769
2027	387,119	216,650	603,769
2028	387,119	216,650	603,769
2029	387,119	216,650	603,769
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 2020-2029 and includes all existing and forecasted debt. The City’s debt servicing costs are expected 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 2020-2029



Total Debt Servicing Costs by Fund



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.

A photograph of two people walking away from the camera on a path made of logs and dry grass. The person in the foreground is wearing a green t-shirt and colorful shorts, carrying a white kayak. The person in the background is wearing a blue jacket and dark pants, also carrying a kayak. The background features a large evergreen tree and a clear blue sky with light clouds. A semi-transparent white diagonal shape is overlaid on the left side of the image, containing the text.

2020 - 2029 Financial Plan Bylaw



2020 - 2029 TEN YEAR
FINANCIAL PLAN
BYLAW 3760, 2019

BYLAWS



DISCLAIMER

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Unless an image, photograph or diagram is explicitly referred to in the text of the bylaw as being part of the bylaw, any images, photographs and diagrams do not form part of this bylaw and are provided as supplementary material for convenience only.

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.



2020 - 2029 Ten Year Financial Plan Bylaw 3760, 2019

ADOPTED December 16, 2019

PURPOSE

A Bylaw for the City of Campbell River to authorize the ten-year financial plan for the years 2020 to 2029.

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 **2020 - 2029 Ten Year Financial Plan Bylaw No. 3760, 2019.**

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 2020 to 2029. This bylaw replaces the Financial Plan for the years 2019 to 2028 adopted by Bylaw No. 3755, 2019.

PART 3: Expenses

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

READ THE FIRST TIME this 11th day of December 2019

READ THE SECOND TIME this 11th day of December 2019

READ THE THIRD TIME this 11th day of December 2019

ADOPTED this 16th day of December 2019

Signed by the Mayor and City Clerk this 17th day of December 2019

Original signed by Claire Moglove

Claire Moglove, ACTING MAYOR

Original signed by Elle Brovold

Elle Brovold, CORPORATE OFFICER

SCHEDULE 'A'

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPERATIONAL REVENUES										
Revenue from Property Taxes	34,614,774	36,410,668	37,862,515	39,418,549	40,934,148	42,267,588	43,811,248	45,302,823	46,799,626	48,326,916
Revenue from Parcel Taxes	1,943,100	2,123,839	2,305,996	2,318,572	2,331,067	2,343,580	2,356,213	2,368,665	2,381,337	2,395,227
Revenue from Fees & Charges	24,387,438	25,149,616	25,827,469	26,539,016	27,274,517	28,045,579	28,842,456	29,676,771	30,538,974	31,429,747
Revenue from Other Sources	5,463,904	5,485,848	5,496,432	5,507,890	5,518,941	5,531,587	5,462,789	5,451,165	5,462,099	5,476,631
Surplus/Reserve Accounts	2,155,957	1,385,773	1,068,073	926,023	778,500	680,191	715,825	571,064	676,803	525,042
Transfers from Other Funds	336,887	321,252	340,733	360,294	411,497	403,369	425,932	449,207	503,215	497,980
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
	78,282,860	80,257,796	82,282,018	84,451,144	86,629,470	88,652,694	90,995,263	93,200,495	95,742,854	98,022,343
OPERATIONAL EXPENSES										
General Operating Expenses	44,478,337	45,528,575	46,510,648	47,876,763	49,180,475	50,548,390	51,993,612	53,276,833	54,740,141	56,143,991
Airport Operating Expenses	2,184,709	2,234,388	2,211,729	2,200,444	2,300,848	2,261,967	2,333,823	2,326,437	2,429,831	2,394,030
Sewer Operating Expenses	2,995,599	3,014,345	3,065,285	3,115,568	3,140,665	3,222,126	3,249,992	3,309,306	3,360,063	3,387,351
Water Operating Expenses	4,345,707	4,372,662	4,418,608	4,480,043	4,544,675	4,610,825	4,678,535	4,747,845	4,818,799	4,891,441
Interest Payment on Debt	505,287	505,287	505,287	502,711	439,080	433,566	426,650	426,650	426,650	426,650
Principal Payment on Debt	848,332	848,332	848,332	848,332	779,414	772,746	763,486	763,486	763,486	763,486
Transfers to Other Funds	13,544,089	14,373,407	15,341,329	16,046,483	16,863,513	17,422,274	18,168,365	18,969,138	19,823,084	20,634,594
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
	78,282,860	80,257,796	82,282,018	84,451,144	86,629,470	88,652,694	90,995,263	93,200,495	95,742,854	98,022,343
Annual Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL FUNDING										
Grants	8,816,280	5,135,000	1,171,000	910,000	8,300,000	685,000	595,000	760,000	670,000	685,000
DCC & Other Revenue	3,807,835	1,085,000	3,625,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Statutory Reserves	1,844,260	2,705,000	565,000	380,000	380,000	270,000	180,000	1,180,000	180,000	180,000
Surplus/Reserves	23,874,175	15,352,916	13,080,884	7,984,636	10,031,774	8,481,404	8,490,528	9,786,700	12,129,275	8,437,707
Proceeds from Borrowing	-	-	-	-	-	-	-	-	-	-
	38,342,550	24,277,916	18,441,884	9,399,636	18,836,774	9,561,404	9,390,528	11,851,700	13,104,275	9,427,707
CAPITAL EXPENSES										
General Capital Expenses	20,871,226	12,317,916	5,481,884	5,349,636	5,936,774	4,661,404	3,990,528	6,801,700	5,954,275	3,977,707
Airport Capital Expenses	656,718	2,885,000	80,000	-	8,000,000	-	500,000	-	-	550,000
Sewer Capital Expenses	10,932,347	6,125,000	1,775,000	1,900,000	2,250,000	2,250,000	2,250,000	2,400,000	4,500,000	2,250,000
Water Capital Expenses	5,882,259	2,950,000	11,105,000	2,150,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
	38,342,550	24,277,916	18,441,884	9,399,636	18,836,774	9,561,404	9,390,528	11,851,700	13,104,275	9,427,707
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 2020.

Table 1: Funding Sources, Fiscal 2020

Property taxes	34,614,774	44.1%
Parcel taxes	1,943,100	2.5%
Fees & charges	24,387,438	31.2%
Other sources	5,463,904	7.0%
Surplus/reserve accounts	2,155,957	2.8%
Transfers from other funds	336,887	0.4%
Amortization Offset	9,380,800	12.0%
	78,282,860	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 2019.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2020

Class 1 - Residential	25,336,837	73.2%
Class 2 - Utilities	1,176,902	3.4%
Class 4 - Major Industry	69,230	0.2%
Class 5 - Light Industry	346,148	1.0%
Class 6 - Business & Other	7,269,103	21.0%
Class 7 - Managed Forest	346,148	1.0%
Class 8 - Recreation/Non-Profit	69,230	0.2%
Class 9 - Farm	1,178	0.0%
	34,614,774	100.0%

Objectives and Policies:

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

C. Permissive Tax Exemptions

The Annual Report for 2020 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

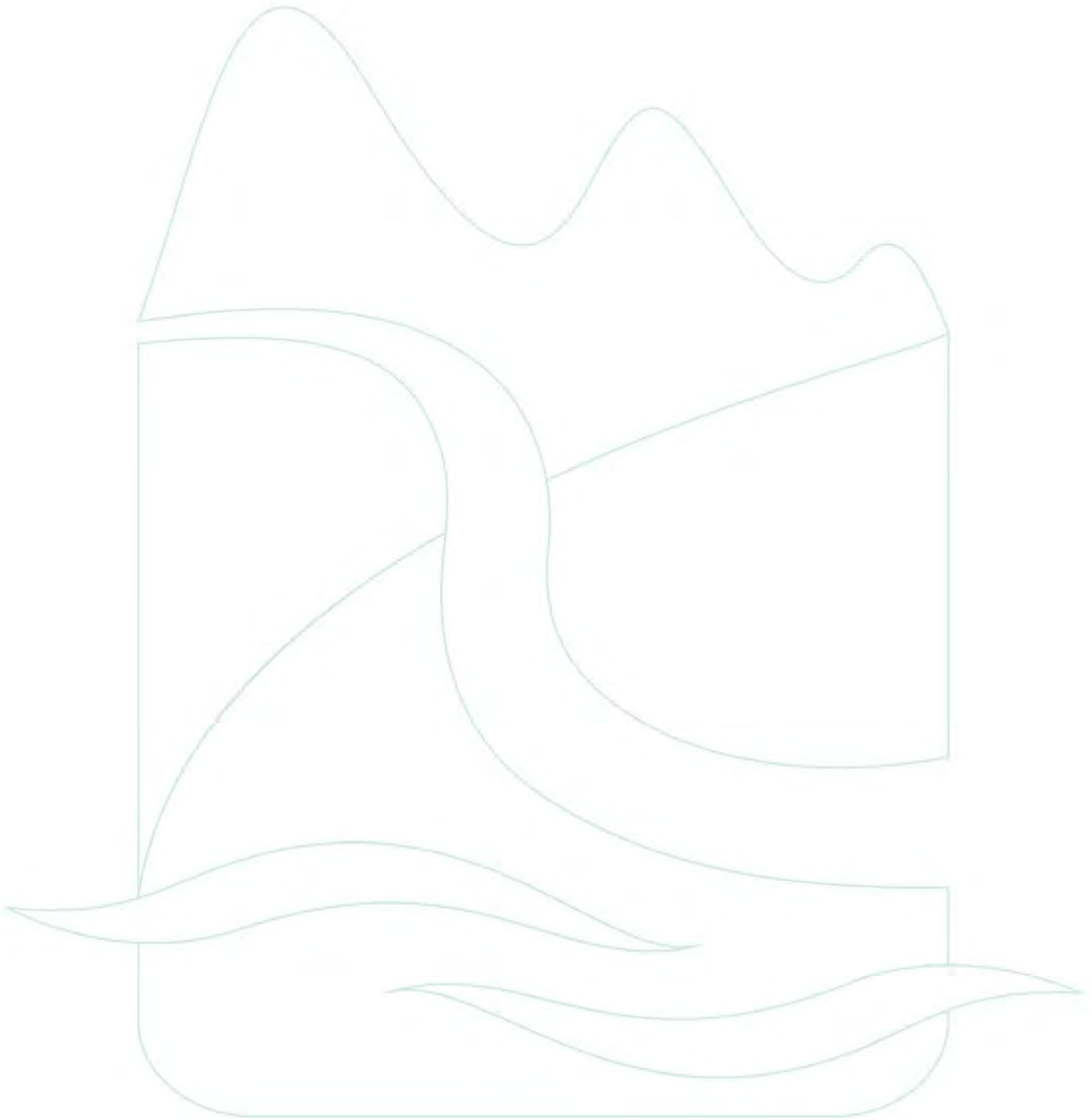
The purpose of the *Tax Policy* is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

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.



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Campbell River, BC V9W 4C7
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www.campbellriver.ca

Appendix 1


2020

Base

Operating

Budget



A woman with vibrant red hair is sitting on a park bench, leaning forward with her hands clasped. She is wearing a red and white striped tank top and a dark bikini bottom. The background shows a lush green park with trees and a blue sky. A blue semi-transparent overlay covers the left side of the image, featuring a grid pattern and the text '2020 Base Operating Budget'.

**2020
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

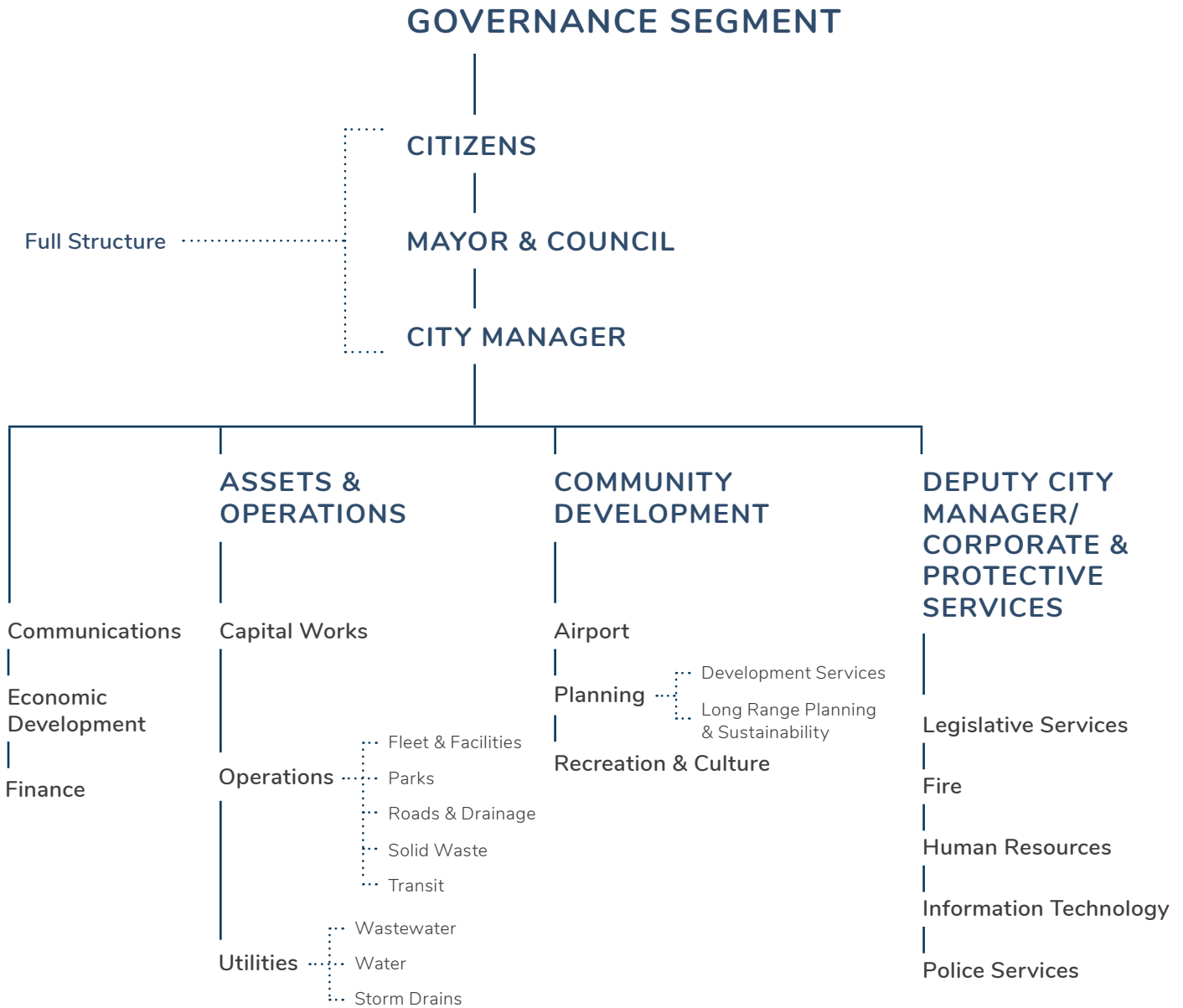
2020 BASE OPERATING BUDGET

Governance





Governance Structure



Governance Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
GOVERNANCE					
2 - Expense					
Contracted Services	96,772	164,000	164,000	-	0.0%
Other Operating Expenses	133,713	118,500	119,800	1,300	1.1%
Utilities	9,764	22,560	21,260	(1,300)	(5.8%)
Wages & Benefits	523,584	601,324	609,969	8,645	1.4%
2 - Expense Total	763,834	906,384	915,029	8,645	1.0%
GOVERNANCE Total	763,834	906,384	915,029	8,645	1.0%

Segment Variance

GOVERNANCE	
Increase in wages and benefits	8,645
OVERALL SEGMENT VARIANCE	8,645
VARIANCE %	1.0%

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, event, and social issues.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
310 - MAYOR & COUNCIL					
2 - Expense					
Contracted Services	62,136	108,000	108,000	-	0.0%
Other Operating Expenses	96,754	79,700	81,000	1,300	1.6%
Utilities	8,944	21,160	19,860	(1,300)	(6.1%)
Wages & Benefits	212,202	263,757	258,832	(4,925)	(1.9%)
2 - Expense Total	380,037	472,617	467,692	(4,925)	(1.0%)
310 - MAYOR & COUNCIL Total	380,037	472,617	467,692	(4,925)	(1.0%)

Summary of Budget Changes from 2019 to 2020:

- Decrease in wages and benefits for budget correction.

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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
101 - CITY MANAGER					
2 - Expense					
Contracted Services	34,636	56,000	56,000	-	0.0%
Other Operating Expenses	36,959	38,800	38,800	-	0.0%
Utilities	820	1,400	1,400	-	0.0%
Wages & Benefits	311,382	337,567	351,138	13,571	4.0%
2 - Expense Total	383,797	433,767	447,338	13,571	3.1%
101 - CITY MANAGER Total	383,797	433,767	447,338	13,571	3.1%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 BASE OPERATING BUDGET

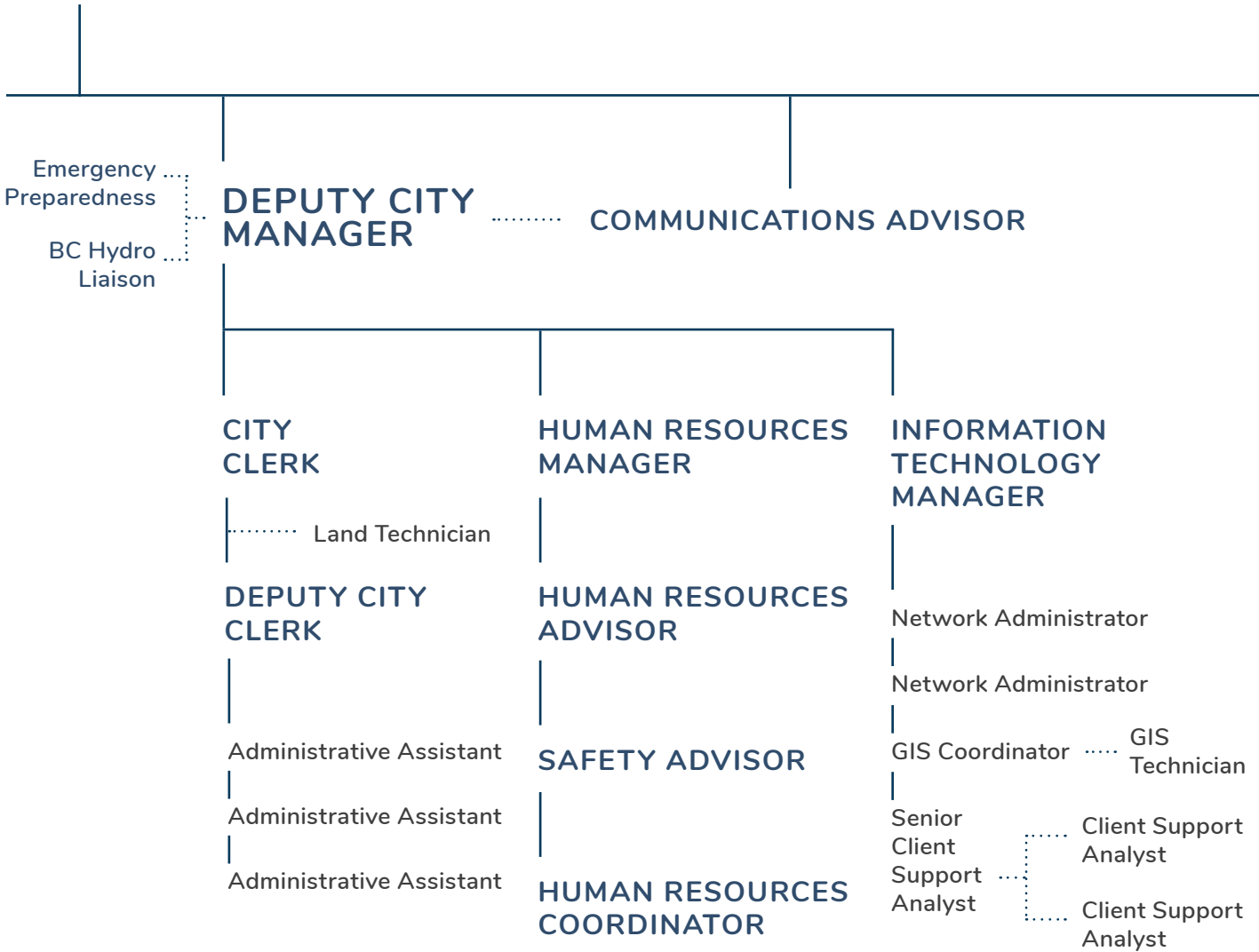
Corporate Services

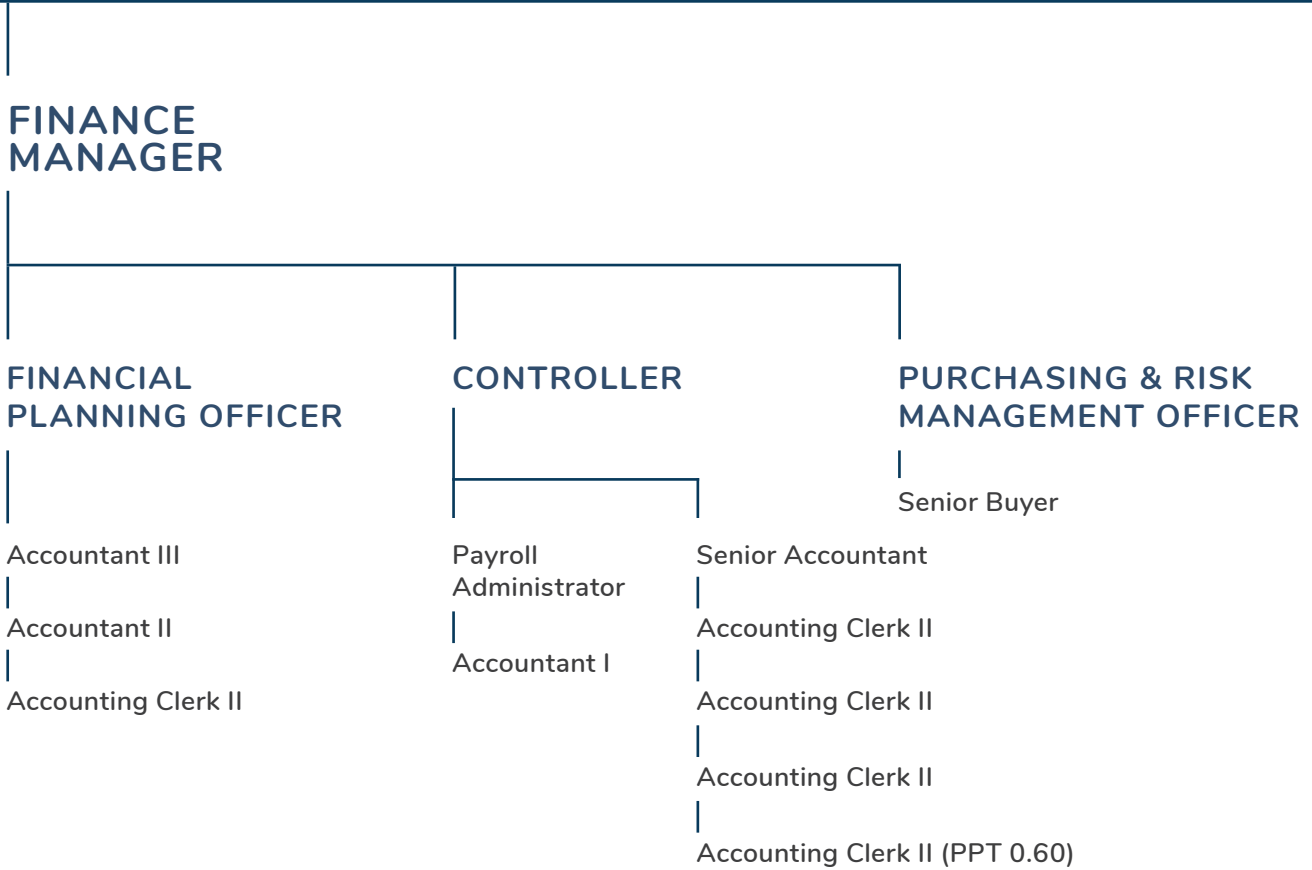




Corporate Services

CITY MANAGER





Corporate Services Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
CORPORATE SERVICES					
1 - Revenue					
Fees & Charges	(14,673)	-	-	-	0.0%
Investment Income	(12,494)	(15,455)	(15,609)	(155)	1.0%
Other Revenue	(371,570)	(402,958)	(427,686)	(24,728)	6.1%
1 - Revenue Total	(398,737)	(418,413)	(443,295)	(24,883)	5.9%
2 - Expense					
Contracted Services	149,150	157,200	162,200	5,000	3.2%
Insurance	164,966	167,066	172,078	5,012	3.0%
Other Operating Expenses	940,905	887,348	892,518	5,170	0.6%
Utilities	77,495	84,139	84,139	-	0.0%
Wages & Benefits	3,389,103	3,364,413	3,552,367	187,954	5.6%
2 - Expense Total	4,721,619	4,660,166	4,863,301	203,136	4.4%
CORPORATE SERVICES Total	4,322,882	4,241,753	4,420,006	178,253	4.2%

Segment Variance

CORPORATE SERVICES	
Increase in wages and benefits	187,954
Increase in CRadvantage and RCMP revenue	(50,247)
Decrease in rental property revenue	25,519
Increase in MIA insurance premium	5,012
Increase in software license fees	5,500
Decrease in training & development	(9,000)
Increase in Seniors' Centre rental fees	14,500
Other changes	(985)
OVERALL SEGMENT VARIANCE	178,253
VARIANCE %	4.2%

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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
500 - DEPUTY CITY MANAGER					
2 - Expense					
Contracted Services	159	-	-	-	0.0%
Other Operating Expenses	43,654	45,000	36,000	(9,000)	(20.0%)
Utilities	1,205	660	660	-	0.0%
Wages & Benefits	111,176	96,702	205,460	108,758	112.5%
2 - Expense Total	156,193	142,362	242,120	99,758	70.1%
500 - DEPUTY CITY MANAGER Total	156,193	142,362	242,120	99,758	70.1%

Summary of Budget Changes from 2019 to 2020:

- Decrease in training and development (to realign budget).
- Increase in wages and benefits from elimination of wage transfers to other departments (due to reorganization).

Legislative Services

This department serves as the communication hub between Council, its advisory bodies, staff and the public. The department also serves as the City's historian, responsible for maintaining official records.

Core department services:

- City Hall reception and switchboard.
- Preparation, administration, maintenance and execution of official City records.
- Agendas, minutes, action reports.
- Bylaws.
- Council policies and procedures.
- Corporate records management and access to information.
- Committee staff support.

Property Services

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.

2020-2021 Goals, Objectives and Work Plan:

- Provide ongoing support for Council's Advisory Committees.
- Implement recommendations for the City's corporate records management review as funding permits.
- Preparing, updating and maintaining Council's policies and Bylaws.
- Finalize land acquisition requirements for the Waterfront Project.

2019 Highlights:

- Implemented a new advisory committee structure.
- Assisted various departments with the preparation of bylaws and legal agreements.
- Coordinated three land acquisitions in support of the Waterfront Acquisition Strategy.
- Coordinated the necessary agreements to facilitate a variety of capital and community projects.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
311 - LEGISLATIVE SERVICES					
1 - Revenue					
Fees & Charges	(14,673)	-	-	-	0.0%
1 - Revenue Total	(14,673)	-	-	-	0.0%
2 - Expense					
Contracted Services	22,231	11,200	11,200	-	0.0%
Other Operating Expenses	124,825	100,770	61,520	(39,250)	(39.0%)
Utilities	26,168	26,320	26,320	-	0.0%
Wages & Benefits	511,877	429,751	451,869	22,118	5.1%
2 - Expense Total	685,100	568,041	550,909	(17,132)	(3.0%)
311 - LEGISLATIVE SERVICES Total	670,427	568,041	550,909	(17,132)	(3.0%)

Summary of Budget Changes from 2019 to 2020:

- Budget for software and license fees transferred to Information Technology.
- Decrease in legal services (budget transferred to Risk Management).
- Increase in wages and benefits.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
446 - PROPERTY MANAGEMENT					
1 - Revenue					
Other Revenue	(357,855)	(382,773)	(357,254)	25,519	(6.7%)
1 - Revenue Total	(357,855)	(382,773)	(357,254)	25,519	(6.7%)
2 - Expense					
Contracted Services	11,167	7,000	7,000	-	0.0%
Other Operating Expenses	234,320	78,505	93,255	14,750	18.8%
Utilities	1,979	660	660	-	0.0%
Wages & Benefits	196,537	74,734	76,229	1,495	2.0%
2 - Expense Total	444,003	160,899	177,144	16,245	10.1%
446 - PROPERTY MANAGEMENT Total	86,148	(221,874)	(180,111)	41,763	(18.8%)

Summary of Budget Changes from 2019 to 2020:

- Decrease in rental housing revenue from the demolition of properties.
- Increase in contractual rate for Senior's Centre rental fees due to additional 92 m2 of lease space.

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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
111 - COMMUNICATIONS					
2 - Expense					
Contracted Services	550	800	800	-	0.0%
Other Operating Expenses	23,769	19,900	19,900	-	0.0%
Utilities	559	700	700	-	0.0%
Wages & Benefits	136,743	137,438	147,124	9,686	7.0%
2 - Expense Total	161,622	158,838	168,524	9,686	6.1%
111 - COMMUNICATIONS Total	161,622	158,838	168,524	9,686	6.1%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

Human Resources

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

The City of Campbell River employs approximately 250 people in permanent positions and an average of 85 more in seasonal or auxiliary roles. Canadian Union of Public Employees (CUPE) Local 401 represents 69 per cent of employees while 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.
- Recruitment and retention.
- Employee and labour relations.
- Health and safety.
- Ability management.
- Learning and development.
- Human resources management program and policy development.
- Records management.
- Organizational relationships.
- Compensation, benefits program.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
114 - HUMAN RESOURCES					
2 - Expense					
Contracted Services	44,160	49,000	49,000	-	0.0%
Insurance	-	-	-	-	0.0%
Other Operating Expenses	44,196	111,900	111,900	-	0.0%
Utilities	2,845	2,400	2,400	-	0.0%
Wages & Benefits	542,568	467,185	486,026	18,841	4.0%
2 - Expense Total	633,768	630,485	649,326	18,841	3.0%
114 - HUMAN RESOURCES Total	633,768	630,485	649,326	18,841	3.0%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Focus on strategic human resource management with emphasis on organizational development, talent management and workplace wellbeing.
- Advance development of corporate human resource management plan.
- Conduct a workplace cultural assessment to objectively measure organizational culture.
- Enhance workplace health & safety programs and prepare for Certification of Recognition (COR) application.
- Completion of the CUPE collective agreement.

2019 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.
- Conducted a survey of exempt compensation to ensure compliance with 50th percentile of market comparators (results expected in Fall 2019)
- Participated in a market review of employee benefits plans (fall 2019).
- Commenced negotiations for renewal of CUPE collective agreement (expired Dec 2018).
- Talent management: There have been 53 vacancies YTD (August 29, 2019) compared with 84 for the same period in 2018. Ongoing focus on staff development has resulted in 59 per cent of positions being filled internally.

Information Technology

Core department services:

- Provides strategic planning and coordination for all City of Campbell River technology initiatives.
- Keeps all network services operational so that staff can communicate internally and with residents.
- Keeps the major business applications operational to meet City’s business requirements.
- Manages the City’s Municipal Broadband Network—CRadvantage.
- Keeps current with new technology, implements enhancements to support efficiency and cost-reduction.
- Supports City websites, mobile and cloud-based business requirements.
- Supports all geographical information system requirements including interactive maps and applications.
- Provides technology support for the Royal Canadian Mounted Police.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
213 - INFORMATION TECHNOLOGY					
1 - Revenue					
Fees & Charges	-	-	-	-	0.0%
Other Revenue	(13,715)	(20,185)	(70,432)	(50,247)	248.9%
1 - Revenue Total	(13,715)	(20,185)	(70,432)	(50,247)	248.9%
2 - Expense					
Contracted Services	14,306	27,700	33,700	6,000	21.7%
Other Operating Expenses	364,175	377,423	383,393	5,970	1.6%
Utilities	42,653	51,460	51,460	-	0.0%
Wages & Benefits	696,854	743,620	758,468	14,848	2.0%
2 - Expense Total	1,117,987	1,200,203	1,227,021	26,818	2.2%
213 - INFORMATION TECHNOLOGY Total	1,104,272	1,180,018	1,156,589	(23,429)	(2.0%)

Summary of Budget Changes from 2019 to 2020:

- Increase in RCMP and CRadvantage services revenue.
- Increase in wages and benefits.
- Increase in software and license fees (budget transferred from Legislative Services).

2020 Goals, Objectives and Work Plan

- Create Information Technology 5 Year Strategic Plan.
- Complete RFP for Asset Management software.
- Initiate asset management software replacement project.
- Continue implementation of cloud based Disaster Recovery strategy.
- Creation of a municipal Telecommunications Tower Siting Policy.
- Continue to participate in the Economic Development Tech Attraction initiative.
- Continue to participate in the Economic Development CR Tech Advisory committee.
- Geographic Information Systems (GIS)
 - Complete GIS 3-year Strategic Plan.
 - Support selection process of new Asset Infrastructure Management System.
 - Complete Tree Canopy inventory.
 - Improve standing in Geomatics Maturity Index ranking.
- CR advantage:
 - Implement Governance Strategy.
 - Develop new agreements/revenue streams for co-location and fibre leasing.
 - Submit grant application for future funding.
 - Continue engagement with Development Services on building bylaw amendment.
 - Submit nomination for Intelligent Community Forum Award.
 - Implement Phase Two network extension.

2019 Highlights

- Upgraded core software – Vadim and Tempest.
- Finalized Technical Support agreement for police services.
- Completed evergreen replacement plan for municipal network/workstation hardware.
- Deployed virtualization desktop project for workstations and remote access.
- Renewed Microsoft Enterprise Agreement.
- Migrated 2016 Exchange to Microsoft Exchange Online.
- Geographic Information Systems (GIS):
 - Participated in Asset Infrastructure Management (AIM) group.
 - Completed PSAS requirements for asset reporting.
 - Continued logistical mapping support for Emergency Planning exercises.
 - Worked with the Sea Level Rise task force.
 - Completed needs analysis for software replacement with AIM.
 - Implemented phase one of Downtown 3D modeling to interactive web maps.
 - Enhanced Open Data platform.
 - Added new orthophotos to interactive web map.
- CR Advantage
 - Created Governance Strategy.
 - Established SRD hosting agreement.
 - Completed Phase Two budget and business case.

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
- 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 a \$74 million annual operating budget and the \$34 million annual capital budget of 117 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 \$23.1 million in 2018.

The department managed 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 and hospital, resulting in 15,000 tax notices prepared, mailed, and payments collected each year. The department also administers the provincial tax deferral program and provincial homeowner grant programs.

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.

Finance

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
212 - FINANCE					
2 - Expense					
Contracted Services	56,579	60,000	60,000	-	0.0%
Other Operating Expenses	84,971	77,200	78,900	1,700	2.2%
Utilities	2,087	1,939	1,939	-	0.0%
Wages & Benefits	1,047,956	1,212,336	1,214,045	1,709	0.1%
2 - Expense Total	1,191,593	1,351,475	1,354,884	3,409	0.3%
212 - FINANCE Total	1,191,593	1,351,475	1,354,884	3,409	0.3%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits, net of one FTE reduction from 2019 reorganization.

Risk Management

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

Core department services:

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

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
316 - RISK MANAGEMENT					
1 - Revenue					
Investment Income	(12,494)	(15,455)	(15,609)	(155)	1.0%
1 - Revenue Total	(12,494)	(15,455)	(15,609)	(155)	1.0%
2 - Expense					
Insurance	164,966	167,066	172,078	5,012	3.0%
Other Operating Expenses	6,895	70,000	100,000	30,000	42.9%
2 - Expense Total	171,860	237,066	272,078	35,012	14.8%
316 - RISK MANAGEMENT Total	159,366	221,611	256,469	34,857	15.7%

Summary of Budget Changes from 2019 to 2020:

- Increase in legal services (budget transferred from Legislative Services).
- Increase in MIA insurance fees.

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.

The City averages approximately \$12,000,000 per year in contractual awards, and conducts approximately 85 public competitions a year.

This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner. In addition, Risk Management oversees the placement of insurance and handles any related insurance claims and legal concerns.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
445 - SUPPLY MANAGEMENT					
2 - Expense					
Contracted Services	-	1,500	500	(1,000)	(66.7%)
Other Operating Expenses	14,101	6,650	7,650	1,000	15.0%
Wages & Benefits	145,392	202,647	213,146	10,499	5.2%
2 - Expense Total	159,493	210,797	221,296	10,499	5.0%
445 - SUPPLY MANAGEMENT Total	159,493	210,797	221,296	10,499	5.0%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

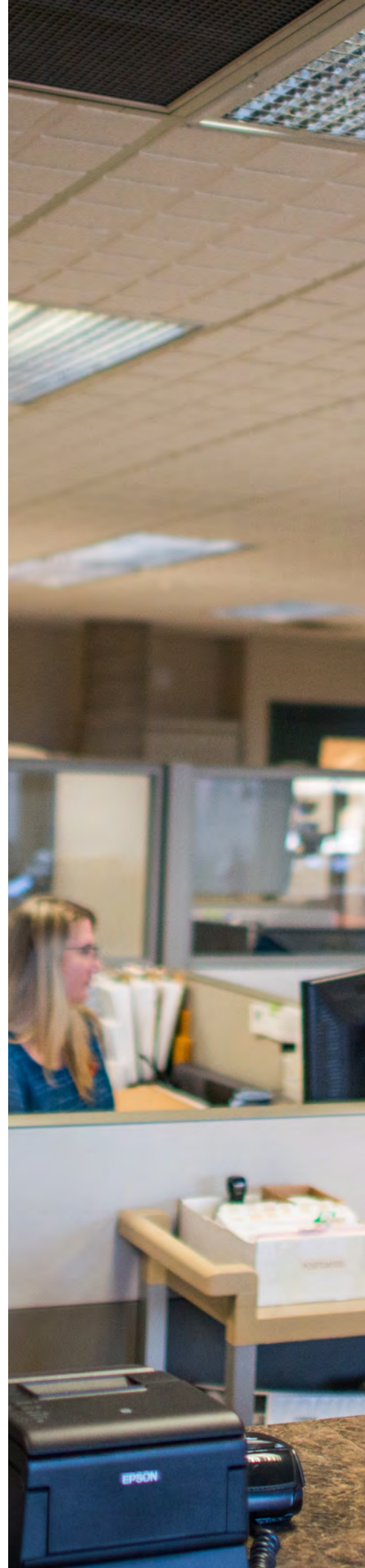
- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2020-2029 budget.
- Develop a user fee framework and policy for ongoing user fee reviews. This will assist the City to undertake fee reviews for all City fees including development services, recreation, parks, and police information.
- Leadership for asset management activities, including: data review, asset inventory, condition assessments, and policy. The focus in 2020 will be on planning activities and the creation of an Asset Management Investment Plan that will be integrated into the City's long-term financial plan. This will assist with the development of a corporate-wide plan and framework to guide ongoing asset management activities to promote consistency with asset management practices and to encourage synergy between asset groups.
- Assist with the development of a process and updated policy for community led projects.
- Review the City's cash and treasury management practices and policy.
- Expand internal reporting.
- Review current software to undertake an income statement general ledger restructure. This will streamline financial reporting and improve service delivery.
- Complete purchasing process and policy review/update.
- Update corporate-wide risk management framework/policy.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Examine and develop potential social procurement practices to best complement City services.
- Implement a vendor performance evaluation process.

2019 Highlights

- Received the City's fourth consecutive Distinguished Budget Presentation Award for the 2019-2028 Financial Plan for meeting the highest principles of governmental budgeting.
- Recipient of the Government Finance Officers Association of Canada and United States Award for Financial Reporting for the 2017 Annual Report.
- Awarded four Marcom awards for various financial communication material, including the City's Property Tax Facts brochure.
- Received the highest honour from the Videographer Excellence Awards for the Budgeting for City-Services video and an honourable mention for the City's Budgeting for Property Taxes video.
- Expanded and formalized the Financial Stability and Resiliency Program into policy.
- Reviewed the City's tax rate model.
- Updated and reaffirmed the City's property taxation policy.
- Streamlined the budget process for the 10-year Financial Planning with a goal to further stabilize the City's financial position. This includes the introduction of capital project plans as part of the capital planning process.

2019 Highlights Continued

- Remained focused on Council's strategic priorities given the established funding parameters.
- Reviewed and updated cost allocations for internal charges between departments for fleet and equipment use, general administration, stores and utilities.
- Assisted with the development of a social grant policy and integrated application process for community groups.
- Added additional, more flexible options for taxpayers to participate in the City's pre-authorized withdrawals system for property tax payments.
- Continued to streamline quarterly financial reporting to Council.
- Worked with departments to implement asset management activities, including data review, asset inventory, and condition assessments.
- Conducted over 90 major competitions receiving over 160 bid submissions: 22 per cent of competitions were for the purchase goods, 52 per cent for the purchase of services, and 27 per cent for construction competitions.
- 2019 project award amounts to a value of approximately \$9.5 million.
- Annual savings achieved is approximately \$3.6 million.
- Acquisitions include vehicles and equipment, Hwy 19A water main and forcemain, waterfront sewer system upgrade, Centennial pool mechanical repairs and replacement, Painter, Barclay, Garfield water main renewal, Shetland road PRV and Bathurst water main, Hwy 19A & Maryland road traffic signal, downtown outdoor washroom, Discovery fishing pier repairs, airport taxiway installation, and fire department rescue pumper.
- Council approved the inclusion of Social Procurement into the City's purchasing policy.





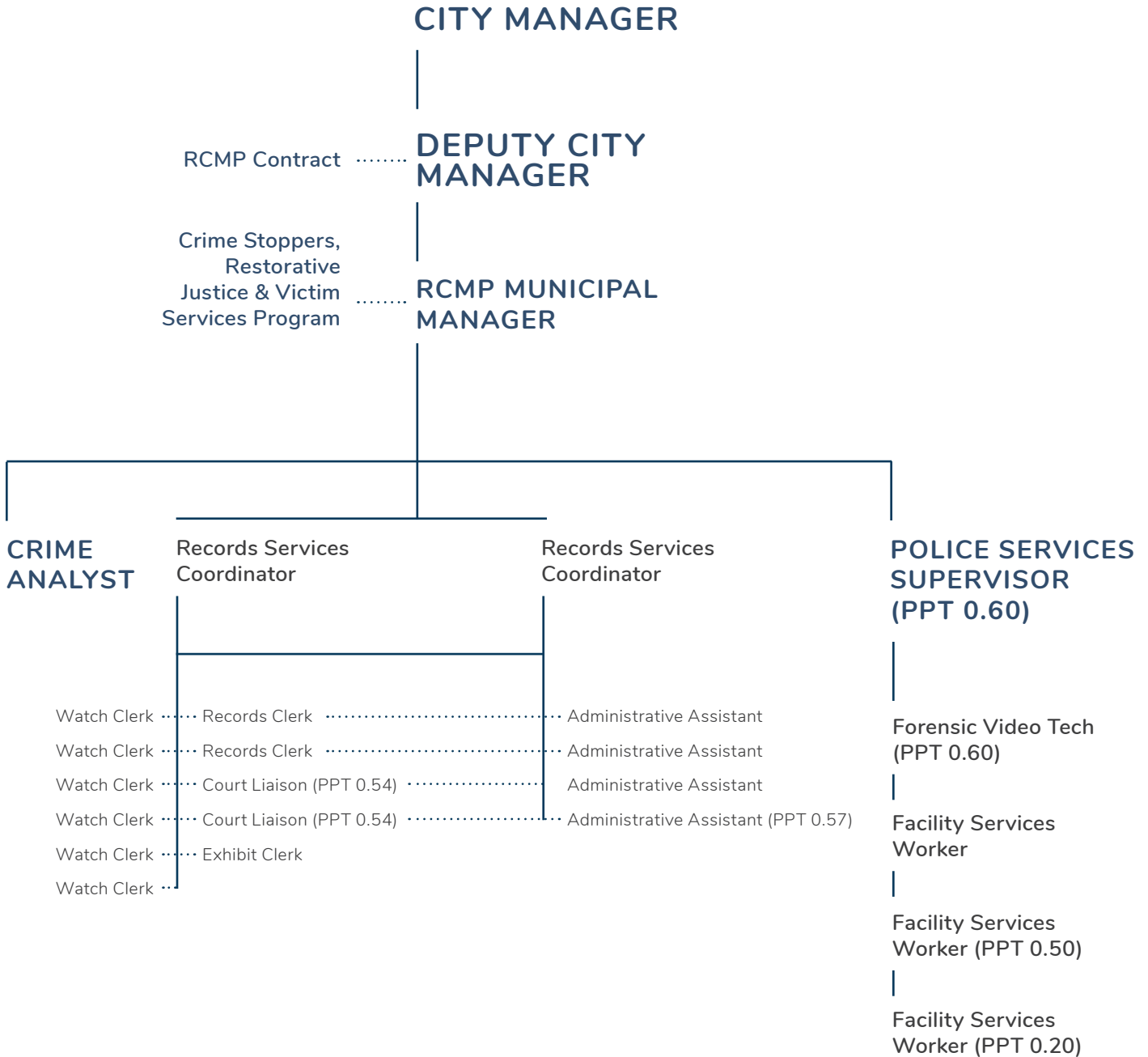


2020 BASE OPERATING BUDGET

RCMP



RCMP



RCMP Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
RCMP					
1 - Revenue					
Fees & Charges	(89,685)	(89,463)	(95,237)	(5,774)	6.5%
Other Revenue	(633,413)	(643,800)	(612,638)	31,162	(4.8%)
Sales of Goods & Services	(28,320)	(28,000)	(28,000)	-	0.0%
1 - Revenue Total	(751,418)	(761,263)	(735,875)	25,388	(3.3%)
2 - Expense					
Contracted Services	7,114,150	7,894,695	8,361,074	466,379	5.9%
Insurance	12,635	13,125	13,781	656	5.0%
Other Operating Expenses	69,097	119,727	126,456	6,729	5.6%
Utilities	53,678	60,057	60,589	532	0.9%
Wages & Benefits	1,689,145	1,788,362	1,834,991	46,629	2.6%
2 - Expense Total	8,938,706	9,875,966	10,396,890	520,925	5.3%
RCMP Total	8,187,287	9,114,703	9,661,015	546,313	6.0%

Segment Variance

RCMP	
Increase to information requests and fingerprinting fees revenue	(5,774)
Decrease in prisoner detention reimbursement	35,000
Increase in RCMP contract	491,379
Decrease to Commissionaires contract	(25,000)
Increase for non-RCMP staff wages and benefits	46,629
Increase in training & development	4,500
Other changes	(421)
OVERALL SEGMENT VARIANCE	546,313
VARIANCE %	6.0%

RCMP

The City funds 42 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:

- Policing and Protective Services.
- To enhance community relations, RCMP members continue to actively participate in as many community events as possible.
- Drug Enforcement: Continue to combat the negative effects of alcohol/drug use within the community by teaching DARE to all Grade 6-7 students. In addition, police target individuals who sell drugs within the community.
- Traffic Enforcement: Continue to focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations Policing: Continue to contribute to safer and healthier communities through proactive enforcement and cultural sensitivity training.
- Crime Reduction: Strategies specifically target the downtown core, where foot and bike patrols aim to decrease the number of incidents related to causing a disturbance or being drunk in a public place.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
320 - RCMP					
1 - Revenue					
Other Revenue	(379,099)	(383,800)	(387,638)	(3,838)	1.0%
1 - Revenue Total	(379,099)	(383,800)	(387,638)	(3,838)	1.0%
2 - Expense					
Contracted Services	6,783,677	7,504,095	7,995,474	491,379	6.5%
Other Operating Expenses	2,127	3,450	3,450	-	0.0%
2 - Expense Total	6,785,804	7,507,545	7,998,924	491,379	6.5%
320 - RCMP Total	6,406,705	7,123,745	7,611,286	487,541	6.8%

Summary of Budget Changes from 2019 to 2020:

- Small increase in Strategic Community Investment Fund traffic fine revenue sharing with the Province.
- Increase in RCMP contract (includes additional members hired in 2019).

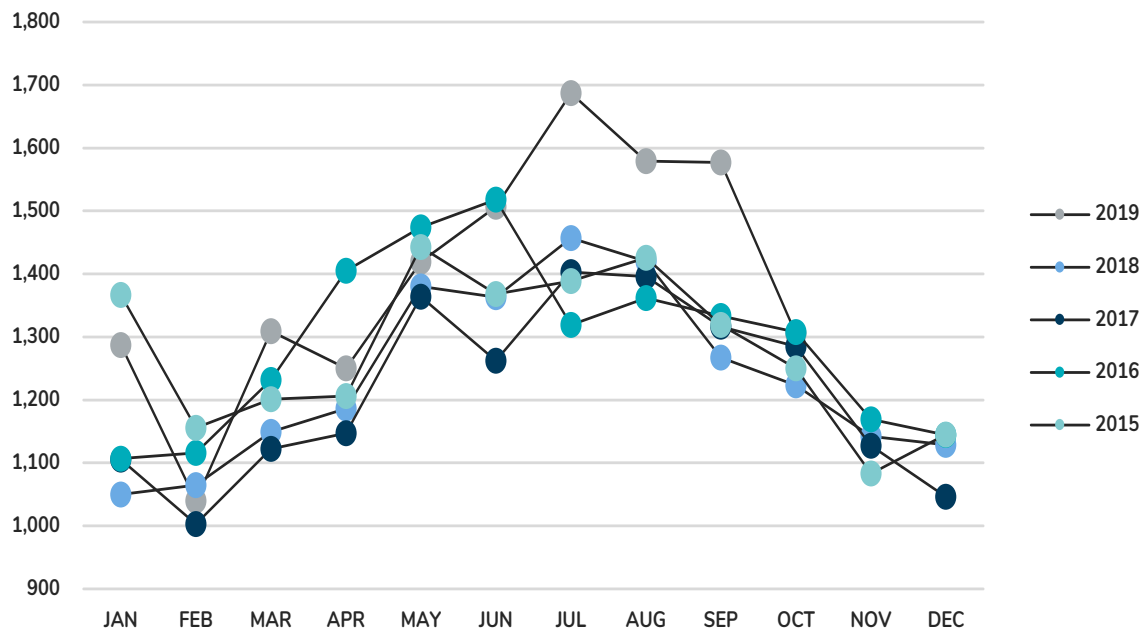
2020 Goals, Objectives and Work Plan

- The RCMP will continue to address strategic initiatives through development of the Annual Performance Plan in consultation with Mayor and Council.
- Recruit Regular Members to fulfill the budgeted establishment.
- Police/Community Relations: Continue to actively participate in as many community events.
- Drug Enforcement: Continue to combat the negative effects of alcohol/drug use within the community by teaching DARE to all Grade 6-7 students. In addition, police target individuals within the community who sell drugs.
- Traffic Enforcement: Continue to focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations Policing: Continue to contribute to safer and healthier First Nation Communities through proactive enforcement and cultural sensitivity training.
- 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.

2019 Highlights

- The annual file count for 2018 was 14,831. As at Q2 of 2019, the file count was 7,812 and trending to be significantly higher than 2018 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.

Monthly File Count 2019 (Q3)



Police Services

This department supports local RCMP administrative, operational, custodial and building maintenance needs. The department also provides jail and lock-up facilities for municipal, provincial and federal prisoners.

Service is provided to citizens and community partners for general inquiries and requests for information, Police Information Checks, and programs such as Restorative Justice, Crime Stoppers and Victim Services (intervention, immediate and follow-up assistance to victims and witnesses of crime and trauma).

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
321 - POLICE PROTECTION					
1 - Revenue					
Fees & Charges	(27,721)	(25,000)	(28,000)	(3,000)	12.0%
Other Revenue	(246,489)	(260,000)	(225,000)	35,000	(13.5%)
Sales of Goods & Services	(28,320)	(28,000)	(28,000)	-	0.0%
1 - Revenue Total	(302,530)	(313,000)	(281,000)	32,000	(10.2%)
2 - Expense					
Contracted Services	330,354	390,600	365,600	(25,000)	(6.4%)
Insurance	12,635	13,125	13,781	656	5.0%
Other Operating Expenses	64,150	100,507	107,236	6,729	6.7%
Utilities	53,436	59,657	60,189	532	0.9%
Wages & Benefits	1,646,566	1,694,699	1,736,547	41,848	2.5%
2 - Expense Total	2,107,142	2,258,588	2,283,352	24,765	1.1%
321 - POLICE PROTECTION Total	1,804,612	1,945,588	2,002,352	56,765	2.9%

Summary of Budget Changes from 2019 to 2020:

- Reduction of cost recovery revenue from Province due to decrease in detainments.
- Decrease in contracted services for prisoner detention and custody based on reduced detainments.
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

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

2019 Highlights

- In 2018, the department processed video evidence for court files representing a total of 840 hours. Requests for video processing as at Q2 of 2019 represent a total of 476 hours and are expected to exceed the service hours provided in 2018.
- The department processed 2,571 police information checks for 2018. As at Q2 of 2019, the department processed 42.8 per cent more PICs than the same reporting period for 2018.
- In 2018 the department processed 580 fingerprint submissions. As at Q2 of 2019, fingerprint submissions were 313 and trending to be higher than 2018 numbers.
- The annual prisoner count for 2018 was 1,356. As at Q2 of 2019, the prisoner count was 580 and trending to be less than 2018 numbers. The ratio of prisoners is 82.8 per cent municipal, 17.1 per cent provincial, and 0.2 per cent federal.
- The City recovered \$137,871 from the provincial Keep of Prisoners program in 2018 for the keep of provincial prisoners in the Campbell River lock-up facility. Revenues as at Q2 of 2019 were approximately \$38,790 and are expected to be under budget by year end.

Victim Services

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
356 - VICTIM SERVICES					
1 - Revenue					
Fees & Charges	(61,964)	(64,463)	(67,237)	(2,774)	4.3%
Other Revenue	(7,825)	-	-	-	0.0%
1 - Revenue Total	(69,789)	(64,463)	(67,237)	(2,774)	4.3%
2 - Expense					
Contracted Services	119	-	-	-	0.0%
Other Operating Expenses	2,819	15,770	15,770	-	0.0%
Utilities	242	400	400	-	0.0%
Wages & Benefits	42,579	93,663	98,444	4,781	5.1%
2 - Expense Total	45,759	109,833	114,614	4,781	4.4%
356 - VICTIM SERVICES Total	(24,030)	45,370	47,377	2,007	4.4%

Summary of Budget Changes from 2019 to 2020:

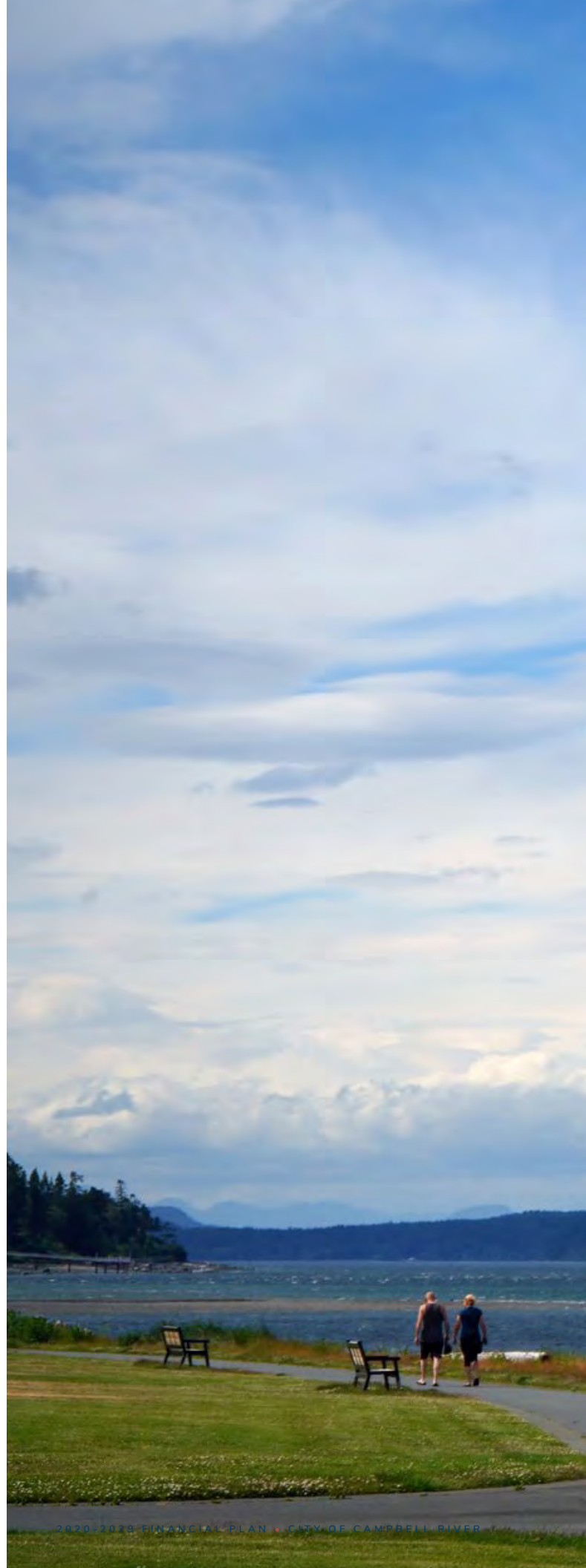
- Increase in wages and benefits partially offset by increase in funding.

2020 Goals, Objectives and Work plan:

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

2019 Highlights:

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



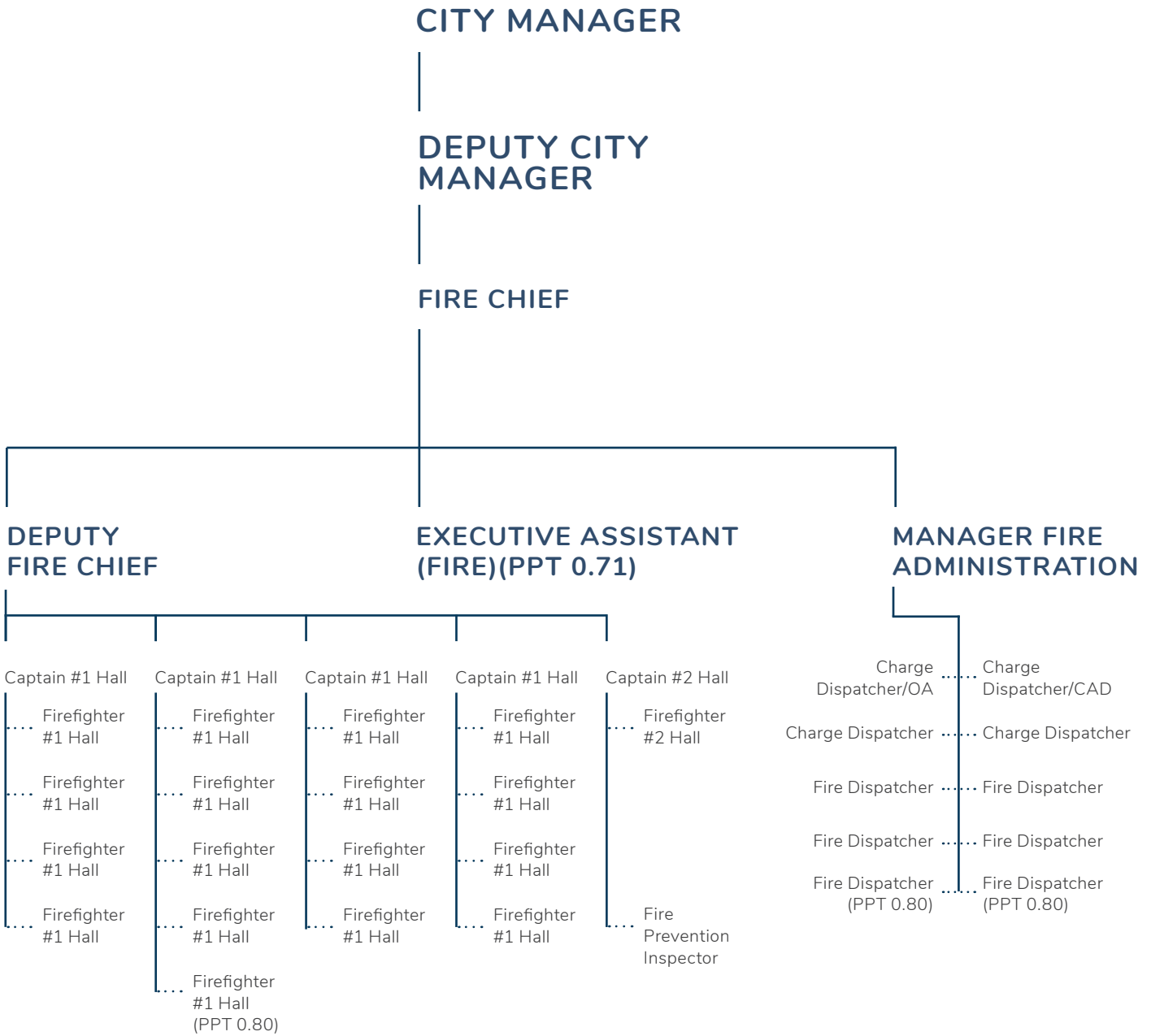
2020 BASE OPERATING BUDGET

Fire





Fire



Fire Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
FIRE					
1 - Revenue					
Fees & Charges	(1,793,382)	(1,825,500)	(1,880,200)	(54,700)	3.0%
Other Revenue	(23,261)	(20,473)	(20,683)	(210)	1.0%
1 - Revenue Total	(1,816,643)	(1,845,973)	(1,900,883)	(54,910)	3.0%
2 - Expense					
Contracted Services	340,933	341,197	327,197	(14,000)	(4.1%)
Insurance	39,565	38,220	40,131	1,911	5.0%
Other Operating Expenses	669,172	553,775	591,041	37,266	6.7%
Utilities	20,703	17,412	17,418	6	0.0%
Wages & Benefits	5,167,780	5,283,479	5,437,672	154,193	2.9%
2 - Expense Total	6,238,154	6,234,083	6,413,460	179,377	2.9%
FIRE Total	4,421,511	4,388,110	4,512,577	124,467	2.8%

Segment Variance

FIRE	
Increase to E911 fixed contract revenue	(44,000)
Increase to Fire revenue for services rendered to SRD, First Nations	(10,700)
Decrease to contracted services	(14,000)
Increase to software and licenses	9,400
Increased wages and benefits	154,193
Increase in training & development	11,250
Increase in supplies	9,600
Decrease in membership and fees	(3,200)
Increase to fleet and overhead cost allocations	11,204
Other changes	720
OVERALL SEGMENT VARIANCE	124,467
VARIANCE %	2.8%

Fire Protection

Campbell River fire services are delivered to the citizens of Campbell River, including three First Nation communities, and Area D of the Strathcona Regional District south of Campbell River. Fire protection services are maintained 24 hours a day and by 23 career firefighters, 52 auxiliary firefighters and one fire prevention officer.

Core department services:

- Fire suppression, emergency management, vehicle extrication, hazardous material response, environmental protection, pre-hospital emergency medical care, plus confined space, technical high angle rope and shore-based swift water rescues.
- Fire inspections and code enforcement.
- Fire and life safety public education.
- Enforcement of Fire Services Bylaw, Clean Air Bylaw, Fireworks Regulation Bylaw.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
322 - FIRE PROTECTION					
1 - Revenue					
Fees & Charges	(546,382)	(536,500)	(547,200)	(10,700)	2.0%
Other Revenue	(23,261)	(20,473)	(20,683)	(210)	1.0%
1 - Revenue Total	(569,643)	(556,973)	(567,883)	(10,910)	2.0%
2 - Expense					
Contracted Services	335,463	340,432	326,432	(14,000)	(4.1%)
Insurance	39,193	37,800	39,690	1,890	5.0%
Other Operating Expenses	619,217	515,708	552,764	37,056	7.2%
Utilities	17,943	16,112	16,118	6	0.0%
Wages & Benefits	4,111,680	4,194,575	4,303,782	109,207	2.6%
2 - Expense Total	5,123,496	5,104,627	5,238,787	134,160	2.6%
322 - FIRE PROTECTION Total	4,553,854	4,547,654	4,670,904	123,250	2.7%

Summary of Budget Changes from 2019 to 2020:

- Increase to Fire revenue for services rendered to the Strathcona Regional District, First Nations and Provincial Emergency Program.
- Increase in wages and benefits.
- Increase in training and development offset by slight decrease in contracted services.

2020 Goals, Objectives and Work Plan

- Continue to address strategic issues identified in the Fire Services Review.
- Complete detailed design of new fire station headquarters.
- Implement full-time staffing at No. 2 Fire Hall to seven days a week during the daytime hours.
- Improve fire equipment to serve Campbell River Airport.
- Improve fire fleet maintenance with EVT certified heavy-duty mechanic/firefighter.
- Acquire all-terrain UTV unit for technical rescue and wildland firefighting.
- Expand fire protection boundary to include Duncan Bay Rd.
- Take delivery of replacement fire apparatus.
- Replace two fire department small fleet vehicles.
- Roll-out Firefighter Training Program in collaboration with North Island College.
- Complete Flood Evacuation Route Plan.
- Complete update to Community Wildfire Protection Plan.
- Continue to seek grant funding opportunities to improve training and equipment.

2019 Highlights

- Continued to address strategic issues identified in the Fire Services Review.
- Completed feasibility study on fire station locations to meet the needs of the community.
- Municipal Fire Department to administer Campbell River Airport fire protection services.
- Implemented new training officer position.
- Initiated planning and an RFP for a replacement fire apparatus in 2020.
- Implemented new pre-incident planning software.
- Trained staff to wildland firefighter level 1 standard.
- Established structural protection sprinkler unit for wildland urban interface fires.
- Disposition of old Airport ARFF vehicle.
- Awarded RFP for update to Community Wildfire Protection Plan.
- Initiated FireSmart campaign in high-risk wildland interface areas.
- Developed FireSmart guide to landscaping specific to the Campbell River Coastal Region.
- Renewed mutual aid agreement with CFB Comox.
- Received over \$75,000 in grant funding through the UBCM Community Resiliency Investment Program.
- Renewed the collective agreement with the IAFF.

E-911

This department delivers effective and efficient fire dispatch services to seven regional districts (61 fire departments) throughout the North Island, Powell River region and Peace River region encompassing a total service area more than 176,000 square kilometres. Fire dispatch operations are maintained 24 hours a day with a total of 10 staff. The City has provided fire dispatch service since 1995 through a contract with the North Island 9-1-1 Corporation (NI 911).

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
323 - E-911					
1 - Revenue					
Fees & Charges	(1,247,000)	(1,289,000)	(1,333,000)	(44,000)	3.4%
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	(1,247,000)	(1,289,000)	(1,333,000)	(44,000)	3.4%
2 - Expense					
Contracted Services	5,470	765	765	-	0.0%
Insurance	372	420	441	21	5.0%
Other Operating Expenses	49,955	38,067	38,277	210	0.6%
Utilities	2,760	1,300	1,300	-	0.0%
Wages & Benefits	1,056,100	1,088,903	1,133,890	44,986	4.1%
2 - Expense Total	1,114,657	1,129,455	1,174,673	45,217	4.0%
323 - E-911 Total	(132,343)	(159,545)	(158,327)	1,217	(0.8%)

Summary of Budget Changes from 2019 to 2020:

- E-911 dispatch service fixed contract with NI-911 Corporation and Peace River Regional District revenue increase.
- Increase to wages and benefit transfers due to fixed rate NI-911 service contract.

2020 Goals, Objectives and Work Plan

- Increase technology to meet the needs of Next Generation 9-1-1.
- Ensure recruitment and training supports the fire dispatch centre's organizational needs.
- Continue to work with North Island 9-1-1 to expand our services to other regional districts in the Province. Increase technology redundancy and continually test our backup centre and business continuity plan to ensure that a single site disruption does not interrupt services.
- Create a work environment focused on wellness so that all emergency service employees can feel supported physically and mentally.

2019 Highlights

- Provide dispatch services for an estimated 24,000 fire and medical emergency incidents to Fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as, NFPA Standard 1061 - Professional Qualifications for Public Safety Telecommunications Personnel.
- Participate in feasibility study for new fire headquarters including fire dispatch center.
- Continue to seek expansion of service delivery area for fire dispatch.
- Complete Hazard, Risk, & Vulnerability Assessment on Fire Dispatch Primary and Back Up Center locations.
- Upgraded and expanded SCOUT Radio System for Fire Dispatch service.

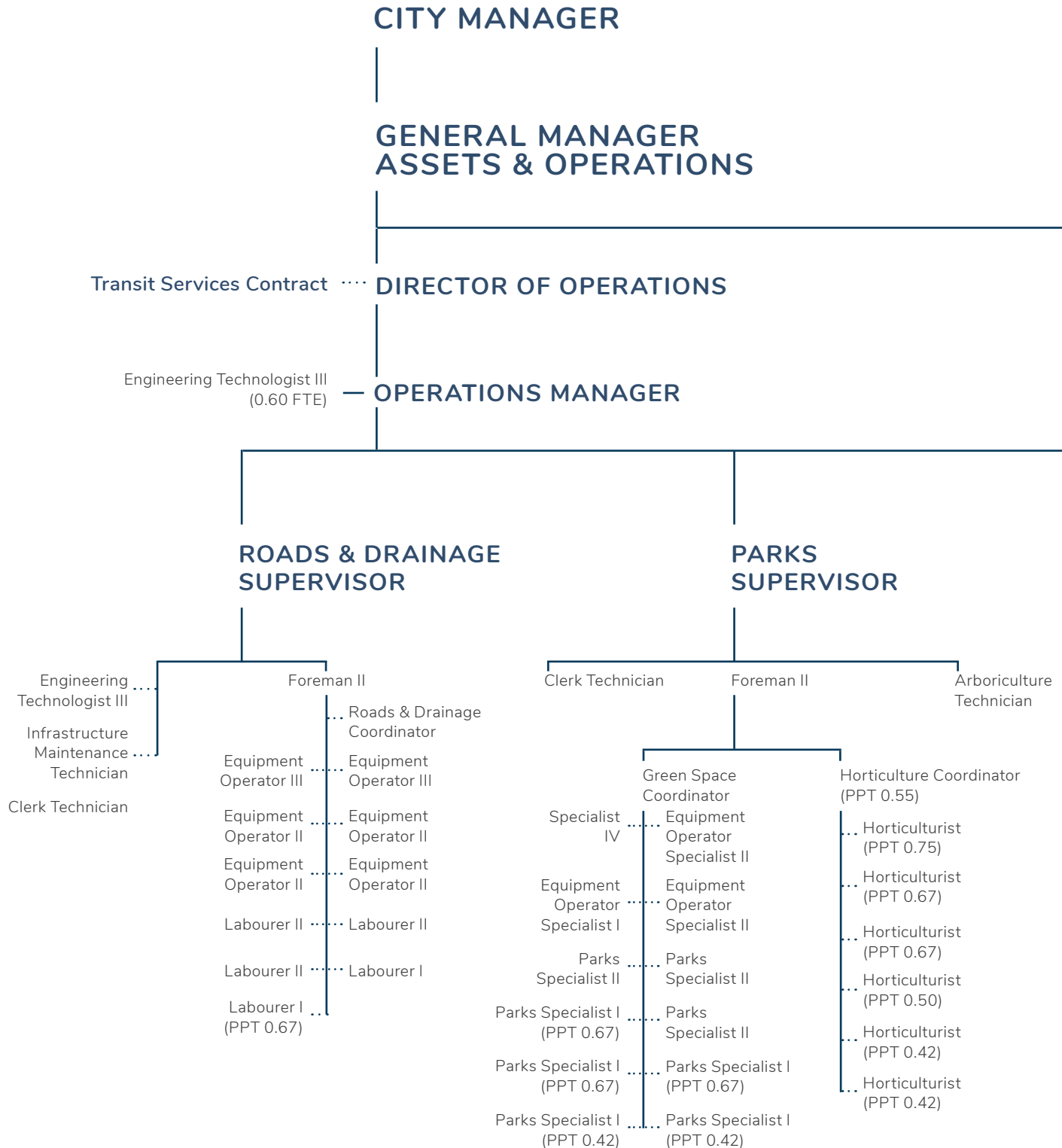
2020 BASE OPERATING BUDGET

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

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
ASSETS & OPERATIONS					
1 - Revenue					
Fees & Charges	(907,725)	(938,295)	(988,075)	(49,780)	5.3%
Investment Income	-	-	-	-	0.0%
Other Revenue	(167,603)	(87,900)	(87,400)	500	(0.6%)
Sales of Goods & Services	(39,763)	(51,357)	(51,357)	-	0.0%
1 - Revenue Total	(1,115,091)	(1,077,552)	(1,126,832)	(49,280)	4.6%
2 - Expense					
Contracted Services	3,366,054	3,791,076	3,697,003	(94,072)	(2.5%)
Insurance	175,159	179,002	216,432	37,431	20.9%
Other Operating Expenses	2,073,523	1,831,556	1,915,881	84,325	4.6%
Utilities	810,670	824,437	806,504	(17,933)	(2.2%)
Wages & Benefits	3,890,997	4,315,860	4,511,850	195,990	4.5%
2 - Expense Total	10,316,403	10,941,930	11,147,670	205,741	1.9%
ASSETS & OPERATIONS Total	9,201,312	9,864,378	10,020,839	156,461	1.6%

Segment Variance

ASSET & OPERATIONS	
Increased Public Transit revenue	(50,280)
Increase to ICBC insurance	37,131
Decrease to electricity and utilities	(17,933)
Increased wages and benefits	195,990
Increase to other costs for Public Transit	102,964
Decrease to Downtown Security Patrol (moved to Bylaw Enforcem.)	(75,000)
Decrease in rental housing maintenance	(10,000)
Decrease in contracted services to offset labour increase	(104,176)
Increase to supplies	10,525
Increase to fleet cost allocations	52,304
Other changes	14,936
OVERALL SEGMENT VARIANCE	156,461
VARIANCE %	1.6%

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).

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
400 - GM ASSETS & OPERATIONS					
2 - Expense					
Contracted Services	-	-	-	-	0.0%
Other Operating Expenses	18,424	24,400	24,400	-	0.0%
Utilities	839	660	660	-	0.0%
Wages & Benefits	187,472	190,789	87,418	(103,371)	(54.2%)
2 - Expense Total	206,735	215,849	112,478	(103,371)	(47.9%)
400 - GM ASSETS & OPERATIONS Total	206,735	215,849	112,478	(103,371)	(47.9%)

Summary of Budget Changes from 2019 to 2020:

- Decrease in wages and benefits from realignment of wage transfers (due to reorganization).

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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
448 - CAPITAL WORKS					
2 - Expense					
Contracted Services	463	500	500	-	0.0%
Other Operating Expenses	21,069	17,700	17,700	-	0.0%
Utilities	3,313	1,980	1,980	-	0.0%
Wages & Benefits	78,303	189,146	193,922	4,776	2.5%
2 - Expense Total	103,148	209,326	214,102	4,776	2.3%
448 - CAPITAL WORKS Total	103,148	209,326	214,102	4,776	2.3%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Highway 19A Phase 3 – complete construction of phase 2.
- Waterfront Sewer Upgrades – complete construction of phase 3.
- Hilchey Water main Renewal – complete design and construction.
- CIPP Sewer main Rehabilitation – complete design and construction.
- NWECE Electrical Upgrades – complete design and prepare for construction.
- Sportsplex Renovations – may complete design.
- Seagull Walkway – complete design and acquire necessary approvals.

2019 Highlights

- Highway 19A Phase 3 – construction of phase 1 completed. Design and approvals for Phase 2 completed.
- Waterfront Sewer Upgrades – Phase 2 – construction completed.
- Larwood Erickson Sewer main Replacement – construction completed.
- Fir Street Water main Replacement – construction completed.
- Garfield/Pengelly Water main Project – design and construction completed.
- CIPP Sewer main Rehabilitation – design and construction completed.
- Shetland PRV – construction completed.
- NWECE Biosolids Filed 1 rehabilitation – design and construction completed.
- Sportsplex Phase 1 Renovations – conceptual design completed.
- Seagull Walkway – condition assessment and conceptual design completed.
- NWECE Electrical Upgrades – consulting team contract executed.

Fleet & Facilities

This department is responsible for maintaining and managing the City's equipment fleet and facility portfolio, the operations dispatch centre at the Dogwood Operations Centre, and running central stores.

The department ensures safe operation and maintenance of the City's fleet (approximately 130 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 \$15 million. The City currently has two electric vehicles in its fleet and six hybrids.

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 \$80 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including downtown security patrol and networked video surveillance.

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.

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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
447 - FLEET					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	-	-	-	-	0.0%
2 - Expense					
Contracted Services	181,943	183,000	183,000	-	0.0%
Insurance	120,728	120,000	154,495	34,495	28.7%
Other Operating Expenses	541,533	462,860	466,910	4,050	0.9%
Utilities	2,925	2,800	2,800	-	0.0%
Wages & Benefits	401,558	450,774	478,301	27,527	6.1%
2 - Expense Total	1,248,687	1,219,434	1,285,506	66,072	5.4%
447 - FLEET Total	1,248,687	1,219,434	1,285,506	66,072	5.4%

Summary of Budget Changes from 2019 to 2020:

- Increase to ICBC insurance.
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Work towards the implementation of a new fleet maintenance / asset management software package.
- Replace up to seven fleet units including a backhoe, bucket truck, and toolcat.
- Refine departmental standard operating practices.
- Improve use of the City's fleet GPS/AVL location data to improve overall fleet efficiencies.
- Continue efforts to centralize management of the City's three vehicle and equipment fleets (General, light duty Fire, Airport) seeking operational efficiencies through corporate fleet management.

2019 Highlights

- Acquisition of several key fleet assets including the acquisition of a compacting small garbage collection vehicle for use by the Parks Department, a new robotic steep slope mower, and several pickup trucks for the Operations Department.
- Continued refinement of the fleet capital prioritization matrix for establishing the 10 year fleet capital replacement plan.
- Conducted a driver training initiative across the entire Operations Division.
- Developed and implemented a fuel polishing protocol for the City's 36 bulk fuel storage tanks.
- Began the implementation process for overhauling the City's pre and post trip vehicle inspection protocols.

Stores

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
449 - STORES					
2 - Expense					
Other Operating Expenses	(28,007)	(27,471)	(28,153)	(682)	2.5%
Utilities	564	260	260	-	0.0%
Wages & Benefits	79,841	86,420	87,860	1,440	1.7%
2 - Expense Total	52,398	59,209	59,967	758	1.3%
449 - STORES Total	52,398	59,209	59,967	758	1.3%

Summary of Budget Changes from 2019 to 2020:

- Increase to wages and benefits offset by increase in cost allocations.

2020 Goals, Objectives and Work Plan

- Continue with small capital renewal program, which provides replacement and acquisition of small value operational equipment.
- Review stock movements in an effort to streamline stores inventory carryings and maximize available space for the function.
- Maintain adjustment ratio for stores inventory sales under 3 per cent.
- Continue to improve organization of the Dogwood Operations Centre yard.
- Work with new Purchasing and Risk Management Department to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.

2019 Highlights

- Fully expended small capital renewal acquisition program to replace aging small equipment pool. 2019 acquisitions included expanded road safety equipment, generators, mobile water pumps, and a moderate duty concrete saw.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.

Facilities

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
450 - FACILITIES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	-	-	-	-	0.0%
2 - Expense					
Contracted Services	777,109	802,460	709,600	(92,860)	(11.6%)
Insurance	48,606	52,710	55,346	2,636	5.0%
Other Operating Expenses	190,478	128,202	141,771	13,569	10.6%
Utilities	158,051	174,426	171,909	(2,517)	(1.4%)
Wages & Benefits	470,847	472,671	441,968	(30,702)	(6.5%)
2 - Expense Total	1,645,091	1,630,469	1,520,594	(109,876)	(6.7%)
450 - FACILITIES Total	1,645,091	1,630,469	1,520,594	(109,876)	(6.7%)

Summary of Budget Changes from 2019 to 2020:

- Downtown Security Patrol budget moved to Bylaw.
- Increase in equipment use charges.
- Decrease to wages and benefits from introduction of wage transfers for dispatch services.

2020 Goals, Objectives and Work Plan

- 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.
- Work with a variety of departments to update and put into practice the City's Contractor Coordination policies.
- Working with the Capital Works and Recreation Departments to undertake a major capital refit of the Sportsplex including replacement of the roof, major HVAC systems, and gym floor.
- Review project coordination and project management protocols in order to streamline medium to large sized operational projects.

2019 Highlights

- Finalized staff relocations and office changes required as a result of the Strategic Management Plan.
- Enhanced access control / digital alarm access at a number of facilities.
- Worked with the Recreation Department to complete a heritage restoration of Walter Morgan Studio at the Sybil Andrews property.
- Completed a rehabilitation of the Willow Point Park upper storage facility.
- Implemented fall protection systems and new fall protection protocols for roof access at 12 City facilities.
- Undertook major life cycle rehabilitation work at Centennial Pool including replacement of mechanical systems, the boiler, roofs on both structures, and the pool gutter.
- Completed safety improvements to the DOC front counter as well as minor interior renovations throughout the facility to address space issues.
- Initiated a rehabilitation of the City Hall 2nd floor foyer aimed at improving the overall customer experience.

Transportation Management

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

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
501 - TRANSPORTATION					
2 - Expense					
Insurance	72	-	-	-	0.0%
Other Operating Expenses	8,692	4,150	4,150	-	0.0%
Utilities	1,478	1,000	1,000	-	0.0%
Wages & Benefits	195,436	193,747	168,881	(24,866)	(12.8%)
2 - Expense Total	205,677	198,897	174,031	(24,866)	(12.5%)
501 - TRANSPORTATION Total	205,677	198,897	174,031	(24,866)	(12.5%)

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits partially offset by increased transfers to other departments.

Roads

The Roads Department is responsible for maintenance of the City's 280km road network.

Core department services:

- Road and sidewalk maintenance.
- Snow and ice control.
- Regulatory signage.
- Traffic signals.
- Street lighting.
- Public parking lot maintenance.
- 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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
532 - ROADS					
1 - Revenue					
Fees & Charges	(8,435)	(500)	-	500	(100.0%)
Other Revenue	(77,207)	(35,500)	(35,000)	500	(1.4%)
1 - Revenue Total	(85,642)	(36,000)	(35,000)	1,000	(2.8%)
2 - Expense					
Contracted Services	375,648	409,142	409,142	-	0.0%
Insurance	369	475	484	9	2.0%
Other Operating Expenses	711,665	683,443	696,293	12,850	1.9%
Utilities	464,904	529,521	505,442	(24,079)	(4.5%)
Wages & Benefits	1,090,859	1,115,359	1,226,058	110,699	9.9%
2 - Expense Total	2,643,446	2,737,939	2,837,419	99,480	3.6%
532 - ROADS Total	2,557,803	2,701,939	2,802,419	100,480	3.7%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits due to canceled wage transfers to capital projects – labour is now coded directly to capital.
- Increase in fleet equipment cost allocation.
- Decrease in Utilities to align with actual costs.

2020 Goals, Objectives and Work Plan

- Continue asphalt overlay as per the pavement management plan developed in 2018.
- Install curb, gutter and sidewalk on Cheviot Road.
- Continue sidewalk inspection and repair program.
- Create on-line form for citizens to request street light fixes.
- Complete section of Island Highway between 5th and 6th Avenue.
- Complete master transportation plan and Dogwood corridor plan.

2019 Highlights

- Responded to more than 1,800 service requests.
- Completed road overlays on the Island Hwy, 10th Ave, Elm street and Garnet Ave.(pending), and installed four sets of pedestrian controlled crossings along the Island Hwy at 2nd, 5th and 6th Avenues and as a replacement for the overhead signal at the Maritime Heritage Centre.
- Lower parking lot at City Hall received new asphalt and upgraded drainage.
- Installed new sidewalks on South McPhederan Street (in progress).

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, BC Transit and Watson and Ash Transportation Ltd. Service includes both conventional transit service and custom service for specialized transportation needs.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
536 - PUBLIC TRANSIT					
1 - Revenue					
Fees & Charges	(871,922)	(908,795)	(959,075)	(50,280)	5.5%
Investment Income	-	-	-	-	0.0%
Other Revenue	(24,686)	(25,000)	(25,000)	-	0.0%
1 - Revenue Total	(896,608)	(933,795)	(984,075)	(50,280)	5.4%
2 - Expense					
Contracted Services	1,835,313	2,075,518	2,178,481	102,964	5.0%
Other Operating Expenses	65,646	57,950	58,989	1,039	1.8%
Wages & Benefits	30,864	33,914	35,197	1,283	3.8%
2 - Expense Total	1,931,823	2,167,381	2,272,667	105,286	4.9%
536 - PUBLIC TRANSIT Total	1,035,214	1,233,586	1,288,592	55,006	4.5%

Summary of Budget Changes from 2019 to 2020:

- Increase in fare revenue effective April 2020.
- Increase to BC Transit contract.
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Continue to review changes made to the system in the fall of 2017 and look at additional options to address further improvements to the system late in 2020/21.
- Continue to add transit shelters and improve stop locations both within the City and in Area D in partnership with MOTI.
- Continue to implement short and medium term recommendations of the Transit Futures Plan.
- Implement a proposed fare increase in April 2020.
- Continue to look for opportunities to promote monthly/semester fare products.
- Continue to look at ways to promote the community's awareness of transit services such as Bus to Work week.
- Make minor changes to the routes and schedules, effective January 6, 2020, in order to address some of the concerns from the 2017 change. Mostly "filling in" on some routes.

2019 Highlights

- Applied changes in April to the #7 Petersen route to better serve seniors in the Ironwood area. The bus now routes along Ironwood, then along 13th Avenue. In addition, the bus route was modified to run through the hospital site, rather than around it.
- Installed (or in process of installing) eight new transit shelters. Shelters were installed at:
 - Dogwood, southbound, at 16th Avenue (Mariner Square).
 - South Dogwood, northbound, at Evergreen Road.
 - South Alder, northbound at Holm (Southgate Middle School).
 - Hospital site, northbound.
- It is anticipated that shelters will be installed at these locations prior to year's end:
 - Erickson, westbound, at Nodales.
 - Ironwood, southbound, at 14th Avenue.
 - South Dogwood, northbound at Pinecrest (Strathcona Gardens).
 - South Dogwood, southbound at Pinecrest.
- Paved four bus bay pull-outs on Highway 19A in the Regional District, through the Minor Betterments Grant (full funding from the BC Ministry of Transportation and Infrastructure). Pull-outs are located at:
 - Highway 19A, northbound at McGimpsey Road.
 - Highway 19A, northbound at Seawave Road.
 - Highway 19A, northbound at Lynnwood Road.
 - Highway 19A, southbound at Heard Road.
- Expanded Handy Dart hours. New hours are Monday to Friday 7am to 7pm and Saturday 9am to 7:30pm. Previous times were weekday 8am to 4pm and Saturday 9am to 4:30pm. Effective August, 2019.





Parks

This department implements the Strategic Parks Plan and Parks Parcel Tax projects and is responsible for the cemetery operations and day-to-day management of 337 acres of parks, sports fields, trails, public open spaces and playgrounds. Facilities include Splashpark, Skatepark, Spirit Square, Sybil Andrews Cottage, tennis courts, soccer and baseball facilities 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, 220 garbage receptacles and 24 outdoor washrooms.

Core department services:

- Banner program, decorative lighting.
- Seawalk, 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).

Within the 337 acres, there are 76 active parks and 2 cemeteries that require a maintenance program in turf, irrigation, horticulture and general appearance. The department also manages the implementation of the Strategic Parks Plan, parks and green space planning, implementation of Parks Parcel Tax projects as approved by City Council, participation and liaison with various community members, groups and committees regarding matters relating to parks.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
720 - PARKS					
1 - Revenue					
Fees & Charges	(27,367)	(29,000)	(29,000)	-	0.0%
Other Revenue	(52,484)	(15,000)	(15,000)	-	0.0%
1 - Revenue Total	(79,851)	(44,000)	(44,000)	-	0.0%
2 - Expense					
Contracted Services	190,063	299,270	206,640	(92,630)	(31.0%)
Insurance	5,339	5,775	6,064	289	5.0%
Other Operating Expenses	518,360	468,842	520,122	51,280	10.9%
Utilities	175,276	111,695	120,249	8,553	7.7%
Wages & Benefits	1,296,374	1,533,405	1,737,886	204,482	13.3%
2 - Expense Total	2,185,412	2,418,987	2,590,961	171,974	7.1%
720 - PARKS Total	2,105,562	2,374,987	2,546,961	171,974	7.2%

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
752 - CEMETERIES					
1 - Revenue					
Other Revenue	(13,226)	(12,400)	(12,400)	-	0.0%
Sales of Goods & Services	(39,763)	(51,357)	(51,357)	-	0.0%
1 - Revenue Total	(52,989)	(63,757)	(63,757)	-	0.0%
2 - Expense					
Contracted Services	5,515	21,186	9,640	(11,546)	(54.5%)
Insurance	44	42	44	2	5.0%
Other Operating Expenses	25,662	11,480	13,700	2,220	19.3%
Utilities	3,321	2,094	2,204	110	5.2%
Wages & Benefits	59,443	49,636	54,358	4,722	9.5%
2 - Expense Total	93,985	84,438	79,946	(4,492)	(5.3%)
752 - CEMETERIES Total	40,996	20,681	16,189	(4,492)	(21.7%)

Summary of Budget Changes from 2019 to 2020:

- Decrease in contracted services to offset increase in auxiliary labour.
- Increase in fleet equipment cost allocation.
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Continue maintenance of Campbell River's greenspace and horticulture areas.
- Continue working on asset management plan for parks standards.
- Annual foreshore restoration project.
- Facilitate development of the Parks information and sign program.
- Facilitate development of the Parks Irrigation Strategy.
- Implement fences upgrades and replacements in Parks.
- Implement Asset Management – Park Infrastructure Renewal.
- Implement Urban Forestry Management within the City.
- Upgrade the field lighting system at Willow Point Park.

2019 Highlights

- Installation of irrigation, landscaping, and underground electric was completed at Discovery walkway.
- Completion of main electric box upgrade at Willow Point Park.
- Completion of Bike Skills Park at Willow Park.
- Completion of stairway at City Hall to provide safe access to lower parking for staff.
- Hiring of an Arboriculture Technician to start work on Urban Forestry Management Plan.
- Placement of bear proof garbage cans around Beaver Lodge Lands.
- Projected number of service requests for 2019 is approximately 490.

Cemeteries

2020 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).

2019 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.



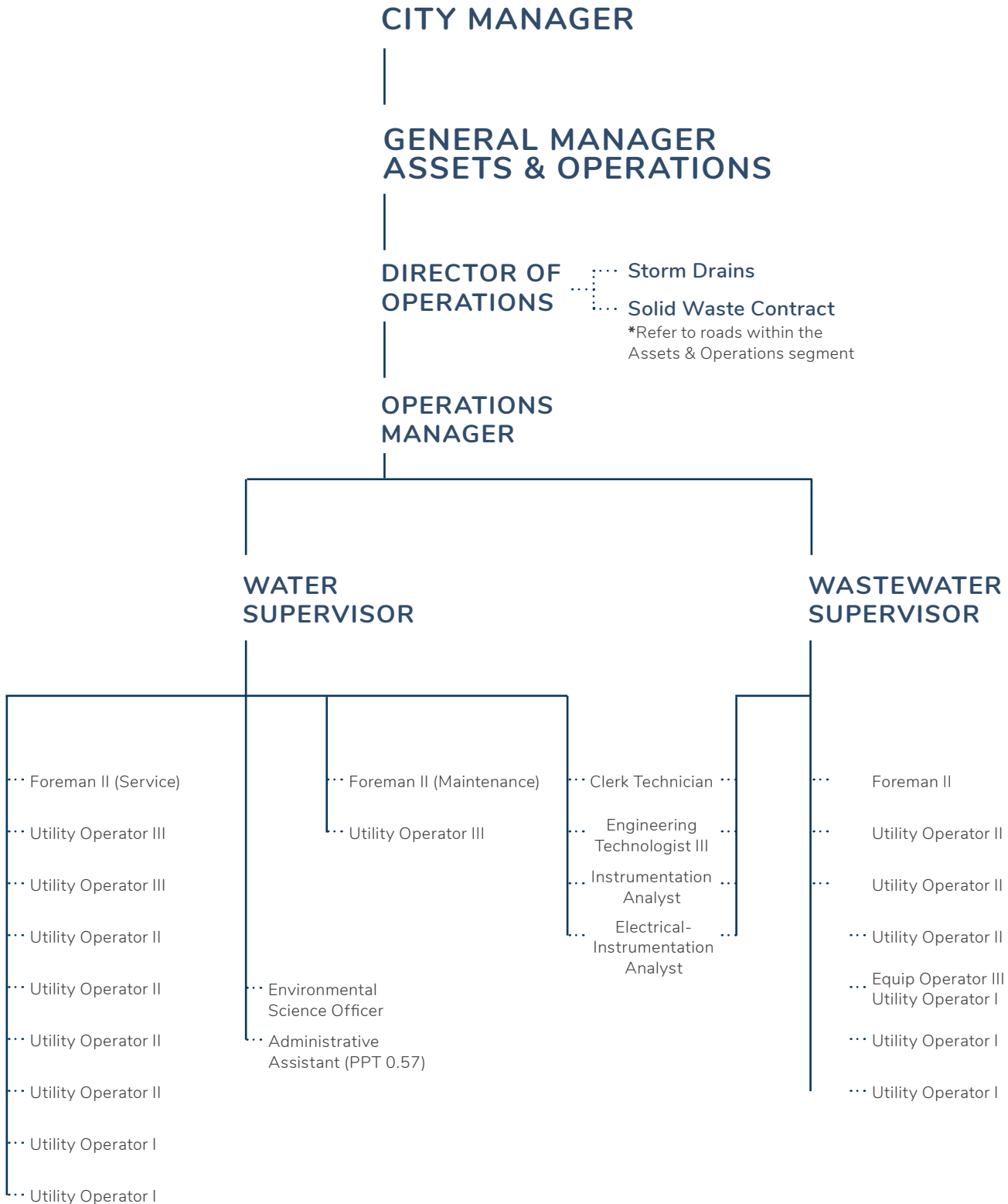
2020 BASE OPERATING BUDGET

Utilities





Utilities



Utilities Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
UTILITIES					
1 - Revenue					
Fees & Charges	(16,161,724)	(15,818,011)	(17,247,824)	(1,429,813)	9.0%
Investment Income	(321,692)	(78,000)	(76,500)	1,500	(1.9%)
Other Revenue	(457,474)	(403,194)	(386,946)	16,248	(4.0%)
Sales of Goods & Services	(34,340)	(30,000)	(30,000)	-	0.0%
Tax Revenue	(742,943)	(758,900)	(756,000)	2,900	(0.4%)
Transfers from own funds	-	-	-	-	0.0%
1 - Revenue Total	(17,718,174)	(17,088,105)	(18,497,270)	(1,409,165)	8.2%
2 - Expense					
Amortization Expense	-	-	-	-	0.0%
Contracted Services	2,510,181	2,814,988	2,901,609	86,621	3.1%
Insurance	79,175	84,960	87,139	2,179	2.6%
Other Operating Expenses	2,185,726	2,489,540	2,653,382	163,843	6.6%
Transfers from own funds	38,486	-	-	-	0.0%
Utilities	1,083,446	1,112,782	1,115,825	3,043	0.3%
Wages & Benefits	3,022,338	3,205,319	3,312,933	107,614	3.4%
2 - Expense Total	8,919,352	9,707,589	10,070,888	363,300	3.7%
UTILITIES Total	(8,798,822)	(7,380,516)	(8,426,382)	(1,045,866)	14.2%

Segment Variance

UTILITIES	
Increase for solid waste user fees	(147,396)
Increase for sewer user fees	(433,744)
Increase for water user fees	(848,673)
Decrease in Water Provincial grant revenue	10,000
Increase in membership and fees	17,730
Increase to fleet and overhead cost allocations	35,019
Increase to water supply costs	103,536
Increase to Emterra contract and other costs	86,621
Increase in wages and benefits	107,614
Other changes	23,427
OVERALL SEGMENT VARIANCE	(1,045,866)
VARIANCE %	14.2%

Water

The City of Campbell River aims to consistently meet community service expectations with cost-effective delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water. The City owns and operates a water distribution system that provides high-quality potable water and water flow for fire protection to more than 40,400 people, including bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The water system includes protection of an 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible.

Water is delivered to the community through more than 300 kilometres of water main, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
590 - WATER					
1 - Revenue					
Fees & Charges	(8,172,721)	(7,723,227)	(8,571,900)	(848,673)	11.0%
Investment Income	(132,579)	(14,000)	(12,500)	1,500	(10.7%)
Other Revenue	(75,648)	(10,000)	-	10,000	(100.0%)
Tax Revenue	(23,588)	(4,300)	(4,300)	-	0.0%
Transfers from own funds	-	-	-	-	0.0%
1 - Revenue Total	(8,404,536)	(7,751,527)	(8,588,700)	(837,173)	10.8%
2 - Expense					
Amortization Expense	-	-	-	-	0.0%
Contracted Services	353,103	363,531	363,531	-	0.0%
Insurance	38,545	43,571	45,750	2,179	5.0%
Other Operating Expenses	1,272,787	1,530,273	1,667,687	137,414	9.0%
Transfers from own funds	2,688	-	-	-	0.0%
Utilities	179,741	181,614	187,712	6,098	3.4%
Wages & Benefits	1,697,734	1,867,225	1,927,877	60,652	3.2%
2 - Expense Total	3,544,597	3,986,214	4,192,557	206,343	5.2%
590 - WATER Total	(4,859,938)	(3,765,313)	(4,396,143)	(630,830)	16.8%

Summary of Budget Changes from 2019 to 2020:

- Increase in water user fees as per bylaw and new development.
- Increase in BC Hydro water supply cost.
- Increase in wages and benefits including wage transfer from Facilities for dispatch services.

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.

2020 Goals, Objectives and Work Plan

- Completion of the North Water System connection to the Campbell River Water Supply Centre.
- SCADA upgrades.
- Design and construction of Petersen/Shetland pressure reducing valve.
- Concept design for Area D connection improvements.
- Concept design for CRIB-CCR water connection improvements.
- Continue to work with BC Hydro on water security.

2019 Highlights

- Completion of main renewal projects – Fir Street and Garfield Road.
- Approximately 1,100 fire hydrant inspections.
- Connecting the North Water System to the new Campbell River Water Supply Centre.
- Water Conservation Initiatives (on-going).
- High-resolution aerial imaging for the John Hart Community Watershed (on-going).

Wastewater

This department provides collection and treatment of sanitary sewage for the City of Campbell River and First Nation neighbours at the Norm Wood Environmental Centre (NVEC). This plant treats an average of 14 million litres of wastewater a day collected via 260 kilometres of pipe and through 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
580 - SEWER					
1 - Revenue					
Fees & Charges	(6,009,951)	(6,047,256)	(6,481,000)	(433,744)	7.2%
Investment Income	(188,822)	(63,000)	(63,000)	-	0.0%
Other Revenue	(12,856)	(3,000)	-	3,000	(100.0%)
Tax Revenue	(719,356)	(754,600)	(751,700)	2,900	(0.4%)
Transfers from own funds	-	-	-	-	0.0%
1 - Revenue Total	(6,930,985)	(6,867,856)	(7,295,700)	(427,844)	6.2%
2 - Expense					
Contracted Services	256,457	509,500	509,500	-	0.0%
Insurance	40,631	41,389	41,389	-	0.0%
Other Operating Expenses	749,314	769,078	795,715	26,637	3.5%
Transfers from own funds	33,581	-	-	-	0.0%
Utilities	326,417	375,225	364,670	(10,555)	(2.8%)
Wages & Benefits	1,049,378	1,113,237	1,171,629	58,392	5.2%
2 - Expense Total	2,455,778	2,808,429	2,882,903	74,474	2.7%
580 - SEWER Total	(4,475,207)	(4,059,427)	(4,412,797)	(353,370)	8.7%

Summary of Budget Changes from 2019 to 2020:

- Increase in sewer user fees as per bylaw and new development.
- Loss of lease revenue from Emcon with the purchase of the salt storage facility in 2019.
- Increase in government regulated membership fees and fleet cost allocations offset by reduced electricity costs.
- Increase in wages and benefits including wage transfer from Facilities for dispatch services.

2020 Goals, Objectives and Work Plan

- NVEC generator installation.
- NVEC electrical upgrades.
- NVEC digester upgrade design.
- NVEC Septage Receiving Station Upgrades – if approved.
- Modifications of biosolids land application site Field #2.
- Lift Station #13 exterior wall sealing.
- Replacement of 8 forcemain air relief valves.
- Implementation of in-house CCTV Program – If approved.
- Waterfront sewer system upgrades phase III.

2019 Highlights

- Waterfront sewer system upgrades Phase II.
- Chemical Grouting of 14 sewer mains – in progress as of Oct 30th, 2019.
- Sewer flushing (30 km).
- Sewer trenchless point repairs (13 repairs).
- Update of confined space entry procedures – in progress as of Oct 30th, 2019.
- Modifications of biosolids land application site Field #1.
- Continue update of confined space entry procedures – in progress as of Oct 30th, 2019.
- Installation of automatic cleaners at Lift Stations #12, #13 and #14 – in progress as of Oct 30th, 2019.
- NVEC outfall receiving environment monitoring program completed.
- Lift Station #11 siding and mansards – in progress as of Oct 30th, 2019.
- Lift Station #11 roof replacement – in progress as of Oct 30th, 2019.
- NVEC Sludge pump station #1 roof and skylights – in progress as of Oct 30th, 2019.
- Construction of Erickson and Harrogate sewer system upgrade.
- Replacement of eight forcemain air relief valves – in progress as of Oct 30th, 2019.
- NVEC electrical assessment completed.
- In progress: sewer main renewal (various locations including 16th and Dogwood, 16th Avenue, Shoppers Row, etc.).

Drainage (Storm Drains)

Crews are responsible for drainage and conveyance of storm water, including the maintenance of detention ponds, storm pipes, manholes, City ditches and catch basins.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
550 - STORM DRAINS					
1 - Revenue					
Fees & Charges	(60)	(1,000)	(1,000)	-	0.0%
Investment Income	(292)	(1,000)	(1,000)	-	0.0%
Other Revenue	(4,983)	-	-	-	0.0%
1 - Revenue Total	(5,334)	(2,000)	(2,000)	-	0.0%
2 - Expense					
Contracted Services	176,688	123,750	123,750	-	0.0%
Other Operating Expenses	75,857	95,720	96,920	1,200	1.3%
Utilities	1,288	660	660	-	0.0%
Wages & Benefits	202,021	160,261	163,228	2,967	1.9%
2 - Expense Total	455,853	380,391	384,558	4,167	1.1%
550 - STORM DRAINS Total	450,519	378,391	382,558	4,167	1.1%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

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

2019 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.

Core department services:

- Weekly garbage and recycling collection.
- Yard waste collection (beginning of March through November).
- Year-round yard waste drop-off centre.
- Information on recycling for large items, appliances and materials not accepted curbside.
- Waste reduction tips provided in local media, brochures and via social media.
- Liaison with Comox Strathcona Solid Waste Services.
- Participation in Recycle BC recycling incentive program.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
539 - SOLID WASTE					
1 - Revenue					
Fees & Charges	(1,978,992)	(2,046,528)	(2,193,924)	(147,396)	7.2%
Other Revenue	(363,987)	(390,194)	(386,946)	3,248	(0.8%)
Sales of Goods & Services	(34,340)	(30,000)	(30,000)	-	0.0%
1 - Revenue Total	(2,377,319)	(2,466,722)	(2,610,870)	(144,148)	5.8%
2 - Expense					
Contracted Services	1,723,933	1,818,207	1,904,828	86,621	4.8%
Other Operating Expenses	87,767	94,469	93,060	(1,408)	(1.5%)
Transfers from own funds	2,218	-	-	-	0.0%
Utilities	576,000	555,283	562,783	7,500	1.4%
Wages & Benefits	73,206	64,596	50,199	(14,397)	(22.3%)
2 - Expense Total	2,463,123	2,532,555	2,610,870	78,316	3.1%
539 - SOLID WASTE Total	85,804	65,833	(0)	(65,833)	(100.0%)

Summary of Budget Changes from 2019 to 2020:

- Increase in solid waste user fees as per bylaw and increase in number of households.
- Increase in garbage and recycling rates as per contract with Emterra.
- Increase in tipping fees.
- Decrease in wages and benefits from realignment of wage transfers.

2020 Goals, Objectives and Work Plan

- Commence a new contract for delivery of curbside services.
- Continue to increase waste diversion through the Recycle BC recycling program.
- Develop new advertising/messaging to promote waste diversion and recycling programs.
- Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Continue to work with CVRD to develop curbside organics program in conjunction with the building of a new regional organics facility in Campbell River.
- Explore options for new service delivery with the addition of curbside organics to further reduce waste going to the regional landfill.
- Participate in Regional Solid Waste Management Advisory Committee.

2019 Highlights

- Ongoing work with the Comox Valley Regional District for the establishment of a an organics processing facility in Campbell River.
- Entered in to an new agreement with Recycle BC (previously Multi Material BC) for community subsidies to assist with the cost to provide recycling services.
- Works to renew the existing curbside and yard waste contract for the community.
- Look for additional partnerships with Recycle BC to continue to enhance community recycling programs both on the curbside collect as community based programs through service providers.





2020 BASE OPERATING BUDGET

Community Development



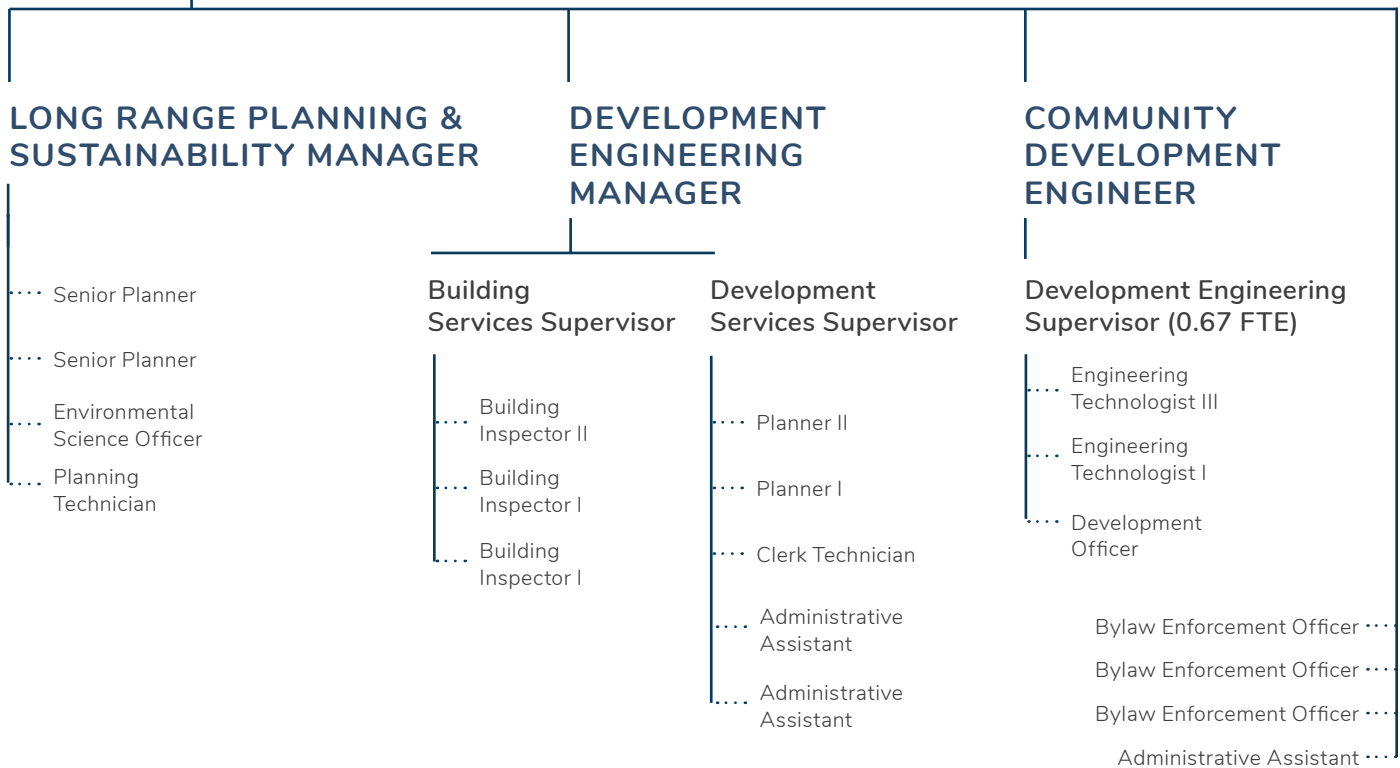


Community Development

CITY MANAGER

GENERAL MANAGER COMMUNITY DEVELOPMENT

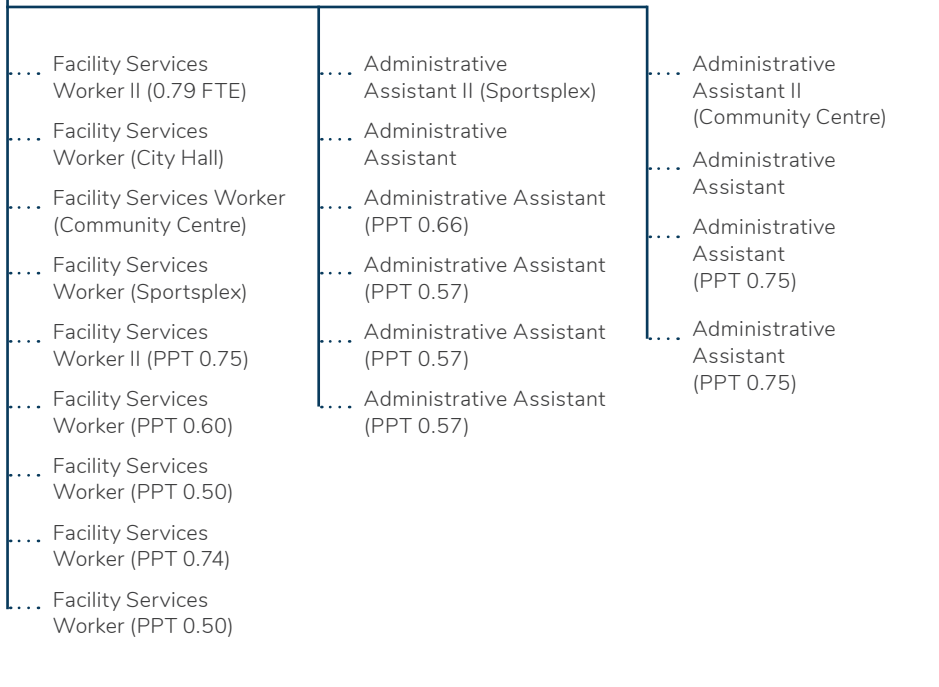
DIRECTOR OF PLANNING Bylaw Enforcement & Animal Control Contract



RECREATION & CULTURE MANAGER

RECREATION & CULTURE SUPERVISOR (OPERATIONS)

RECREATION & CULTURE SUPERVISOR (PROGRAMS)

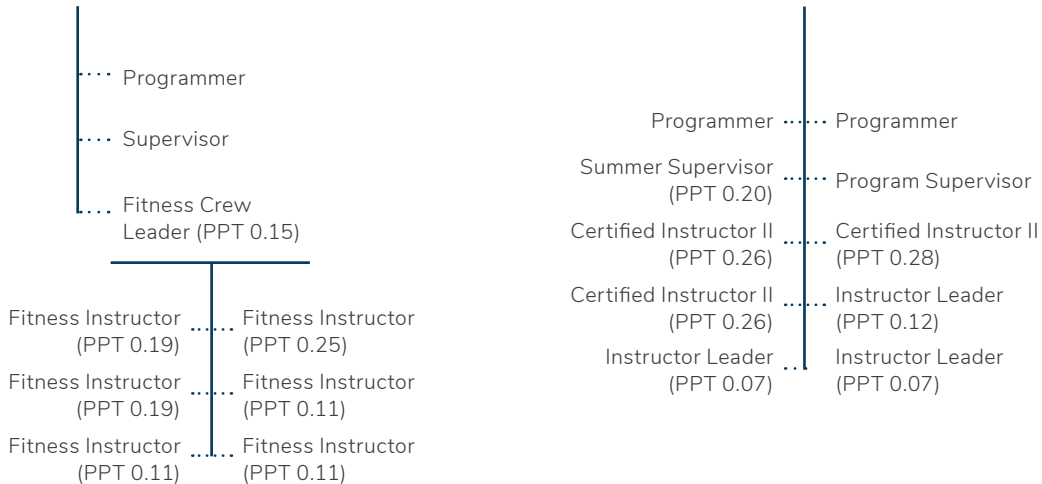


Program Coordinator

Program Coordinator (0.57 FTE)

Program Coordinator

Program Coordinator



Community Development Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
COMMUNITY DEVELOPMENT					
1 - Revenue					
Fees & Charges	(2,121,847)	(1,836,000)	(1,859,750)	(23,750)	1.3%
Other Revenue	(278,369)	(353,039)	(178,074)	174,965	(49.6%)
Sales of Goods & Services	(42,451)	(23,000)	(22,135)	865	(3.8%)
1 - Revenue Total	(2,442,668)	(2,212,039)	(2,059,960)	152,080	(6.9%)
2 - Expense					
Contracted Services	712,586	527,444	605,815	78,371	14.9%
Debt Servicing	-	-	-	-	0.0%
Insurance	18,261	19,806	20,756	950	4.8%
Other Operating Expenses	615,286	569,807	585,440	15,633	2.7%
Utilities	143,052	137,613	142,997	5,384	3.9%
Wages & Benefits	4,453,911	5,139,866	5,371,405	231,539	4.5%
2 - Expense Total	5,943,096	6,394,537	6,726,413	331,877	5.2%
COMMUNITY DEVELOPMENT Total	3,500,428	4,182,497	4,666,454	483,956	11.6%

Segment Variance

COMMUNITY DEVELOPMENT	
Increase in business license fee revenue	(20,000)
Decrease in planning & development grant revenue	175,000
Increase to Downtown Security Patrol (transferred from Facilities)	75,000
Increase in electricity and utilities	5,384
Increase in training & development	10,800
Increase to Recreation wages and benefits	105,483
Increase to Development Services wages and benefits	112,845
Increase labour costs for remaining staff	13,211
Other changes	6,233
OVERALL SEGMENT VARIANCE	483,956
VARIANCE %	11.6%

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).

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
300 - GM COMMUNITY DEVELOPMENT					
2 - Expense					
Contracted Services	3,461	-	-	-	0.0%
Other Operating Expenses	37,441	36,450	39,450	3,000	8.2%
Utilities	1,343	660	660	-	0.0%
Wages & Benefits	173,856	186,125	191,936	5,811	3.1%
2 - Expense Total	216,101	223,235	232,046	8,811	3.9%
300 - GM COMMUNITY DEVELOPMENT Total	216,101	223,235	232,046	8,811	3.9%

Summary of Budget Changes from 2019 to 2020:

- Increase to wages and benefits.

Long Range Planning & Sustainability

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

Development Services

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

This department aims to provide timely, high-quality community service related to engineering, building and assistance on all aspects of current land use planning and development.

Core department services:

- Business licensing.
- Development applications (Official Community Plan amendment, rezoning, subdivision, development permit, variance permit and Agricultural Land Reserve applications).
- Building permits and inspections.
- Engineering infrastructure review and approvals related to subdivision, development and building.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
502 - PLANNING & DEVT SVCS					
1 - Revenue					
Fees & Charges	(1,088,642)	(883,100)	(903,100)	(20,000)	2.3%
Other Revenue	(200,709)	(283,500)	(108,500)	175,000	(61.7%)
Sales of Goods & Services	(32,725)	(10,000)	(10,000)	-	0.0%
1 - Revenue Total	(1,322,076)	(1,176,600)	(1,021,600)	155,000	(13.2%)
2 - Expense					
Contracted Services	262,667	109,500	109,500	-	0.0%
Other Operating Expenses	162,898	158,155	160,755	2,600	1.6%
Utilities	6,113	6,620	6,620	-	0.0%
Wages & Benefits	1,421,822	1,933,100	2,045,945	112,845	5.8%
2 - Expense Total	1,853,500	2,207,376	2,322,820	115,445	5.2%
502 - PLANNING & DEVT SVCS Total	531,425	1,030,776	1,301,220	270,445	26.2%

Summary of Budget Changes from 2019 to 2020:

- Increase to business license revenue.
- Decrease to grant funding.
- Increase to wages and benefits due to addition of a new 2019 approved Building Inspector 2 position.

2020 Long Range Planning & Sustainability Goals, Objectives and Work Plan

- Coordinate the City's Affordable Housing initiatives, including development of partnerships with BC Housing and local not-for-profit organizations.
- Continue to progress a program of incremental amendments to the Zoning Bylaw to achieve consistency with the OCP.
- Coordinate the City's Climate Adaptation Strategy Development.
- Oversee the implementation of City's sea level rise planning work having adopted corporate Sea Level Rise strategy: Zoning Bylaw/OCP amendment, Floodplain Bylaw adoption, rainfall and creek flow monitoring.
- Coordinate and enhance the City's Downtown Revitalization programs including: the Downtown Small Initiatives Fund, and support the CR Live Street event series.
- Follow downtown food truck pilot program with permanent regulatory regime.
- Oversee the City's Beautification Program with BIAs and neighbourhood associations.
- Reduce environmental impacts and support stewardship services to the community through development permit reviews, liaising with community organizations, invasive species removal, and supporting the City's restoration projects.
- Work towards a policy to guide services on the City's Environmentally Sensitive Lands and that recognizes them as municipal natural assets (green infrastructure).
- Project manage development of Parks and Recreation Strategic Plan.
- Assist with the Nunns Creek Master Planning process and management planning process.
- Progress development and adoption of tree protection bylaw.
- Work with Parks department to deliver objectives of Urban Forest Management Plan.
- Annual update of OCP Environmentally Sensitive Area map features, and associated changes to EP and Zoning Bylaws.
- Demonstrate leadership in climate action through annual greenhouse gas emission reporting and emission reduction initiatives, including the Energy Step Code and Power Down Campbell River.
- Participate in EcoCity pilot project.
- Support the Campbellton Neighbourhood Association in developing the Airplane Entrance Feature concept and implementing their five year beautification plan.
- Lead the development of the Art in Public Spaces Master Plan.
- Support social planning, including addressing downtown safety, homelessness, and community opioid crisis response efforts.
- Collaborate with the Strathcona Health Network on the next phase of Affordable Housing plans for Campbell River and liaise with the Campbell River Coalition to End Homelessness.
- Prepare and adopt a Housing Needs Report.
- Investigate potential use of new zoning powers for rental housing, announced by the Province.
- Continue OCP housing growth review and implement associated follow-up actions.
- Assist Economic Development with collecting land supply statistics.
- Continue to participate as a pilot community in the national Smart Energy Communities Scorecard initiative.
- Complete required amendments to the Zoning Bylaw to achieve consistency with the OCP in relation to Quinsam Heights by June 30, 2020.

2019 Long Range Planning & Sustainability Highlights

- Ongoing Arranged the “More than Shelter - Affordable Housing Workshop” in partnership with Economic Development. Over 100 participants engaged learning about affordable housing with presentations from the City, BC Housing and CMHC.
- Social Grant Fund parameters developed and preliminarily approved by Council, expected to be implemented in 2020 with a 2019 process in the meantime.
- Secured UBCM Grant of \$10,000 for Childcare Inventory and Space Creation Plan.
- Secured UBCM Grant of \$10,000 for Indigenous Housing Dialogue and Reconciliation.
- Supportive Housing MOU with BC Housing (Dec 2018).
- CR Social Services walk – numerous staff and Council toured social services in downtown expanding knowledge and understanding on what is offered in our community and building a network of who to contact for what services, or where to refer people to when asked.
- Liaison to Safer Downtown Working Group.
- Input to Highway 19A roundabout design and process.
- Administered \$100,000 funding for the Community Action Team.
- Secured UBCM grant of \$30,000 to prepare a Housing Needs Report.
- Initiated zoning bylaw review and associated public consultation to allow secondary suites in all single-family homes, including four open houses and four “pop up” events at grocery stores.
- Hired a co-op student to develop a Livability Analysis, including a partnership with VIHA.
- Conducted an update of the 2015 Housing Market report that included community workshops involving both private sector housing developers and realtors as well as the non-profit housing sector.
- Created contract with Vancouver Island University to research options for a Tree Protection Bylaw and brought summary to the EAC.
- Created contact with Vancouver Island University to develop stream report cards.
- Offered a homeowners energy efficiency workshop to inform the community about provincial and municipal incentives for energy saving home retrofits, the BC Energy Step Code, and incentives for home energy evaluations.
- Offered a third regional builders workshop to assist builders in the transition to the requirements of the BC Energy Step Code.
- Hosted two public workshops about sea level rise in Campbell River to educate the community about the projected risks and gather feedback about potential adaptation options.
- Presented the sea level rise estuary report to the Wei Wai Kum band council.
- Presented sea level rise work at the We Wai Kai climate adaptation meeting.
- Finalized 4 key sites sea level rise report and received by Council.
- Engaged ecological consultant to conduct \$25k Ecosystems at Risk sea level rise study.

2019 Long Range Planning & Sustainability Highlights Continued

- Coordinating the City's 18th Annual Stewardship Awards Program recognizing individuals, organizations and businesses contributing to environmental action and stewardship.
- Ran the City's Power Down Campbell River home energy retrofit rebate program in partnership with BC Hydro and City Green.
- Climate Action Charter Reporting – monitored the City's corporate greenhouse gas emissions and emissions reduction actions and submitted annual reporting to Province.
- Conducted annual Bald Eagle Nest Tree inventory and updated City records and Provincial Wildlife Tree Stewardship Atlas.
- Continued to work with Greenways Land Trust and Broom Busters on the treatment and removal of noxious weeds and invasive plant species.
- Reviewed environmental development permit applications, provincial referrals and City projects for environmental considerations.
- Reviewed form and character development permit applications for implications and conflicts with existing and emerging policy/long range issues.
- Assisted conservation organizations and Wei Wai Kum First Nation with Canada Goose harvesting at the Campbell River estuary.
- Participated on the Canada Goose, Species and Ecosystems at Risk and the Coastal Invasive Species Committee Local Government Working Groups.
- Worked with other departments to administer environmental non-compliance files.
- Supported Campbellton Neighbourhood Association in the implementation of the Aircraft Entrance Feature on Highway 19.
- Liaison for Snowden Demonstration Forest working group, and reported to Council on issues.
- Initiated the City's Climate Adaptation Strategy Development (selected as one of seven island communities to receive support through Local Governments for Environmental Sustainability – Canada and the BC Real Estate Foundation).
- Liaison with the Campbell River Coalition to End Homelessness.
- Supported the Youth Action Committee, including assisting/funding preparation for the highly successful "Hackathon".
- Liaison to the Environmental Advisory Committee.
- Assisted with technical review and led Council/provincial communications with regards to Upland Excavating Landfill.
- Managed legal liaison and actions with regards to Upland Excavating Landfill.
- Scheduled to present Sea Level Rise and Climate Adaptation Plan work at the PIBC North island Chapter Healthy Built Environment Event (Courtenay).
- Scheduled to present Sea Level Rise and Climate Adaptation Plan work at the ICLEI Livable Cities conference 2019 (Victoria).
- Presented infrastructure costing work at the Local Government Finance Officers' conference (Victoria).
- Presented/ran two conference sessions on the City's Sea Level Rise Planning Initiatives, and housing development at the BC Land Summit (Vancouver).

2019 Development Services Highlights

- Initiated Developers Meetings.
- Held four builders and developers forums.
- Implemented new streamlined development application processing procedures.
- Initiated building bylaw review.
- 64 development permits.
- 294 building permits.
- 2,000 business licenses.

2020 Development Services Goals, Objectives and Work Plan

- Update the Building Bylaw to reflect Step code requirements.
- Continue with zoning bylaw updates.
- Compete at least four builders and developers forums.
- Complete at least two community planning forums.
- Compete revisions of the Planning Procedures Bylaw. Complete revisions of the development permit guidelines.



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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
327 - BYLAW ENFORCEMENT					
1 - Revenue					
Fees & Charges	(62,300)	(52,050)	(52,310)	(260)	0.5%
Other Revenue	(6,136)	(2,539)	(2,552)	(13)	0.5%
1 - Revenue Total	(68,436)	(54,589)	(54,862)	(273)	0.5%
2 - Expense					
Contracted Services	42,810	38,000	113,495	75,495	198.7%
Other Operating Expenses	36,742	27,250	28,000	750	2.8%
Utilities	4,130	2,220	2,220	-	0.0%
Wages & Benefits	170,232	269,537	274,920	5,383	2.0%
2 - Expense Total	253,914	337,007	418,635	81,628	24.2%
327 - BYLAW ENFORCEMENT Total	185,477	282,418	363,773	81,355	28.8%

Summary of Budget Changes from 2019 to 2020:

- Increase in Downtown Security Patrol budget (transferred from Facilities).
- Increase in wages and benefits.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
328 - ANIMAL CONTROL					
1 - Revenue					
Fees & Charges	(95,462)	(92,750)	(92,500)	250	(0.3%)
1 - Revenue Total	(95,462)	(92,750)	(92,500)	250	(0.3%)
2 - Expense					
Contracted Services	138,833	143,794	146,670	2,876	2.0%
Insurance	2,259	2,376	2,455	79	3.3%
Other Operating Expenses	8,842	9,425	9,573	148	1.6%
Utilities	505	260	265	5	2.0%
Wages & Benefits	41,172	39,425	41,442	2,017	5.1%
2 - Expense Total	191,611	195,280	200,405	5,125	2.6%
328 - ANIMAL CONTROL Total	96,149	102,530	107,905	5,375	5.2%

Summary of Budget Changes from 2019 to 2020:

- Slight increase in animal control service agreement and cost allocations.

2020 Goals, Objectives and Work Plan

- Develop a tent camp management process.
- Active participants in Downtown Working Group.
- Secondary suite inspections.
- Update animal control bylaw.
- Dog license review.

2019 Highlights

- Active engagement in Downtown Working Group.
- Public Nuisance Bylaw updated.
- Towing of abandoned vehicle report.
- Blasting Bylaw updated.
- Parks Bylaw updated.
- Reviewed and implemented personal protection equipment necessary for proactive patrols.

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. The department 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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
740 - RECREATION & CULTURE					
1 - Revenue					
Fees & Charges	(875,443)	(808,100)	(811,840)	(3,740)	0.5%
Other Revenue	(71,524)	(67,000)	(67,023)	(23)	0.0%
Sales of Goods & Services	(9,726)	(13,000)	(12,135)	865	(6.7%)
1 - Revenue Total	(956,694)	(888,100)	(890,998)	(2,898)	0.3%
2 - Expense					
Contracted Services	264,815	236,150	236,150	-	0.0%
Debt Servicing	-	-	-	-	0.0%
Insurance	16,002	17,430	18,302	872	5.0%
Other Operating Expenses	369,364	338,527	347,662	9,135	2.7%
Utilities	130,961	127,853	133,232	5,379	4.2%
Wages & Benefits	2,646,829	2,711,679	2,817,162	105,483	3.9%
2 - Expense Total	3,427,970	3,431,639	3,552,507	120,868	3.5%
740 - RECREATION & CULTURE Total	2,471,276	2,543,539	2,661,510	117,971	4.6%

Summary of Budget Changes from 2019 to 2020:

- Slight increase in adult and senior recreation fees.
- Increase in training and development (budget realignment).
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Continued engagement with the community to ensure programs, events and services are meeting community needs.
- Manage impact of major Sportsplex renovation on clientele.
- Further develop performance measurement and reporting tools for department with a focus on impact assessment.
- Continue to work with, and support, PLAY Campbell River, and the Seniors Information HUB.
- Work with Finance to establish a process for conducting regular user fee reviews.

2019 Highlights

- Implemented highly successful series of programs and events with over 160,000 participant visits.
- Focused internally on employee resiliency, succession planning and a coach approach.
- Completed Walter Morgan Studio heritage restoration.
- Completed transition of park and field bookings from Parks Dept. to Recreation and Culture Dept.
- Completed restructure of Administration workgroup schedule to better meet client needs.
- Began Phase 2 of the PLAY Campbell River initiative.
- Continued to work with, and support, the Seniors Network and Seniors Information HUB.
- Completed second year of Skatepark mentorship program.





2020 BASE OPERATING BUDGET

Economic Development





Economic Development

CITY MANAGER



ECONOMIC DEVELOPMENT
OFFICER



..... Tourism

ECONOMIC DEVELOPMENT
ANALYST

Economic Development & Tourism Services Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
ECONOMIC DEVELOPMENT & TOURISM					
1 - Revenue					
Other Revenue	(503,997)	(475,000)	(475,000)	-	0.0%
1 - Revenue Total	(503,997)	(475,000)	(475,000)	-	0.0%
2 - Expense					
Contracted Services	767,054	895,000	874,800	(20,200)	(2.3%)
Other Operating Expenses	14,345	4,500	23,500	19,000	422.2%
Utilities	847	-	1,200	1,200	0.0%
Wages & Benefits	192,697	212,236	216,479	4,243	2.0%
2 - Expense Total	974,943	1,111,736	1,115,979	4,243	0.4%
ECONOMIC DEVELOPMENT & TOURISM	470,946	636,736	640,979	4,243	0.7%

Segment Variance

ECONOMIC DEV & TOURISM	
Decrease to contracted services	(20,200)
Increase to membership and fees	2,500
Increase to supplies	1,500
Increase to advertising	15,000
Increase in telecommunications	1,200
Increase in labour and benefits	4,243
Other changes	-
OVERALL SEGMENT VARIANCE	4,243
VARIANCE %	70.0%

Economic Development

This department aligns with Council's mandate to support economic health, as the City grows to meet global demand while encouraging local investment and innovative entrepreneurship.

The department oversees a number of initiatives and works collaboratively with many 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.

Core department services:

- A distinctive, vibrant downtown.
- A diversified economy.
- Targeted technology sector development.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
264 - ECONOMIC DEVELOPMENT					
1 - Revenue					
Other Revenue	(503,997)	(475,000)	(475,000)	-	0.0%
1 - Revenue Total	(503,997)	(475,000)	(475,000)	-	0.0%
2 - Expense					
Contracted Services	767,054	895,000	874,800	(20,200)	(2.3%)
Other Operating Expenses	14,345	4,500	23,500	19,000	422.2%
Utilities	847	-	1,200	1,200	0.0%
Wages & Benefits	192,697	212,236	216,479	4,243	2.0%
2 - Expense Total	974,943	1,111,736	1,115,979	4,243	0.4%
264 - ECONOMIC DEVELOPMENT Total	470,946	636,736	640,979	4,243	0.7%

Summary of Budget Changes from 2019 to 2020:

- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

Investor readiness:

- Update and increase the scope of the investment portal created in 2017. The portal offers easy and current access to information about Campbell River to assist investors in their business decisions.
- Undertake workforce development initiatives.

Business Retention and Expansion:

- Continue with current Business Retention and Expansion initiatives, such as in-person visits to businesses to provide an opportunity to address the specific needs of a business and link them to resources.
- The Modern Entrepreneur workshop series continues with expanding outreach.
- Collaborate with the Chamber of Commerce annual Business Walk allowing collection of baseline data and synopsis of the current business climate.
- Participate in Provincial Nominee Program for immigrant entrepreneurs.
- Build on food incubator program established in 2019.

Communications:

- Develop Economic Development brand guidelines and social media strategy.
- Increase analytics on all online platforms.
- Develop advertising in strategic locations/publications.

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.

Opportunities:

- Continue marketing of the municipal broadband network, TECHATCHERY and NexStream campaigns.
- Look for value added opportunities to the NexStream competitions i.e. business planning workshops, software development boot camps, etc.
- Look for opportunities to support growth of the local economy.
- EDO sits on Foresight Cleantech accelerator advisory board.



2019 Highlights

- **Entrepreneur & tech ecosystem development – continued the Modern Entrepreneur Series with the following workshops:**
 - February 6 – How to thrive as a business
 - February 13 – Transform your cash flow 101
 - April 25 – Library Lunch and Learn
 - May 13 – More than Shelter, housing event
 - June 8 – Solopreneurs who rock
 - July 15 – Food Incubator lunch and Learn
 - August 1 – Building a Food Business Fireside Chat
 - September 17th – National Forestry Week Event
 - October 24 – Moderate Campbell River panel at VIEA Summit
 - October – Modern Entrepreneur and Destination Campbell River workshop.
- **Futurpreneur Business Planning workshops in partnership with North Island College:**
 - September-October – Graphic Design and Social Media Advanced Skills
 - Held Campbell River’s first youth Hackathon May 1 and 2nd. Event brought out 25 youth and gained attention from the city’s MLA and MP as well as international media.
 - City of Campbell River joins provincial government’s Provincial Nominee Pilot program.
 - Formed Campbell River Tech Attraction Team to advance tech attraction initiatives.
 - Partnered with Campbell River Angels Group (CRAG) to develop NexStream, Campbell River’s tech attraction contests.
 - October – November, Good Food Biz Incubator
- **CRadvantage - continued marketing.**
 CRadvantage through various platforms:
 - Attended Smart City conference in Denver, Colorado.



- Attended the BC Tech Summit.
- Speaker at BCEDA Annual Conference in Richmond, BC.
- Tourism – Economic Development worked closely with the destination marketing organization throughout the year, providing input as needed and organizing the quarterly Tourism Advisory Committee (TAC) meetings.
- Worked closely with other municipalities on Vancouver Island Coast Economic Developers Association (VICEDA) to advance a regional tech attraction strategy through creation of a website (50 per cent funded by Invest Canada – Community Initiatives).

2020 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

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
AIRPORT					
1 - Revenue					
Fees & Charges	(865,468)	(956,883)	(857,911)	98,972	(10.3%)
Investment Income	-	-	-	-	0.0%
Other Revenue	(284,522)	(258,473)	(279,765)	(21,292)	8.2%
Sales of Goods & Services	(821,894)	(898,031)	(902,522)	(4,490)	0.5%
Transfers from own funds	(912,462)	(967,824)	(965,510)	2,314	(0.2%)
1 - Revenue Total	(2,884,345)	(3,081,211)	(3,005,707)	75,504	(2.5%)
2 - Expense					
Amortization Expense	614,680	638,000	614,600	(23,400)	(3.7%)
Contracted Services	92,913	104,408	104,408	-	0.0%
Debt Servicing	-	-	-	-	0.0%
Insurance	19,527	36,960	38,808	1,848	5.0%
Other Operating Expenses	1,090,906	1,151,782	1,115,427	(36,355)	(3.2%)
Transfers from own funds	315,712	320,298	291,398	(28,900)	(9.0%)
Utilities	73,553	81,036	83,577	2,541	3.1%
Wages & Benefits	712,885	748,727	757,489	8,762	1.2%
2 - Expense Total	2,920,177	3,081,211	3,005,707	(75,504)	(2.5%)
AIRPORT Total	35,832	(0)	-	0	624.7%

Segment Variance

AIRPORT	
Net decrease to airport operating revenue	75,504
Decrease to amortization	(23,400)
Increase to wages and benefits	8,762
Decrease in cost for A1 jet fuel	(41,983)
Increase to fleet cost allocations	4,342
Increase to utilities	3,827
Increase in transfer from General Operating Fund	(21,086)
Other changes	(5,966)
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 11 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.
- 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.

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
570 - AIRPORT					
1 - Revenue					
Fees & Charges	(865,468)	(956,883)	(857,911)	98,972	(10.3%)
Investment Income	-	-	-	-	0.0%
Other Revenue	(284,522)	(258,473)	(279,765)	(21,292)	8.2%
Sales of Goods & Services	(821,894)	(898,031)	(902,522)	(4,490)	0.5%
1 - Revenue Total	(1,971,883)	(2,113,387)	(2,040,197)	73,190	(3.5%)
2 - Expense					
Contracted Services	92,913	104,408	104,408	-	0.0%
Debt Servicing	-	-	-	-	0.0%
Insurance	19,527	36,960	38,808	1,848	5.0%
Other Operating Expenses	1,090,906	1,151,782	1,115,427	(36,355)	(3.2%)
Utilities	73,553	81,036	83,577	2,541	3.1%
Wages & Benefits	712,885	748,727	757,489	8,762	1.2%
2 - Expense Total	1,989,785	2,122,913	2,099,709	(23,204)	(1.1%)
570 - AIRPORT Total	17,902	9,526	59,512	49,986	524.7%

Summary of Budget Changes from 2019 to 2020:

- Decrease to airport improvement fees (AIF), regulatory recovery and passenger fees due to reduced annual passengers.
- Slight increase in property lease and fuel sale revenues.
- Slight decrease in jet fuel cost of goods sold.
- Increase in wages and benefits.

2020 Goals, Objectives and Work Plan

- Construct new serviced leased lots.
- Receive ACAP funding for new loader.
- Receive ACAP funding for new runway spreader.
- Apply for ACAP funding, taxiway widening, commercial aircraft concrete operating stands, remove and replace old approach lighting and directional signage airside.
- Update Airport Master Plan.

2019 Highlights

- Construct new general aviation taxiway access.
- Install of shelter for new fuel facility.
- Applied for ACAP funding for new runway spreader.
- Applied for ACAP funding for replacement loader.
- Install of shelter for fuel facility.
- Annual Wings & Wheels event, over 4000 attended event, estimated 1000 additional attended but not counted.
- New airline Cascadia Air.

Airport Fiscal Services

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
579 - AIRPORT FISCAL SERVICES					
1 - Revenue					
Transfers from own funds	(912,462)	(967,824)	(965,510)	2,314	(0.2%)
1 - Revenue Total	(912,462)	(967,824)	(965,510)	2,314	(0.2%)
2 - Expense					
Amortization Expense	614,680	638,000	614,600	(23,400)	(3.7%)
Other Operating Expenses	-	-	-	-	0.0%
Transfers from own funds	315,712	320,298	291,398	(28,900)	(9.0%)
2 - Expense Total	930,392	958,298	905,998	(52,300)	(5.5%)
579 - AIRPORT FISCAL SERVICES Total	17,930	(9,526)	(59,512)	(49,986)	(524.7%)

Summary of Budget Changes from 2019 to 2020:

- Increase in transfer from general operating to offset the airport operating deficit.
- Decrease in Airport Improvement Fee revenue.





2020 BASE OPERATING BUDGET

Corporate Fiscal Accounts





Corporate Fiscal Accounts Budget Summary

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
FISCAL SERVICES					
1 - Revenue					
Fees & Charges	(1,166,063)	(1,235,400)	(1,225,400)	10,000	(0.8%)
Investment Income	(903,609)	(160,000)	(560,000)	(400,000)	250.0%
Other Revenue	(2,111,331)	(1,191,500)	(1,240,050)	(48,550)	4.1%
Tax Revenue	(32,835,319)	(34,140,897)	(35,953,325)	(1,812,428)	5.3%
Transfers from own funds	(9,951,863)	(11,732,833)	(9,166,200)	2,566,633	(21.9%)
1 - Revenue Total	(46,968,185)	(48,460,630)	(48,144,975)	315,655	(0.7%)
2 - Expense					
Amortization Expense	8,766,933	8,267,000	8,766,200	499,200	6.0%
Contracted Services	235,788	35,000	35,700	700	2.0%
Debt Servicing	878,305	1,353,619	1,353,619	-	0.0%
Insurance	-	-	-	-	0.0%
Other Operating Expenses	(1,976,871)	(1,896,175)	(1,767,752)	128,423	(6.8%)
Transfers from own funds	6,517,874	14,306,339	13,059,804	(1,246,535)	(8.7%)
Wages & Benefits	19,814	-	-	-	0.0%
Transfer to Airport Fund	233,758	265,801	286,887	21,086	7.9%
2 - Expense Total	14,675,602	22,331,584	21,734,458	(597,126)	(2.7%)
FISCAL SERVICES Total	(32,292,583)	(26,129,045)	(26,410,517)	(281,471)	1.1%

Segment Variance

FISCAL SERVICES	
Increase to investment income	(400,000)
Increase in parcel tax revenue	(173,900)
Increase in property value taxes	(1,578,948)
Increase to amortization	499,200
Change in transfers between Reserves	1,341,184
Increase in transfer to Sewer Fiscal Services	170,000
Increase in transfer to Airport Fund	21,086
Other fund transfers	(160,094)
OVERALL SEGMENT VARIANCE	(281,472)
VARIANCE %	1.1%

Reserves

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
218 - RESERVES					
1 - Revenue					
Transfers from own funds	(1,020,438)	(3,465,833)	(400,000)	3,065,833	(88.5%)
1 - Revenue Total	(1,020,438)	(3,465,833)	(400,000)	3,065,833	(88.5%)
2 - Expense					
Transfers from own funds	6,225,273	7,756,735	5,611,000	(2,145,735)	(27.7%)
2 - Expense Total	6,225,273	7,756,735	5,611,000	(2,145,735)	(27.7%)
218 - RESERVES Total	5,204,835	4,290,902	5,211,000	920,098	21.4%

Summary of Budget Changes from 2019 to 2020:

- Change in Reserve transfers based on waterfall and net funding model.

Fiscal Services

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
219 - FISCAL SERVICES					
1 - Revenue					
Transfers from own funds	(6,136,735)	(5,813,000)	(5,971,600)	(158,600)	2.7%
1 - Revenue Total	(6,136,735)	(5,813,000)	(5,971,600)	(158,600)	2.7%
2 - Expense					
Amortization Expense	5,972,243	5,813,000	5,971,600	158,600	2.7%
Transfers from own funds	233,758	265,801	286,887	21,086	7.9%
2 - Expense Total	6,206,002	6,078,801	6,258,487	179,686	3.0%
219 - FISCAL SERVICES Total	69,267	265,801	286,887	21,086	7.9%

Summary of Budget Changes from 2019 to 2020:

- Increase in transfer from general operating to offset the Airport operating deficit.

Water Fiscal Services

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
599 - WATER FISCAL SERVICES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
Transfers from own funds	(1,534,317)	(1,172,000)	(1,534,300)	(362,300)	30.9%
1 - Revenue Total	(1,534,317)	(1,172,000)	(1,534,300)	(362,300)	30.9%
2 - Expense					
Amortization Expense	1,534,317	1,172,000	1,534,300	362,300	30.9%
Other Operating Expenses	-	-	-	-	0.0%
Transfers from own funds	117,603	2,947,257	3,608,087	660,830	22.4%
2 - Expense Total	1,651,920	4,119,257	5,142,387	1,023,130	24.8%
599 - WATER FISCAL SERVICES Total	117,603	2,947,257	3,608,087	660,830	22.4%

Summary of Budget Changes from 2019 to 2020:

- Increase in transfer to Water Capital Reserve.

Sewer Fiscal Services

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
589 - SEWER FISCAL SERVICES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
Transfers from own funds	(1,260,373)	(1,282,000)	(1,260,300)	21,700	(1.7%)
1 - Revenue Total	(1,260,373)	(1,282,000)	(1,260,300)	21,700	(1.7%)
2 - Expense					
Amortization Expense	1,260,373	1,282,000	1,260,300	(21,700)	(1.7%)
Other Operating Expenses	-	-	170,000	170,000	0.0%
Transfers from own funds	174,998	3,602,347	3,840,717	238,370	6.6%
2 - Expense Total	1,435,371	4,884,347	5,271,017	386,670	7.9%
589 - SEWER FISCAL SERVICES Total	174,998	3,602,347	4,010,717	408,370	11.3%

Summary of Budget Changes from 2019 to 2020:

- Increase in transfer to Sewer Capital Reserve.

Debt

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
220 - DEBT					
1 - Revenue					
Investment Income	(109,896)	-	-	-	0.0%
1 - Revenue Total	(109,896)	-	-	-	0.0%
2 - Expense					
Debt Servicing	352,321	163,483	163,483	-	0.0%
2 - Expense Total	352,321	163,483	163,483	-	0.0%
220 - DEBT Total	242,426	163,483	163,483	-	0.0%

Summary of Budget Changes from 2019 to 2020:

- No new or retired debt for 2020.

Sewer Debt

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
585 - SEWER DEBT					
2 - Expense					
Debt Servicing	88,895	402,080	402,080	-	0.0%
2 - Expense Total	88,895	402,080	402,080	-	0.0%
585 - SEWER DEBT Total	88,895	402,080	402,080	-	0.0%

Summary of Budget Changes from 2019 to 2020:

- Increase in transfer to Sewer Capital Reserve.

Water Debt

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
595 - WATER DEBT					
2 - Expense					
Debt Servicing	408,219	788,056	788,056	-	0.0%
2 - Expense Total	408,219	788,056	788,056	-	0.0%
595 - WATER DEBT Total	408,219	788,056	788,056	-	0.0%

Summary of Budget Changes from 2019 to 2020:

- No new or retired debt for 2020.

Taxation

	2018 Actual	2019 Budget	2020 Budget	Variance (\$)	Variance (%)
230 - TAXATION					
1 - Revenue					
Tax Revenue	(32,536,935)	(33,865,897)	(35,653,325)	(1,787,428)	5.3%
1 - Revenue Total	(32,536,935)	(33,865,897)	(35,653,325)	(1,787,428)	5.3%
2 - Expense					
Other Operating Expenses	73,689	76,900	80,300	3,400	4.4%
2 - Expense Total	73,689	76,900	80,300	3,400	4.4%
230 - TAXATION Total	(32,463,246)	(33,788,997)	(35,573,025)	(1,784,028)	5.3%

Summary of Budget Changes from 2019 to 2020:

- Increase in general taxation for base budget increases.
- Increase in storm parcel tax; \$12 annual increase through 2022.

Appendix 2

Ongoing New Service Levels





**2020-2029 FINANCIAL PLAN
APPROVED ONGOING NEW SERVICE LEVELS**

Index	Department	Project Name	Changes from 2019 Approved Ongoing Service Levels	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Taxation Funded													
1	111 - Communications	Next Level Communications (Business Case incl.)	New Project		84,500	46,100							
2	113 - Information Technology	GIS Analyst (Business Case incl.)	New Project		30,000		64,000						
3	114 - Human Resources	Strategic HR Management (Business Case incl.)	New Project (was previously a reserve funded Operating Project)		108,300								
4	316 - Risk Management	Cyber Insurance	New Project	15,500									
5	321 - Police Protection	Major Case Management (Business Case incl.)	New Project		39,100								
6	321 - Police Protection	Forensic Video Resources (Business Case incl.)	New Project	29,200									
7	321 - Police Protection	Increase Police Resources (Business Case incl.)	New Project			160,000			180,000				
8	322 - Fire Protection	Staffing No. 2 Fire Station (Business Case incl.)	Previously approved at \$200K, \$245K, \$249K respectively	230,900			256,800				290,800		
9	327 - Bylaw Enforcement	Senior Bylaw Enforcement Officer (Business Case incl.)	New Project		12,800								
10	502 - Development Services	Community Development Engineer	New Project, pre-approved earlier in 2019	142,000									
11	502 - Development Services	Invasive Species Management Plan Implementation	No Change		30,000								
12	720 - Parks	Urban Forest Management Plan Implementation	Moved from 2020 to 2021		75,000	75,000	75,000						
13	720 - Parks	Bike Park Operating Funds	No Change		31,000								
14	External Request	Robron Fieldhouse Operating Funds	Previously approved at \$75K in 2020	28,400	50,000								
15		Future Growth Related Services						260,000	80,000		260,000	260,000	260,000
TOTAL APPROVED NEW ONGOING SERVICE LEVELS				\$ 446,000	\$ 460,700	\$ 281,100	\$ 395,800	\$ 260,000	\$ 260,000	\$ 290,800	\$ 260,000	\$ 260,000	\$ 260,000
TOTAL INCREASE TO OPERATING BUDGET FROM NEW SERVICE LEVELS				\$ (95,600)	\$ 200,700	\$ 21,100	\$ 135,800	\$ -	\$ -	\$ 30,800	\$ -	\$ -	\$ -
Utility User Fees and Other Funds													
16	580 - Sewer	Sewer Right of Way Clearing	New Project	20,000									
17	580 - Sewer	Sewer Line Inspection & Flow Monitoring (Business Case incl.)	New Project	-									
TOTAL UTILITY USER FEES & OTHER SERVICE LEVELS				\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDED ONGOING NEW SERVICE LEVELS				\$ 466,000	\$ 460,700	\$ 281,100	\$ 395,800	\$ 260,000	\$ 260,000	\$ 290,800	\$ 260,000	\$ 260,000	\$ 260,000
BELOW THE LINE (Excluded from Financial Plan)													
18	322 - Fire Protection	Increase to Fire Prevention Services	Moved to from 2021			136,000							
19	502 - Planning & Development	Administrative Support - Building Services/Development Engineering	No Change		80,000								
20	720 - Parks	Integrated Pest Management Program	No Change	45,000									
TOTAL UNFUNDED NEW SERVICE LEVELS				\$ 45,000	\$ 80,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Index	Department	Project Name	Project Description	Project Justification
Taxation Funded				
1	111 - Communications	Next Level Communications (Business Case incl.)	2021 - full time digital communications assistant; 2022 - part time graphic design position	<p>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.</p> <p>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.</p> <p>The City's communications budget has remained essentially unchanged since 2010.</p> <p>Communications is also the only remaining department-of-one function, a known vulnerability in the event of a community emergency.</p>
2	113 - Information Technology	GIS Analyst (Business Case incl.)	Addition of auxiliary GIS support in the IT Department, with future permanent resources.	<p>The Geographic Information Systems (GIS) section of the City's Information Technology Department is under resourced to meet the demand associated with analytical support for strategic business requirements and asset management. The City of Campbell River has accumulated a significant amount of asset and mapping data. The vast majority of this data resides in the GIS database repositories. All operational departments rely on the GIS section for intelligent data analysis to determine predictability and forecasting on strategic initiatives (ex: sea level rise, flood mapping, downtown refresh, emergency planning and response, OCP and Smart City evolution), asset management, budget and financial requirements.</p> <p>An independent review of the city's GIS section by the Public Sector Board ranked the city 76 out 146 comparable Canadian municipalities. This mediocre result is directly attributed to under resourcing of technical staff. The Information Technology department, and GIS, has not experienced a staffing increase since 2009. Since 2009 annual helpdesk request tickets have increased substantially (2009 - 2,434; 2018 - 5,493) with outstanding GIS helpdesk requests remaining at a constant level (~100) throughout the year. This consistent bottleneck lengthens resolution time and directly impacts municipal departments, managers and business requirements that depend on this analysis to make informed fact-based data driven decisions. Staff estimate that a GIS analyst will eliminate this backlog of support requests, provide effective response and allow for increased productivity by departments and external agencies that rely on GIS analysis for critical decisions.</p> <p>GIS adds significant value to the City of Campbell River. GIS technology is advancing rapidly, with several new technologies (ex: cloud interfacing and Artificial Intelligence) available for integration into our GIS environment.</p>
3	114 - Human Resources	Strategic HR Management (Business Case incl.)	Full-time permanent position in the HR department.	<p>Additional (continued) resources are required to meet strategic human resource management priorities, focusing on talent management and organizational development. The success of the strategic management plan (SMP) depends on our ability to effectively lead organizational change and build organizational capability. With the structural changes in place we must now build upon the SMP guiding principles and focus on how we work together in order to listen, learn and grow.</p>

Index	Department	Project Name	Project Description	Project Justification
4	316 - Risk Management	Cyber Insurance	Cyber crime insurance.	<p>There has been a marked increase in cyberattacks targeting local governments across Canada and the United States in the last few years. These attacks expose local governments and their citizens to financial liability and blackmail, invade privacy and prevent access to important services. The consequence is a punishing disruption to municipal business requirements, infrastructure and safety, resulting in excessive punitive damage and cost for the municipality.</p> <p>The City of Campbell River I.T. Department follows network security best practice to preserve network integrity while ensuring that these practices are fiscally responsible. Despite this conscientious practice, staff cannot guarantee that the City's municipal network is not vulnerable. In 2017 alone, cybercrimes cost the Canadian economy between \$3 billion and \$5 billion. Federal, municipal and provincial government databases are particularly attractive to hackers because they have a wealth of personal & confidential information about their citizens. Municipal data is particularly vulnerable due to the limited resources and budget applied to protect these assets.</p> <p>If electronic data stored on the city's computer network is lost, stolen, or compromised, the cost of restoring it will be significant. Moreover, the City may be liable for damages to third parties whose data has been stolen. The City will incur notification expenses as mandated by the BC Privacy Commission to inform those affected by a data breach.</p>
5	321 - Police Protection	Major Case Management (Business Case incl.)	Additional major case management and transcription services of 20 hours per week.	<p>The City currently provides municipal administrative Major Case Management ("MCM") disclosure and transcription services to the RCMP's Major Crime Unit ("MCU") and General Investigation Section ("GIS") at 35 hours per week.</p> <p>As a result of ongoing judicial process changes, the demand for MCM document disclosure on major case files (eg. assaults, sex assaults, homicides, child pornography) by Crown Counsel is increasingly cumbersome to meet for these two units, and is grossly exceeding the capacity of the existing budgeted municipal administrative support to sustain. To meet the current elevated judicial electronic disclosure requirements, RCMP Members ("RMs") of these two units are again having to supplement this service that municipal administrative support is unable to fully provide due to competing demands for transcription of statements on these major case files. The provision of this service by RMs takes them away from their police investigational files to work on preparing comprehensive electronic disclosure packages for major case files that municipal staff could otherwise perform.</p>
6	321 - Police Protection	Forensic Video Resources (Business Case incl.)	Increase forensic video services from 21 hours to 35 hours per week.	<p>The increasing use of security cameras by businesses and homeowners, patrol-car dashboard cameras by law enforcement, CCTV cameras at various community locations, and smartphones by the general public has exponentially increased the demand placed on the RCMP's forensic video services for evidentiary and disclosure purposes on court files. The demand far exceeds the capacity of personnel to provide this service within the approved budgeted hours and the Campbell River RCMP are no longer able to meet the judiciary demands of audio and video evidence disclosure for court files.</p>

Index	Department	Project Name	Project Description	Project Justification
7	321 - Police Protection	Increase Police Resources (Business Case incl.)	Improve police protection resources	<p>Campbell River is a culturally diverse community that has been growing in size. Since 2001 Campbell River grew from a community of 28,276 to an estimated 32,888 in 2016, representing an increase of 16% more citizens that required policing services. Campbell River continues to grow at a projected rate of 1% annually. Recognizing that there had not been an increase in police protective services since 2002 at a ratio equal to population growth, Council approved an increase of one RCMP Member (“RM”) in the 2018 Financial Plan, and a further increase of one RM in the 2019 Financial Plan. Notwithstanding, future planning of police protective services in relation to projected population growth is imperative to better understand the cost of future service needs for financial planning.</p>
8	322 - Fire Protection	Staffing No. 2 Fire Station (Business Case incl.)	Improvements to fire service levels.	<p>The Fire Department continues to experience challenges meeting regulatory compliance with WorkSafeBC Regulation Part 31 Firefighting “entry into buildings” outside of the current staffed daytime hours at No 2 Fire Station. The Fire Department reports an increase of 43% in structure fire incidents over 2018 and an increase of 37% over the past 3 years. The department is experiencing resource challenges at structure fire incidents where the average number of firefighters on scene to mitigate the hazardous situation is 10 firefighters. Well below the recommended standard of 15 firefighters for a 2,000 sqft residential home fire. Response times from the No. 1 and No. 2 Fire Station paid on call (auxiliary) firefighters are a growing concern. Fire incident data indicates 61% of the time the paid on call (auxiliary) apparatus response leaving the station is over 10 minutes resulting in a risk of non-compliance with legislative requirements for entry into buildings. The Fire Department data shows an increase in dollar loss % for fires in the south end of the City in the No. 2 Fire Station response area. The Fire Department reports 3 fatalities related to fires in the past 3 years, all 3 occurred in the No. 2 Fire Hall response area.</p> <p>The recommendation is to staff the No. 2 Fire Station dayshift 7 days a week with a long term goal to staff 24 hours a day, 7 days a week.</p>
9	327 - Bylaw Enforcement	Senior Bylaw Enforcement Officer (Business Case incl.)	Reclassify an existing bylaw enforcement officer to a new classification of senior bylaw enforcement officer to manage the day-to-day operation of the Bylaw Enforcement Department similar to other bargaining unit supervisory positions in the City	<p>The appointment of a senior bylaw officer will provide a resource to manage the day-to-day operation of the Bylaw Enforcement Department, provide the Department with the ability to make more timely decisions on operational matters, improve response times for bylaw enforcement files and free up the Director of Planning’s time so that he can better focus on supporting the Development Services Department; in particular, the development engineering and planning functions.</p>
10	502 - Development Services	Community Development Engineer	New Community Development Engineer position	<p>This position was created in fall of 2019 to assist the Development Services Department in meeting the demand on the City’s development engineering function.</p>

Index	Department	Project Name	Project Description	Project Justification
11	502 - Development Services	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (adopted by Council in July 2015).	This request includes \$25,000 for the creation of a part-time five year contract Invasive Species Coordinator position to advance education and outreach to retailers that sell invasive plants, for communications, coordinating inventory/treatment/monitoring, coordinating volunteer events, data entry to the provincial reporting system, and disposal management. Ideally, this position would work through Greenways Land Trust, where the coordinator can work closely with the volunteer base and ongoing events and restoration projects. The remaining \$5,000 is to help offset the costs of outstanding data entry to the Provincial Invasive Alien Plant Program database and for anticipated extra disposal fees. The focus is on addressing environmentally sensitive areas along the marine foreshore, the estuary, and in riparian areas. Not proceeding with these actions could lead to invasive species taking over environmentally sensitive areas and choking out native species in riparian areas. This would likely result in increased restoration costs in the long run (as has been the experience of other communities).
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	720 - Parks	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.
14	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.
15		Future Growth Related Services	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.

Index	Department	Project Name	Project Description	Project Justification
Utility User Fees and Other Funds				
16	580 - Sewer	Sewer Right of Way Clearing	To maintain cleared Sewer Right of Ways.	Funding has been received to gain vehicle access to critical infrastructure by clearing and widening Sewer RoWs. Additional funding is needed to maintain the cleared RoWs .
17	580 - Sewer	Sewer Line Inspection & Flow Monitoring (Business Case incl.)	Implement a sewer line inspection & flow monitoring program.	This program is currently contracted out. In order to meet service levels in the City's risk management policies, it is proposed to bring this service in house. The proposal calls for the hiring of a Wastewater Eng Tech 3, upgrading an Operator 1 position to an Operator 3 position, and the purchase of a sewer camera truck. Contract services budgets will be reduced to make the annual operating cost of this proposal \$0. There is an associated capital acquisition funded by the Wastewater reserve. See capital schedule line 168.
BELOW THE LINE (Excluded from Financial Plan)				
18	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.
19	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.)

Index	Department	Project Name	Project Description	Project Justification
20	720 - Parks	Integrated Pest Management Program	Implement the Integrated Pest Management program for turf management.	<p>Additional resources are required to implement the Integrated Pest Management (IPM) policy for turf management. The City's IPM policy states that the City will "consider the use of natural controls and alternatives to the use of pesticides, and emphasize prevention to minimize the use of chemical controls." At present, the department does not have the resources necessary to properly implement the policy. The City's IPM program for turf involves a number of components, but the most important tasks are aeration, fertilization, top dressing, over-seeding, and monitoring. When this IPM program is being performed, the results are healthy turf grass that out-competes weeds, and safe and sustainable playing surfaces for sports and tournaments. Over the last few years the IPM has not been carried out due to lack of resources. The result has been that the Parks Department has had to close sports fields to spray herbicides to control turf disease and weed infestation. While spraying chemicals is part of the IPM program, it is meant to be a last resort, used only when all other control methods have proven ineffective. Unavoidably, turf maintenance machinery and sports footwear continue to spread weeds and turf disease throughout the parks system. With the continued lack of resources, spraying chemicals will need to be done with increasing frequency at an increasing number of sites. Implementation of the IPM and prioritizing the non-chemical practices mentioned above will support a chemical-free approach and show leadership by demonstrating that effective landscape management can be achieved without relying on the use of chemicals.</p>

Appendix 3 Operating Projects



City of
Campbell
River
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Index	Department	Project Name	Changes from 2019 Approved Operating Projects	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
Strategic Projects															
1	218 - Reserves	Centennial Pool and Operating Budget Funding	Moved from 2019-2022		300,000	225,000	150,000	75,000							Gaming Reserve
2	310 - Mayor & Council	Council Contingency - Annual Allocation	No Change	64,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	Gaming Reserve
3	310 - Mayor & Council	Ishikari Anniversary Celebration	No Change					25,000					25,000		Ishikari Anniversary Reserve
4	327 - Bylaw Enforcement	Safer Downtown	Operating project budget decreased from \$132,000 as labour is in base operating		52,000										Gaming Reserve
5	502 - Long Range Planning & Development Services	Façade Storefront Downtown Revitalization	Decreased budget from \$32,000		32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	Gaming Reserve
6	502 - Long Range Planning & Development Services	Public Art Master Plan	No Change	12,008											Gaming Reserve
7	502 - Long Range Planning & Development Services	Public Art	No Change		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
8	502 - Long Range Planning & Development Services	Downtown Small Initiatives Fund	No Change		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Gaming Reserve
9	502 - Long Range Planning & Development Services	Downtown Signage Incentive Program	No Change		35,000	35,000									Gaming Reserve
10	502 - Long Range Planning & Development Services	Beautification Grants	2018/2019 CFWD; No change to remainder of years	66,532	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	Gaming Reserve
11	502 - Long Range Planning & Development Services	Social Grants	No Change		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Gaming Reserve
12	720 - Parks	Tree Protection Bylaw	No Change	12,500											Gaming Reserve
13	740 - Recreation & Culture	CR Live Streets	Increase from \$35,000 annually		44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	Gaming Reserve
14	502 - Long Range Planning & Development Services	5 Year Visioning for Downtown BIA/Willow Point/Pier Street	New Project		30,000										Gaming Reserve
15	740 - Recreation & Culture	Senior's HUB	New Project		5,000										Gaming Reserve
	114 - Human Resources	Strategic HR Management (Business Case incl.)	No Change		108,300										Financial Stabilization
TOTAL STRATEGIC PROJECTS					\$ 155,040	\$ 951,300	\$ 681,000	\$ 571,000	\$ 521,000	\$ 421,000	\$ 421,000	\$ 421,000	\$ 421,000	\$ 446,000	\$ 421,000
Corporate Projects															
16	111 - Communications	Statistically Valid Community Survey	Moved from 2021/2024/2028 to biannually, increased budget from \$9,000			12,000		12,500		13,000		13,500		14,000	Financial Stabilization
17	114 - Human Resources	Exempt Salary Survey	No Change				12,000			12,000			12,000		Financial Stabilization
18	114 - Human Resources	CUPE Agreement Renewal	No Change	15,000			15,000			15,000			15,000		Financial Stabilization
19	212 - Finance	Marketing & Communications	CFWD from operating budget for project underway	30,000											Financial Stabilization
20	213 - IT	Network Security Audit	No Change		25,000			25,000			25,000			25,000	IT Reserve
21	213 - IT	IT Tech Attraction Partnering (Business Case incl.)	New Project		108,300										Financial Stabilization
22	264 - Economic Development	Economic Development Strategic Planning (Business Case incl.)	New Project		75,000										Financial Stabilization

Index	Department	Project Name	Changes from 2019 Approved Operating Projects	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
23	311 - Legislative Services	Municipal Election	Increased budget from \$51,000				58,550				61,000				Financial Stabilization
24	500 - Deputy City Manager	DCC Review	Rebudgeted as new project over 2020/2021		35,000	40,000									Financial Stabilization
25	502 - Long Range Planning & Development Services	Enviro Monitoring - Big Rock Boat Ramp	Changed from 2020/2022/2024 & increased from \$5,000 in 2023	250	5,000	5,000		11,000							Financial Stabilization
26	502 - Long Range Planning & Development Services	Energy Rebate Programs	New Project		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Carbon Neutral Reserve
27	502 - Long Range Planning & Development Services	Sea Level Rise Assessment & Planning	CFWD from 2018/2019	96,256											Financial Stabilization
28	570 - Airport	Update Airport Land Use & Development Strategy	New Project			91,250									Airport Reserve
29	740 - Recreation & Culture	Parks and Rec Strategic Plan (Business Case incl.)	New Project			150,000									Financial Stabilization
TOTAL CORPORATE PROJECTS				\$ 141,506	\$ 263,300	\$ 313,250	\$ 100,550	\$ 63,500	\$ 15,000	\$ 55,000	\$ 101,000	\$ 28,500	\$ 42,000	\$ 54,000	
Operational Projects															
30	502 - Long Range Planning & Development Services	Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek	New Project		3,500										Financial Stabilization
31	502 - Long Range Planning & Development Services	Co-op Position - Energy Efficiency Projects	New Project		18,000										Financial Stabilization
32	502 - Long Range Planning & Development Services	E-Bike & Bike Share Strategy	New Project			20,000									Financial Stabilization
33	502 - Long Range Planning & Development Services	Environmentally Sensitive Areas policy	New Project			25,000									Financial Stabilization
34	502 - Long Range Planning & Development Services	Development Process Update	CFWD from 2018/2019	26,107											Financial Stabilization
35	502 - Long Range Planning & Development Services	Zoning/OCP Update	CFWD from 2018/2019	51,635											Financial Stabilization
36	502 - Long Range Planning & Development Services	Environmental Benchmarking	CFWD from operating budget for project underway	3,200											Financial Stabilization
37	532 - Roads	Bridge Inspections	No Change		20,000		20,000		20,000		20,000		20,000		Financial Stabilization
38	570 - Airport	Business Opportunity Fund	Reduced from \$30,000 in 2020, eliminated in future years		5,000										Airport Reserve
39	570 - Airport	Wings & Wheels Event	New Project (was formerly funded from Airport Business Opportunity Fund)		10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Airport Reserve
40	570 - Airport	Crack Sealing	No Change		20,000		20,000		20,000		20,000		20,000		Airport Reserve
41	570 - Airport	Runway Line Painting	No Change		20,000		20,000		20,000		20,000		20,000		Airport Reserve
42	570 - Airport	Flight Way Clearing	No Change		30,000				30,000				30,000		Airport Reserve
43	580 - Sewer	Sewer Right of Way Clearing	No Change for 2020-2023; new request for 2024-2029		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000	Sewer Reserve
44	580 - Sewer	Lift Station 11 Transformer Inspection	New Project			5,000		5,000		5,000		5,000		5,000	Sewer Reserve
45	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring	No Change			10,000	20,000	20,000		25,000	5,000	5,000	35,000		Sewer Reserve



**2020-2029 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Changes from 2019 Approved Operating Projects	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
46	580 - Sewer	Lift Station Auto - Cleaning	CFWD from 2018/2019	24,546											Sewer Reserve
47	580 - Sewer	Confined Space Entry Alternate Procedures	CFWD from 2018/2019	18,150											Sewer Reserve
48	590 - Water	Drinking Water Source Protection Plan	No Change	10,000	50,000	15,000									Water Reserve
49	590 - Water	Water Conservation Program	No Change		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Water Reserve
50	590 - Water	Confined Space Entry Alternate Procedures	CFWD from 2018/2019	18,150											Water Reserve
51	740 - Recreation & Culture	PLAY Campbell River	New Project		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Financial Stabilization
52	740 - Recreation & Culture	Increase Spirit Square Program Budget	Increase from \$12,000		15,000										Gaming Reserve
53	740 - Recreation & Culture	Enhanced Skatepark Environment	Increase from \$15,000 in 2019; project extended through 2029		22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	Financial Stabilization
TOTAL OPERATIONAL PROJECTS				\$ 151,788	\$ 344,000	\$ 242,500	\$ 247,500	\$ 192,500	\$ 257,500	\$ 197,500	\$ 232,500	\$ 177,500	\$ 262,500	\$ 142,500	
TOTAL FUNDED OPERATING PROJECTS				\$ 448,334	\$ 1,558,600	\$ 1,236,750	\$ 919,050	\$ 777,000	\$ 693,500	\$ 673,500	\$ 754,500	\$ 627,000	\$ 750,500	\$ 617,500	
BELOW THE LINE PROJECTS (UNFUNDED)															
54	310 - Mayor & Council	Donate NIC Development Fees To Endowment	New Project		65,726										TBD
55	111-Communications	Retirement/New Hire Transition	New Project				36,000								TBD
56	111-Communications	75th Anniversary Video	New Project			40,000									TBD
57	212 - Finance	Asset Retirement Obligation	New Project			25,000									TBD
58	502 - Long Range Planning & Development Services	Natural Asset Planning	New Project					100,000							TBD
TOTAL BELOW THE LINE PROJECTS				\$ -	\$ 65,726	\$ 65,000	\$ 36,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Index	Department	Project Name	Project Description	Project Justification
Strategic Projects				
1	218 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this, with the remaining balance of \$130,000 used to balance the City's general operating budget. The funding transfer from the Gaming Reserve increased to \$375,000 in 2017. For 2019 Financial Planning, Council has provided direction to gradually eliminate this transfer over the next three years.
2	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.
3	310 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations.	2023 and 2028 are milestone years for the City's twinning relationship with Ishikari.
4	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.
5	502 - Long Range Planning & Development Services	Façade Storefront Downtown Revitalization	This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement Program is 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 store fronts 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.
6	502 - Long Range Planning & Development Services	Public Art Master Plan	The development of the Public Art Master Plan will create a long-term vision for art in public spaces in Campbell River, with a policy and plan to manage and deliver a public art program which includes a wide range of artistic mediums.	The City is in the process of developing a Public Art Master Plan. This process will recommence in 2020
7	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.

Index	Department	Project Name	Project Description	Project Justification
8	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.	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.
9	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.
10	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
11	502 - Long Range Planning & Development Services	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2016.
12	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.
13	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.
14	502 - Long Range Planning & Development Services	5 Year Visioning for Downtown BIA/Willow Point/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.

Index	Department	Project Name	Project Description	Project Justification
15	740 - Recreation & Culture	Senior's HUB	To develop, and provide training to support, the creation of a Senior's Information HUB. Full-time permanent position in the HR department.	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. Additional (continued) resources are required to meet strategic human resource management priorities, focusing on talent management and organizational development. The success of the strategic management plan (SMP) depends on our ability to effectively lead organizational change and build organizational capability. With the structural changes in place we must now build upon the SMP guiding principles and focus on how we work together in order to listen,
16	114 - Human Resources	Strategic HR Management (Business Case incl.)		
Corporate Projects				
17	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.
18	114 - Human Resources	Exempt Salary Survey	Market comparison of exempt compensation levels using benchmark positions.	In April 2013 Council approved a policy to position and maintain the City's exempt staff compensation level in the 50th percentile (median) of the market comparator group. To meet that objective formal salary surveys are conducted every three years and the last one was completed in 2019.
19	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.
20	212 - Finance	Marketing & Communications	Marketing and communications outreach materials.	The Finance Department has engaged a graphic design firm to assist with the development of outreach material to better communicate City taxes, user fees, grant programs, etc. to the public.
21	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.

Index	Department	Project Name	Project Description	Project Justification
22	213 - IT	IT Tech Attraction Partnering (Business Case incl.)	A full time position to support the IT Department.	<p>The Manager of Information Technology provides sole exempt strategic direction and oversight for internal technology support and service delivery for the City of Campbell River. Since 2016, the Manager of Information Technology, working with the Economic Development Officer through council endorsement, has successfully managed and participated in a number of external economic development initiatives. These external initiatives include: CRadvantage Municipal Broadband Network, Technology Attraction Strategy, Smart City Challenge, Vancouver Island Regional Library Development, Economic grant applications, Telecommunication revenue/cooperative agreements and on-going presentations promoting technology in Campbell River.</p> <p>Progressive municipalities have recognized that technology management has evolved well beyond traditional hardware/software service and support. Technology affects all facets of our daily lives, and will increase exponentially with the advent of the next evolution of cellular technology - 5G (Fifth Generation). The massive data requirements associated with this next level of connected technology can only be support by one communication medium, Fibre Optics. With the development of the city's technology attraction initiatives and municipal fibre optic broadband network, CRAvantage, the City of Campbell River is now recognized as a technology leader. With this recognition comes considerable opportunity for revenue streams. technology advancement 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.</p>
23	264 - Economic Development	Economic Development Strategic Planning (Business Case incl.)	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.	<p>In election years, additional expenses are incurred for preparation, administration, election worker wages, etc. An additional \$5,000 has been added for Voting Machine Rental, as existing machines are no longer relevant and added a 5% increase to the overall budget.</p>
24	311 - Legislative Services	Municipal Election	City costs to run the municipal general election.	

Index	Department	Project Name	Project Description	Project Justification
25	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.
26	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.
27	502 - Long Range Planning & Development Services	Energy Rebate Programs	Continue to provide matching funding for provincial rebate programs - oil to heat pump, home energy retrofits, and potentially EV charging stations	Continue to provide matching funding for provincial rebate programs - oil to heat pump, home energy retrofits, and potentially EV charging stations
28	502 - Long Range Planning & Development Services	Sea Level Rise Assessment & Planning	The City is undertaking a comprehensive assessment of the projected impacts of sea level rise and storm surge on the community. This planning process includes detailed assessments of key areas in the community such as the downtown, the 3.5 acre waterfront site, estuary, Painter Barclay, Willow Point, Maritime Heritage Centre to-Evergreen, and a high level assessment of the entire coastline of Campbell River to determine flood construction levels and adaptation considerations.	One of the City's most significant assets is its ocean foreshore. Recent scientific projections suggest that the impacts of sea level rise to the City's foreshore may be significantly greater than previously anticipated. Application of the latest projections for sea level rise against proposed improvements to Robert Ostler park were significant enough to warrant reconsideration of the project, and have highlighted the need to further study the impacts and the possible responses available to the City. This study was initiated in 2017 and began a comprehensive assessment of the City's exposure to sea level rise along the full ocean frontage and the potential impacts this will have on infrastructure and land use planning. CFwd: This project has multi-year funding from UBCM, the Federation of Canadian Municipalities, the Pacific Institute for Climate Solutions and the City and this initial work is anticipated to be completed in 2020. 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.
29	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.
30	740 - Recreation & Culture	Parks and Rec Strategic Plan (Business Case incl.)	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.

Operational Projects

Index	Department	Project Name	Project Description	Project Justification
31	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.
32	502 - Long Range Planning & Development Services	Co-op Position - Energy Efficiency Projects	Co-op position funded through BC Hydro and the City's Carbon Neutral Reserve Fund.	The City, in partnership with City Green, BC Hydro, Fortis BC, and the Province of BC, is continuing to offer rebate programs for home energy efficiency renovations including energy evaluations, and installation of heat pumps. The Co-op student provides support for this program through program promotion and workshops for homeowners, realtors and builders.
33	502 - Long Range Planning & Development Services	E-Bike & Bike Share Strategy	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.
34	502 - Long Range Planning & Development Services	Environmentally Sensitive Areas policy	Develop a City policy for the management of Environmentally Sensitive Areas	Develop a City policy for the management of Environmentally Sensitive Areas

Index	Department	Project Name	Project Description	Project Justification
35	502 - Long Range Planning & Development Services	Development Process Update	Project includes the addition of new modules to Prospero, including E-Inspections, Mobile Inspections, and IntelliSearch.	<p>E-Inspections will allow builders to book inspections on-line using a calendar-based web portal. Mobile Inspections will allow the inspectors to complete inspection reports digitally on-site and then e-mail them directly to the builder when complete. IntelliSearch is a database improvement that will enable easier data mining and reporting on permit processing and associated information</p> <p>These modules will help to provide excellent customer services to the building community and extend City Hall's availability and options of service. It is recommended to purchase the additional suite of software to implement online availability and reduce staff time. Building Services is currently not utilizing digital tools available on the market that will speed up building permit approvals and inspections and offer added value services to the building community.</p> <p>With the purchase and implementation of the additional software, the building and development community will be offered online services for inspection booking, in addition to in-person services. It will also eliminate frustration and time spent at City Hall. Building inspectors will have access to file information in the field while maintaining the integrity of the files. They will control the information input, which will eliminate duplication in tasks. This will result in building inspectors and resource staff being more efficient in their daily tasks, resulting in more inspections and building permits approved</p>
36	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, and the City's growth patterns in the estuary and Quinsam Heights.
37	502 - Long Range Planning & Development Services	Environmental Benchmarking	Environmental review process for Development Services.	<p>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.</p> <p>CFWD: work in progress, deliverables slated for March 2020</p>
38	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.
39	570 - Airport	Business Opportunity Fund	Funding business ventures that will improve the airport and City operations.	The Business Opportunity Fund is funded by the Airport Reserve and is available to the Airport Advisory Committee for their use.
40	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.

Index	Department	Project Name	Project Description	Project Justification
41	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%.
42	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.
43	570 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada zoning regulations.	Remove obstacles as per Transport Canada regulations.
44	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.
45	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.
46	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring	Periodic maintenance & monitoring of sewer infrastructure.	Environment monitoring program every 3 years, NVEC outfall inspection every 5 years and IPL outfall inspection every 5 years Wet wells are currently washed down manually to keep them free of grease and debris that builds up on the walls and pumps. This process is labour intensive and sometime involves confined space entry. The automatic cleaners would reduce the amount of labour and water required for wet well cleaning.
47	580 - Sewer	Lift Station Auto - Cleaning	Installation of automatic wet well cleaning equipment in the lift stations.	Other benefits of this new process includes odour reduction, protection of equipment and wet wells, aeration (which provides some pre-treatment, reducing the overall loading of the treatment plant), and improved operator safety.
48	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.
49	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.
50	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.

Index	Department	Project Name	Project Description	Project Justification
51	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.
52	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.
53	740 - Recreation & Culture	Increase Spirit Square Program Budget	Increase Spirit Square program budget to cover increased hours of programming and increased operating costs.	Spirit Square operating costs for items such as advertising, local services, entertainment, equipment, and management are increasing. In addition to these increased operating costs, a 10% contingency is included to cover possible costs related to major events. Council provided direction for 2018 Financial Planning to include this increase over the next three years, and then re-evaluate in 2021. A change in practice with the provision of tents in 2019 meant an additional set up and takedown was required in 2019 for a total cost of \$3,000. For 2020, the additional \$12,000 is being increased to \$15,000 to allow for the same service level of tenting.
54	740 - Recreation & Culture	Enhanced Skatepark Environment	Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.	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 skatepark 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 skatepark 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.
BELOW THE LINE PROJECTS (UNFUNDED)				
55	310 - Mayor & Council	Donate NIC Development Fees To Endowment	Request from North Island College to reinvest their development fees into an endowment.	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.

Index	Department	Project Name	Project Description	Project Justification
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	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.
58	212 - Finance	Asset Retirement Obligation	Adoption of a new accounting standard.	The City will be required to fully fund future asset retirement obligations under new accounting standards from the Public Sector Accounting Board (PSAB). A consultant may be needed to assist with the preparation of complete asset listings and estimates of future retirement costs.
59	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.

Appendix 4 Capital Plan

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
Strategic Priorities (Funded)															
1	213 - IT	Municipal Broadband Network - 11th Ave Extension	CFWD in 2019, re-CFWD in 2020	82,336											Gaming Reserve
2	213 - IT	CRadvantage Economic and Governance Strategy	New project		25,000										IT Reserve
3	213 - IT	CRAdvantage Colocaton Room Air Conditioning	New project				45,000								Gaming Reserve
4	322 - Fire Protection	#1 Fire Station Replacement	CFWD in 2019, re-CFWD in 2020	366,759											Fire Reserve
5	450 - Facilities	Council Chambers Accessibility Improvements	Rebudget from 2019 CFWD		33,120										Gaming Reserve
6	450 - Facilities	Big House Pavilion Preservation	Rebudget from 2019 CFWD		50,000										Facilities Reserve
7	450 - Facilities	1047 South Island Hwy. House Demolition	New project		50,000										Facilities Reserve
8	450 - Facilities	Library Site Assessment Works	New project		100,000										DTRE
9	450 - Facilities	Library Servicing	New project			75,000									DTRE
10	450 - Facilities	Library Remediation	New project			350,000									DTRE
11	532 - Roads	Seagull Walkway Design	CFWD in 2019, re-CFWD in 2020	117,220											Capital Works Reserve
12	532 - Roads	Willis Road Connection Concept	Rebudget from 2019 project		30,000										CWF
13	532 - Roads	Master Transportation Plan Update	Combined with Dogwood Corridor Review, rebudgeted from 2019		125,000										Capital Works Reserve
14	532 - Roads	Transit Stop at Carihi	Rebudget from 2019, increase from \$200,000		450,000										CWF / Capital Works Reserve
15	532 - Roads	Cypress Street Improvements	CFWD in 2019, re-CFWD in 2020		215,487										Capital Works Reserve
16	532 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path from Carolyn to Hwy 19	Rebudget from 2019		324,616										Capital Works Reserve
17	532 - Roads	3.5 Acre Walkway Lights & Surface Improvements	No Change		350,000										CWF
19	532 - Roads	Snow Clearing Equipment	No Change				300,000								Capital Works Reserve
20	532 - Roads	Ferry Terminal Access Improvements	Move from 2020					200,000							Capital Works Reserve
21	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 Boat Ramp	Highway 19A - Lift Station 9 to Big Rock	No Change	1,965,800	8,700,000										Grant / Capital Lending / CWF / Storm Water Reserve
22	550 - Storm Drains	Downtown Storm Mitigation	Rebudget from 2019/2020/2021/2022		200,000	200,000	200,000	200,000							Storm Water Reserve
23	570 - Airport	Security Fencing - South Development	Rebudget from 2019, increase from \$40,000		50,000										Airport / Sewer / Water
24	570 - Airport	Airport Development Servicing	Rebudget from 2019, increase from \$60,166 (FP Amendment)		171,718										Airport / Sewer / Water
25	580 - Sewer	Waterfront Sewer Forcemain	No Change	341,889	5,000,000										Sewer / Debt
26	580 - Sewer	Larwood-Erickson Sewer Upgrade	No Change	374,387											Sewer Reserve
27	590 - Water	System Modifications for Water Supply Project	No Change	258,090											Water Reserve

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
28	590 - Water	John Hart Reservoir	Move from 2020/2021			500,000	6,000,000								Water / Water DCC
29	720 - Parks	Nunns Creek Master Plan	No Change	14,463											Parks Reserve
30	720 - Parks	Entrance Sign Jubilee (map incl.)	Increase from \$140,000			145,000									Parks Reserve
31	720 - Parks	Robron Field House	Combined Robron washrooms & Robron civil works, increase (FP Amend)		1,190,018										CWF
32	720 - Parks	Maritime Heritage Park Construction	No Change					75,000	275,000						Parks Reserve / Grants
33	720 - Parks	Willow Point Park Turf Installation	Increase from \$200,000		250,000										CWF
TOTAL FUNDED STRATEGIC PRIORITY PROJECTS				\$ 3,520,944	\$ 17,314,959	\$ 1,270,000	\$ 6,545,000	\$ 475,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Asset Management Planning (Funded)															
34	212 - Finance	Asset Management Investment Plan	New Project	95,000											Grants - Other
35	212 - Finance	Corporate Asset Management	No Change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Capital Works Reserve
36	212 - Finance	Asset Management Risk Assessments	New Project					25,000							CWF
37	212 - Finance	Asset Management Service Levels	New Project					50,000							CWF
38	570 - Airport	Airport Condition Assessment	New Project		10,000										Airport Reserve
39	580 - Sewer	Sewer Condition Assessments	Move from 2022		55,000										Sewer Reserve
40	580 - Sewer	Sewer Asset Registry	Move from 2020/2021			25,000	25,000								Sewer Reserve
41	590 - Water	Water Asset Registry	Move from 2020/2021			25,000	25,000								Water Reserve
42	590 - Water	Water Condition Assessments	No Change				55,000								Water Reserve
TOTAL FUNDED ASSET MANAGEMENT PLANNING PROJECTS				\$ 95,000	\$ 115,000	\$ 100,000	\$ 155,000	\$ 125,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Renewal / Replacement Capital Projects (Funded)															
43	213 - IT	Vadim E3 Upgrade	Rebudget from 2019 CFWD		7,334										IT Reserve
44	213 - IT	Scheduled Photocopier Replacement	Increased budget amounts		17,000	17,000	9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000	IT Reserve
45	213 - IT	GIS Orthophotos	No Change		17,000		17,000		17,000		17,000		17,000		IT Reserve
46	213 - IT	Printer/Peripheral Replacement	No Change		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	IT Reserve
47	213 - IT	Workstation/Laptop Replacement	Increase from \$36,000 annually		46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	IT Reserve
48	213 - IT	Operations Management Software Planning and Replacement	Move from 2019/2020/2021 & increase from \$500,000/\$50,000/\$50,000		100,000	500,000	50,000	50,000							IT Reserve
49	213 - IT	Primary File Server Replacement	No Change					15,000							IT Reserve
50	213 - IT	Data Storage Upgrade	No Change					30,000							IT Reserve

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
51	213 - IT	Dogwood DOC Phone System	No Change										40,000		IT Reserve
52	322 - Fire Protection	Small Equipment Replacement	No Change		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Fire Reserve
53	322 - Fire Protection	Pumper Rescue Replacement	No Change		986,000										Capital Lending Reserve
54	322 - Fire Protection	SCBA Replacement	No Change							300,000					Fire Reserve
55	447 - Fleet	Fleet Replacement Plan	Revised budget numbers		1,037,000	855,000	635,000	780,000	675,000	660,000	750,000	720,000	730,000	550,000	Fleet & Heavy Equipment Reserve
56	450 - Facilities	Discovery Pier Structural Repairs	No Change	95,310		125,000		125,000		125,000		125,000			Facilities Reserve
57	450 - Facilities	Centennial Pool Changehouse Renovations	Added additional budget in 2021	484,514		350,000									Facilities Reserve
58	450 - Facilities	CRCC Hydronic Circulating Pump Replacement	No Change		15,000										Facilities Reserve
59	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	No Change		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Facilities Reserve
60	450 - Facilities	Museum Roof Replacement & Skylight Repair	No Change		30,000	650,000									Facilities Reserve
61	450 - Facilities	Dogwood Operations Centre Master Plan	Combined DOC Change rooms & washout bay from 2019 plan. Overall budget reduced		50,000										Facilities Reserve
62	450 - Facilities	City Hall Storefront Door Replacement	Move from 2023, increase budget from \$45,000		75,000										Facilities Reserve
63	450 - Facilities	Sportsplex Gym Floor Refurbishment	No Change		200,000							75,000	75,000		CWF
64	450 - Facilities	Sportsplex Gym Movable Wall	New Project		425,000										CWF
65	450 - Facilities	RCMP Building Roof Replacement	No Change			15,000	350,000								Facilities Reserve
66	450 - Facilities	CRCC Roof Replacement	No Change			20,000	600,000								Facilities Reserve
67	450 - Facilities	ERT Materials Transfer Pit Site Improvements	Move from 2019, increase budget from \$50,000			250,000									Facilities Reserve
68	450 - Facilities	MHC Envelope Repairs	Increase budget from \$150,000			300,000									CWF
69	450 - Facilities	Sportsplex Rehabilitation & Expansion Project	Move from 2020, increase budget from \$2.45M		215,000	3,585,000									CWF / Capital Works Reserve
70	450 - Facilities	Sportsplex - Public Consultation			100,000										Capital Works Reserve
71	450 - Facilities	Tidemark Theatre Foundation Repairs	No Change					45,000							Facilities Reserve
72	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	No Change					55,000							Facilities Reserve
73	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	No Change					60,000							Facilities Reserve
74	450 - Facilities	City Hall Seismic Upgrades	No Change					130,000							Facilities Reserve
75	450 - Facilities	RCMP Chiller Replacement	No Change					150,000							Facilities Reserve
76	450 - Facilities	CRCC Gym Wall Partition Replacement	Move from 2025, increase budget from \$80,000					250,000							Facilities Reserve
77	450 - Facilities	MHC Heat Pump / Fan Replacement	No Change						25,000	200,000					Facilities Reserve

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
78	450 - Facilities	Tidemark Theatre Window Replacement	No Change						30,000						Facilities Reserve
79	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	No Change						450,000						Facilities Reserve
80	450 - Facilities	Haig Brown House Roof Replacement	No Change							35,000					Facilities Reserve
81	450 - Facilities	MHC Aluminum Window Replacement Allowance	No Change							60,000					Facilities Reserve
82	450 - Facilities	CRCC Cooling Tower Replacement	No Change							100,000					Facilities Reserve
83	450 - Facilities	City Hall Window Replacement	No Change								250,000				Facilities Reserve
84	450 - Facilities	MHC Roof Replacement	No Change										250,000		Facilities Reserve
85	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	No Change										275,000		Facilities Reserve
86	450 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	No Change											1,000,000	Facilities Reserve
87	532 - Roads	Traffic Control Upgrades - 13th/Dogwood (map incl.)	No Change		210,000										Capital Works Reserve
88	532 - Roads	Asphalt Overlays - Charleveille / Detweiler / Quinsam (map incl.)	No Change		500,000										Capital Works / CWF
89	532 - Roads	Asphalt Overlays	No Change			500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	Capital Works / CWF
90	532 - Roads	Traffic Control Upgrades - Replacement	No Change				220,000		220,000		230,000				Capital Works Reserve
91	550 - Storm Drains	Shoreline Outfall Upgrades	No Change		35,000	125,000	125,000	125,000	125,000	125,000	125,000				Storm Water Reserve
92	550 - Storm Drains	Drainage Improvements - 6th Ave East of Alder, Homewood/Nunns Crossing (map incl.)	Increase budget from \$300,000		600,000										Storm Water Reserve
93	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	No Change			75,000		75,000							Storm Water Reserve
94	550 - Storm Drains	Annual Drainage Improvements	No Change			300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	Storm Water Reserve
95	570 - Airport	Runway Rehabilitation	Move from 2021/2023 & increase budget from \$6M				80,000		8,000,000						AIF / ACAP Grant
96	580 - Sewer	Sewer Main Replacement - 2018	No Change	25,000											Sewer Reserve
97	580 - Sewer	Sewer Facility Renewal	Revised annual budgets	301,600	50,000	350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	Sewer Reserve
98	580 - Sewer	Norm Wood Environmental Centre Upgrades	Move 2020 budget to 2021; reduce from \$5M	1,531,359		3,900,000									Sewer / DCC
99	580 - Sewer	Sewer Main Replacement (map incl.)	No Change		1,000,000	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	Sewer Reserve
100	590 - Water	Watermain Renewal - Fir St.	No Change	25,000											Water Reserve
101	590 - Water	Watermain Renewal - Garfield/Painter/Barclay	No Change	25,000											Water Reserve
102	590 - Water	Watermain Renewal - Hilchey Rd -Phase 1 (map incl.)	No Change	50,000	1,000,000										Water Reserve
103	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	No Change	135,166											Water Reserve



**2020-2029 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS**

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
104	590 - Water	Fire Hydrant Renewal	No Change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Water Reserve
105	590 - Water	Water Service Renewal	No Change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Water Reserve
106	590 - Water	WM Cathodic Protection	Rebudget from 2019 CFWD		112,040										Water Reserve
107	590 - Water	Water Facility Decommissioning	Combine Water Facility Decommissioning & Below The Line Abandonment of Works on BCH property. Change budget to \$400,000		400,000										Water Reserve
108	590 - Water	Rockland Rd Emergency Renewal	New Project		500,000										Water Reserve
109	590 - Water	Evergreen Reservoir and Instrumentation Upgrades	Combine 2019 CFWD with 2020 budget. Rename from Water Facility Renewal		989,472										Water Reserve
110	590 - Water	Water Facility Renewal	No Change			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	Water Reserve
111	590 - Water	Watermain Renewal	No Change			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	Water Reserve
112	580 - Sewer/590 - Water	SCADA Communication Equipment Rehabilitation	No Change	70,233											Sewer / Water
113	580 - Sewer/590 - Water	Meter Renewal	No Change		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Sewer / Water
114	720 - Parks	Dick Murphy Fencing Renewal (map incl.)	Change budget from \$20,000		10,000										Parks Reserve
115	720 - Parks	Sign Replacement - Lilelana, Sequoia and Charstate Park (map incl.)	Change budget from \$25,000		15,000										Parks Reserve
116	720 - Parks	Lilelana and Rotary Park Irrigation (map incl.)	No Change		35,000										Parks Reserve
117	720 - Parks	Willow Point Tennis Courts (map incl.)	Change budget from \$100,000		70,000										Parks Reserve
118	720 - Parks	Baikie Island Bridge Replacement	No Change			150,000									Parks Reserve
119	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Combine sign program, irrigation strategy, information/signs, Willow Point infield mix, Nunns Creek Backdrop projects.			265,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	Parks Reserve
120	720 - Parks	Willow Point Field Drainage Upgrade	Move from 2023				100,000								Parks Reserve
121	720 - Parks	Ostler Park Rubberized Surface Replacement	No Change							90,000					Parks Reserve
122	720 - Parks	Robron Artificial Turf Replacement	No Change									1,000,000			Parks Reserve
123	740 - Recreation & Culture	Recreation Equipment	Revised budget numbers		42,350	36,500	47,300	19,700	55,300	32,200	29,400	27,450	23,700	37,600	Furniture & Equipment Reserve
124	740 - Recreation & Culture	Sportsplex Chairs and Dollies	New Project		125,000										Furniture & Equipment Reserve
125	740 - Recreation & Culture	Weight Room Floor	No Change						50,000						Facilities Reserve
TOTAL FUNDED RENEWAL/REPLACEMENT PROJECTS				\$ 2,743,182	\$ 9,284,196	\$ 15,709,500	\$ 7,229,300	\$ 7,022,700	\$ 15,760,300	\$ 7,840,200	\$ 7,514,400	\$ 8,060,450	\$ 7,527,700	\$ 7,700,600	

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
Other Capital Projects (Funded)															
126	213 - IT	Council Chambers Sound System	New Project		35,000										IT Reserve
127	213 - IT	Internet Security Hardware	No Change			35,000				35,000					IT Reserve
128	213 - IT	Budget Software	No Change					100,000							IT Reserve
129	322 - Fire Protection	Fire Hall 1 and 2 Gear Dryers	New Project		51,500										Fire Reserve
130	450 - Facilities	City Hall Counter Renovations	Add 2020 budget for Finance front counter	98,285	25,000										Facilities Reserve
131	450 - Facilities	City Facilities Fall Protection	CFWD in 2019, re-CFWD in 2020	167,593											Facilities Reserve
132	450 - Facilities	Downtown Outdoor Washroom	No Change	155,345											CWF
133	450 - Facilities	Small Equipment	No Change		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Furniture & Equipment Reserve
134	450 - Facilities	Energy and Water Consumption Reduction Projects	Increase from \$25,000 annually		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Carbon Neutral Reserve
135	448 - Capital Works	Capital Works Project Management	Revised budget numbers		449,427	458,416	467,584	476,936	486,474	496,204	506,128	516,250	526,575	537,107	Capital Works / Sewer / Water
136	450 - Facilities	Enterprise Centre Backup Generator	No Change				150,000								Facilities Reserve
137	450 - Facilities	Police & Public Safety Building Parking Expansion	No Change				200,000								Facilities Reserve
138	450 - Facilities	MHC Building Automation System	No Change					40,000							Facilities Reserve
139	450 - Facilities	Fire Hall #2 Locker Rooms / Dorms	No Change					125,000							CWF
140	450 - Facilities	City Hall Façade Improvements	No Change								300,000				Facilities Reserve
141	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	No Change									100,000			Facilities Reserve
142	532 - Roads	Transit Bus Shelters (map incl.)	CFWD in 2019, re-CFWD in 2020; No change to other years	69,749	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	CWF
143	532 - Roads	Parking Lot Improvements - Rotary Beach Park (map incl.)	No Change		25,000										Capital Works Reserve
144	532 - Roads	Cycling Infrastructure	\$15K allocated to Greenways loop signage		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	CWF
145	532 - Roads	Greenways Loop Wayfinding & Signage	New Project		15,000										CWF
146	532 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights (map incl.)	No Change		35,000				30,000						CWF
147	532 - Roads	LED Light Conversion	No Change		50,000										CWF
148	532 - Roads	Sidewalk Infill - Cheviot from Peterson West (map incl.)	No Change		250,000										CWF / Roads DCC
149	532 - Roads	Parking lot Improvements	Increase from \$25,000			35,000	35,000								Capital Works Reserve
150	532 - Roads	Street Light Infill	No Change			90,000		90,000		90,000		90,000		90,000	CWF

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
151	532 - Roads	Sidewalk Infill	No Change			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	CWF / Roads DCC
152	532 - Roads	Seagull Walkway Repairs	No Change		1,500,000										Capital Lending Reserve
153	532 - Roads	Intersection Improvements	Moved from 2022/2023					20,000	235,000		20,000	245,000			Capital Works Reserve
154	532 - Roads	South Peterson Improvements	Moved from 2021/2022									400,000	2,250,000		Capital Works Reserve
155	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	No Change		25,000			125,000	1,500,000						Storm Water Reserve
156	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	No Change							200,000		1,740,000			Storm Water Reserve
157	550 - Storm Drains	14th - Spruce to Redwood	No Change							350,000					Storm Water Reserve
158	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening, Approach Lighting & Sign Replacement	Moved from 2020 to 2021	60,000	150,000	2,850,000									AIF / ACAP Grant
159	570 - Airport	Equipment Shelter	Rebudget from 2019		20,000										Airport Reserve
160	570 - Airport	ATB HVAC - Assessment	No Change		25,000										Airport Reserve
161	570 - Airport	Public Parking Lot Lighting Upgrade	Rebudget from 2019		70,000										Airport Reserve
162	570 - Airport	Runway Deicing Trailer	Rebudget from 2019		100,000										AIF / ACAP Grant
163	570 - Airport	Public Smoking Shelters	No Change			10,000									Airport Reserve
164	570 - Airport	General Aviation Entrance Shelter	No Change			25,000									Airport Reserve
165	570 - Airport	Expand ATB Parking	No Change								500,000				Airport Reserve
166	570 - Airport	Airside Drive Upgrade	Moved from 2028											550,000	Airport Reserve
167	580 - Sewer	Biosolids Site Management	CFWD from 2019; Add new budget in 2020	110,612	620,000										Sewer Reserve
168	580 - Sewer	SL-RAT (obstruction locator) Equipment (Business Case incl.)	New Project		40,000										Sewer Reserve
169	580 - Sewer	Septage Separation Improvements (Business Case incl.)	New Project		75,000	550,000									Sewer Reserve
170	580 - Sewer	Norm Wood Environmental Centre SCADA Upgrade	Rebudget from 2019		90,000										Sewer Reserve
171	580 - Sewer	Sewer Camera Truck Purchase	New Project		500,000										Sewer Reserve
172	580 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	No Change					150,000							Sewer Reserve
173	580 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	No Change									150,000	2,250,000		Sewer Reserve
174	590 - Water	John Hart Pump Station Modifications	No Change	193,524											Water Reserve
175	590 - Water	Shetland PRV	CFWD in 2019, re-CFWD in 2020	401,234											Water Reserve
176	590 - Water	Area D Connection Improvements	Moved from 2021		20,000										Grants - Other

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
177	590 - Water	SCADA - Holm Reservoir, Rockland PRV, Willow PRV	Rebudget from 2019		50,000										Water Reserve
178	590 - Water	Load Bank Testing Unit	Rebudget from 2019, increase budget from \$25,000		65,000										Water Reserve
179	590 - Water	Pressure Reducing Valve Abandonment	Increase budget from \$45,000 in 2020; new budget for 2021		75,000	75,000									Water Reserve
180	590 - Water	Water Dept Temporary Location	Rebudget from 2019		300,000										Water Reserve
181	590 - Water	Beaver Lodge Pump Station Upgrades	No Change			50,000	500,000								Grants - Other
182	590 - Water	Rockland Road Transmission Main	Moved from 2020/2021 to 2021/2022			100,000	875,000								Water Reserve
183	590 - Water	Dogwood Operations Centre Backflow/Meter	No Change			125,000									Water Reserve
184	590 - Water	Wei Wai Kum/CCR Water Improvements	No Change			150,000	1,500,000								Water Reserve
185	720 - Parks	Disc Golf Safety and Asset Upgrades (map incl.)	New Project		60,000										Parks Reserve
186	720 - Parks	Marine Foreshore Restoration	Change 2020 budget from \$100,000 no change to other years		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	CWF
187	720 - Parks	Willow Point Skate Park Repairs (map incl.)	Partial 2019 CFWD, rebudgeted as new project		135,000										Parks Reserve
188	720 - Parks	Willow Point Lights (map incl.)	No Change		300,000										Parks Reserve
189	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	Moved from 2020			45,000									Parks Reserve
190	720 - Parks	Mclvor Lake Upgrades	No Change			50,000	200,000								Parks Reserve
191	720 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction	2019 Rebudgeted as part of 2021 project, increase by \$10,000			550,000									Parks Reserve
192	720 - Parks	Willow Point Park Skatepark Lighting	No Change				85,000								Parks Reserve
193	720 - Parks	Hwy 19A Cemetery Improvements	No Change					150,000							Parks Reserve
194	532 - Roads	Campbellton Neighbourhood Ass'n Wayfinding Signage	New Project		31,400										CWF
195	720 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects	New Project		75,600										CWF
TOTAL FUNDED OTHER PROJECTS					\$ 1,256,342	\$ 4,012,927	\$ 7,198,416	\$ 4,512,584	\$ 1,776,936	\$ 2,751,474	\$ 1,671,204	\$ 1,826,128	\$ 3,741,250	\$ 5,526,575	\$ 1,677,107
TOTAL FUNDED CAPITAL PROJECTS					\$ 7,615,468	\$ 30,727,082	\$ 24,277,916	\$ 18,441,884	\$ 9,399,636	\$ 18,836,774	\$ 9,561,404	\$ 9,390,528	\$ 11,851,700	\$ 13,104,275	\$ 9,427,707

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source										
BELOW THE LINE (Excluded from Financial Plan Bylaw)																									
Strategic Priorities (Unfunded)																									
196	213 - IT	CRAvantage Discovery Harbour Extension	New Project		25,000	466,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	TBD										
197	213 - IT	Staffweb Intranet Upgrade	New Project			64,000									TBD										
198	450 - Facilities	City Hall Foyer Accessible Washroom	No Change		40,000										TBD										
199	450 - Facilities	Council Chambers Accessibility Improvements	No Change		370,000										TBD										
200	450 - Facilities	Theatre/Library Complex On Site Works	New Project			750,000									TBD										
201	450 - Facilities	Theatre/Library Boulevard Works	New Project			750,000									TBD										
202	532 - Roads	Willis Road Connector	No Change				1,000,000	13,500,000	16,500,000						TBD										
203	532 - Roads	Pier Street South (Refresh)	No Change							260,000	2,600,000				TBD										
204	532 - Roads	Pier Street North (Refresh)	No Change								340,000	3,400,000			TBD										
205	539 - Solid Waste	Organics Facility	Move from 2019				1,000,000								TBD										
206	720 - Parks	Quinsam Park Open Space	Move from 2020			32,000									TBD										
207	720 - Parks	Nunns Creek Park Enhancements	Move from 2020/2021			150,000	3,000,000								TBD										
208	720 - Parks	East Walkway Construction at Robron Park	No Change			151,000									TBD										
209	720 - Parks	Frank James Park Detailed Design and Construction Phases	No Change			156,000	200,000	313,000	720,000	238,000					TBD										
210	720 - Parks	Quinsam Park Development	Move from 2020			448,000									TBD										
211	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	No Change					110,000							TBD										
212	720 - Parks	Maryland to Jubilee Greenway Loop	No Change						400,000						TBD										
213	720 - Parks	Robron Park - Soccer/Slow Pitch fields	Change name from Robron Park Phase V								3,000,000				TBD										
214	740 - Recreation & Culture	Centennial Pool Design and Replacement	No Change							350,000	3,000,000				TBD										
TOTAL UNFUNDED STRATEGIC PRIORITY PROJECTS				\$	-	\$	435,000	\$	2,967,000	\$	5,300,000	\$	14,023,000	\$	17,720,000	\$	948,000	\$	9,040,000	\$	3,500,000	\$	100,000	\$	100,000

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
Renewal / Other Capital Projects (Unfunded)															
215	213 - IT	Records Management Software	No Change		100,000										TBD
216	213 - IT	Vadim/Tempest Replacement	New Project		1,000,000										TBD
217	213 - IT	Building Services Software Upgrades / Online Applications	No Change			150,000									TBD
218	213 - IT	Separate Utility Billing	No Change							55,000					TBD
219	322 - Fire Protection	UTV (Utility All Terrain Vehicle)	New Project			37,280									TBD
220	322 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	New Project				588,500								TBD
221	322 - Fire Protection	Fire Station Headquarters Replacement	Change from 2020/2022, Increase budget from \$10M					21,000,000							TBD
222	322 - Fire Protection	Fire Station Replacement	Combine FH2 & FH3 projects, reduce budget to \$500,000										500,000		TBD
223	450 - Facilities	City Hall Main Building Signs	No Change		60,000										TBD
224	450 - Facilities	MHC Energy Assessment / Design Engineering	No Change			25,000									TBD
225	450 - Facilities	Dogwood Operations Centre Master Plan	Combined DOC Change rooms & washout bay from 2019 plan. Overall budget reduced			500,000	500,000			3,000,000					TBD
226	450 - Facilities	Facility Level Condition Assessments	No Change				60,000					75,000			TBD
227	450 - Facilities	Library Skylight Replacement	New Project					75,000							TBD
228	450 - Facilities	Fire Hall 1 Rehabilitation Works	New Project					750,000							TBD
229	450 - Facilities	Library Envelope Rehabilitation	New Project						200,000						TBD
230	450 - Facilities	Pound Replacement	New Project										900,000		TBD
231	532 - Roads	Alder Street Upgrades	No Change				300,000								TBD
232	550 - Storm Drains	Nunns Creek Outfall Improvements	No Change		150,000	150,000	150,000								TBD
233	550 - Storm Drains	Redwood - 14th to 19th	No Change									1,200,000			TBD
234	570 - Airport	ATB HVAC	No Change		25,000	500,000									TBD
235	570 - Airport	NW Development Area Construction	No Change									8,200,000			TBD
236	570 - Airport	ATB Apron Expansion (North)	No Change			1,800,000									TBD
237	570 - Airport	Lower Maintenance Shop Replacement	No Change						4,000,000						TBD
238	570 - Airport	Extend Taxi B	No Change							1,000,000					TBD
239	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	No Change			30,000		1,877,000		10,190,000					TBD
240	580 - Sewer	Highway 19A Sewer Upgrade (DCC Eligible)	Moved from Above the Line			200,000		2,000,000							TBD

Index	Department	Project Name	Change from Approved 2019 Capital Plan	CFWD	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Funding Source
241	590 - Water	Mitigation of Water Quality Impacts of John Hart Dam Seismic Upgrade Project	Moved from 2019/2020/2022		400,000		1,000,000		50,000,000						TBD
242	590 - Water	Water Filtration Facility	Moved from 2028										70,000,000		TBD
243	720 - Parks	Pickleball Courts Construction at Robron	New Project			150,000									TBD
244	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Moved from 2021					250,000							TBD
245	740 - Recreation & Culture	Sportsplex Detailed Design and Construction	New Project					300,000	6,300,000						TBD
TOTAL UNFUNDED RENEWAL / OTHER PROJECTS				\$ -	\$ 1,735,000	\$ 3,542,280	\$ 2,598,500	\$ 26,252,000	\$ 60,500,000	\$ 14,245,000	\$ -	\$ 9,475,000	\$ 900,000	\$ 70,500,000	
TOTAL UNFUNDED PROJECTS:				\$ -	\$ 2,170,000	\$ 6,509,280	\$ 7,898,500	\$ 40,275,000	\$ 78,220,000	\$ 15,193,000	\$ 9,040,000	\$ 12,975,000	\$ 1,000,000	\$ 70,600,000	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
Strategic Priorities						
1	213 - IT	Municipal Broadband Network - 11th Ave Extension	Expansion of the City's municipal broadband network (CRAdvantage) along Cypress Street.	Project was approved by council in 2018. This small network expansion takes advantage of a planned revitalization along Cypress Street and allows for the inclusion of the City's fibre optic network. Combining these projects substantially reduces cost of civil design, construction and community disruption. CFWD: Unable to complete due to coordination issues with Cypress Street renovation project. Will proceed as stand alone project in 2020.	2. Focus on Economic Growth	Gaming Reserve
2	213 - IT	CRAdvantage 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 CRAdvantage 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, staff are recommending an independent strategic review identifying future growth opportunities and the development of a governance plan.	2. Focus on Economic Growth	IT Reserve
3	213 - IT	CRAdvantage Colocaton Room Air Conditioning	Air conditioning for CRAdvantage Colocation Room Data Centre.	The City's CRAdvantage colocation data centre is currently cooled by a portable air conditioner. This data centre hosts critical network hardware that supports our CRAdvantage municipal broadband network and the SRD's entire network infrastructure. This equipment requires a constant operating temperature to eliminate the possibitiity of network shutdown or failure. Portable air conditioning units can not provide the sustained, reliable temperature control required. A long term solution is required to meet this demand.	2. Focus on Economic Growth	Gaming Reserve
4	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 constructed. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecommunication equipment for the NI911 Fire Dispatch center, and critical telecommunications 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. With the City experiencing 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 for the future. 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 Emergency Management, 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 in the downtown No. 1 Fire Hall. CFWD: Council has directed staff to begin the conceptual design work on the new Fire Headquarters with completion of the conceptual design in Q4 2020.	4. Focus on Management and Governance	Fire Reserve
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 / functional updates to Council Chambers once project funding can be secured, potentially through future grant funding.	3. Focus on Livability	Gaming Reserve
6	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 including replacement or 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 stakeholders and a timber frame consultant to develop a scope of work for rehabilitation.	3. Focus on Livability	Facilities Reserve
7	450 - Facilities	1047 South Island Hwy. House Demolition	Demolition of the residential structure at 1047 South Island Hwy.	The residential building is to be demolished and tenants have been given notice in accordance with the Residential Tenancy Act.	3. Focus on Livability	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
8	450 - Facilities	Library Site Assessment Works	Library Site Assessment Works.	Completion of site assessment works of the Library building in anticipation of future upgrades. Work is anticipated to include a Phase 1 or 2 Environmental Site Assessment, hazardous materials assessment, and architectural planning.	3. Focus on Livability	DTRE
9	450 - Facilities	Library Servicing	Library Servicing.	Utility servicing for Library site.	3. Focus on Livability	DTRE
10	450 - Facilities	Library Remediation	Library Remediation.	Remediation of the Campbell River Library Facility and site.	3. Focus on Livability	DTRE
11	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 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 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 on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. CFWD: Concept design completed. Detailed design to commence 2020/Q1 Pending 2020 Capital Plan approval.	4. Focus on Management and Governance	Capital Works Reserve
12	532 - Roads	Willis Road Connection Concept	Design and project segmentation for Willis Rd and 2nd Avenue connection. Incorporate Quinsam Heights storm water management strategy.	Council has requested as part of their preliminary Budget discussions to add funding into the budget for the design/redesign of Willis. The previous design, completed in 2001 will require a full review and resurvey of the corridor. The review and redesign will need to consider all changes to legislation/standards for the environment as this project has a potential for a significant impact on the upper Nunns Creek catchment area. The amount budgeted is for a concept to determine scope of Willis works the City would want to undertake given funding availability, and the needs of the growing community. This concept would also allow the City to be grant application ready for this project. Work was not completed in 2019. The City has undertaken discussion with MoTI on this project and are awaiting information on next steps. These funds should be reconsidered by Council to be reinstated in 2020 to continue this work.	3. Focus on Livability	CWF
13	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 provides for the next 10 years. This 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/additions of turning lanes, the addition of bus pullouts and consideration for pedestrian movements along this route.	4. Focus on Management and Governance	Capital Works Reserve
14	532 - Roads	Transit Stop at Carihi	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 2020.	This work supports a part of the Refresh Downtown Program as a small project within the overall redevelopment of the downtown area.	3. Focus on Livability	CWF / Capital Works Reserve
15	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 2020.	This work supports a part of the Refresh Downtown Program as a small project within the overall redevelopment of the downtown area.	3. Focus on Livability	Capital Works Reserve
16	532 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path from 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. Project not fully completed during 2019 fish window (Aug 15th - Sept 15th); budget is for walkway completion.	3. Focus on Livability	Capital Works Reserve
17	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.	3. Focus on Livability	CWF

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
19	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 - \$300,000, Mini Dump F550 class 4x4 w/ plow & sander/spreader - \$100,000, Backhoe - \$125,000, Loader - \$200,000.	3. Focus on Livability	Capital Works Reserve
20	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 options to reduce confusion and ultimately improve access to the entrance and from the exit of this site.	3. Focus on Livability	Capital Works Reserve
21	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Lift Station 9 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's waterfront. The work includes 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, sidewalk, seawalk, streetlights, enhanced park spaces, and installation of underground electrical utilities. CFWD: Phase 1 construction completed. Phase 2 design 90% complete. Construction tender Q1/2020 (Multi-year project).	3. Focus on Livability	Grant / Capital Lending / CWF / Roads DCC / Sewer / Water
22	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 has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system.	2. Focus on Economic Growth	Storm Water Reserve
23	570 - Airport	Security Fencing - South Development	Airside security fencing.	New south development area needs to be secured to keep airside and groundside operations for tenants. Currently we have two potential new tenants interested in this new lease area, additionally preliminary discussions have taken place for the remaining two lease areas.	4. Focus on Management and Governance	Airport / Sewer / Water
24	570 - Airport	Airport Development Servicing	Design and construction of water and sewer servicing for new lease lots at the airport.	In order to secure new tenants at the airport, water and sewer servicing must be provided to these new lease lots.	4. Focus on Management and Governance	Airport / Sewer / Water
25	580 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, Lift Stations #5 and #6 are unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NWECC. Project will increase capacity to allow for growth in the southern portion of the community. CFWD: Phase 2 construction suspended pending archaeological investigation now underway. Phase 3 design 90% completed under final review. Construction tender Q1/2020. (Multi-year project).	4. Focus on Management and Governance	Sewer / Debt

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
26	580 - Sewer	Larwood-Erickson Sewer Upgrade	Capacity upgrade for sewers on Larwood, Harrogate, and Erickson.	The existing sewers along Larwood, Harrogate, and Erickson do not have capacity to carry flows from the proposed Jubilee Heights development, Homalco Reserve, and airport lands. Without this additional sewer capacity, growth in these areas will be limited. CFWD: Final asphalt in Nov'19, expected completion in Q3; Maintenance period extends into 2020.	2. Focus on Economic Growth	Sewer Reserve
27	590 - Water	System Modifications for Water Supply Project	Modifications to the existing water system to allow the connection, commissioning, and operation of the new water system.	Modifications to the existing water system are required to allow the connection, commissioning, and operation of the new water system. Work includes installing a valve on the existing 500mm diameter transmission main, replacement of the Willow Pressure Reducing Valve, modifications to the John Hart Pump Station, and changes to control logic at Beaver Lodge and Evergreen Reservoirs/Pump Stations. Without these modifications, the transition to the new water system will result in water supply disruptions and increased risk of watermain breaks. CFWD: Construction 90% completed. Anticipate completion Q1 2020.	4. Focus on Management and Governance	Water Reserve
28	590 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.	4. Focus on Management and Governance	Water / Water DCC
29	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. CFWD: Project to be completed by Spring 2020.	3. Focus on Livability	Parks Reserve
30	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.	3. Focus on Livability	Parks Reserve
31	720 - Parks	Robron Field House	Construction of Robron Field House civil works and washrooms.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The operating budget includes items such as maintenance and operations staff, security, utilities such as electrical, water and heat and insurance.	3. Focus on Livability	CWF
32	720 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this park can be constructed. The first phase will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre. Rotary has committed to partial funding (the amount has not been defined).	3. Focus on Livability	Parks Reserve / Grants
33	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.	3. Focus on Livability	CWF
Other Capital Projects						
34	212 - Finance	Asset Management Investment Plan	Development of an Asset Management Investment Plan.	The City was awarded a UBCM grant to fund an asset management investment plan. Urban Systems is currently engaged to do this work and provide their report in late spring 2020.	4. Focus on Management	Grants - Other
35	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 groups will occur under the	4. Focus on Management	Capital Works
36	212 - Finance	Asset Management Risk Assessments	Development of Asset Management Risk Assessments.	Risk assessments are key components of asset management plans.	4. Focus on Management	CWF
37	212 - Finance	Asset Management Service Levels	Development of Asset Management Service Levels.	Service Levels are a key component of asset management plans.	4. Focus on Management	CWF
38	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 enhance maintenance	4. Focus on Management	Airport Reserve
39	580 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance	4. Focus on Management	Sewer Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
40	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	4. Focus on Management	Sewer Reserve
41	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	4. Focus on Management	Water Reserve
42	590 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance	4. Focus on Management	Water Reserve
Other Capital Projects						
43	213 - IT	Vadim E3 Upgrade	Upgrade the City's enterprise accounting, purchasing & payroll software to required new version.	Vadim has provided notice that support will be ending for the existing V2 version of the City's enterprise accounting, purchasing and payroll software. Upgrades are required to maintain support, and will continue to be rolled out.	4. Focus on Management and Governance	IT Reserve
44	213 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.	4. Focus on Management and Governance	IT Reserve
45	213 - IT	GIS Orthophotos	10cm and 30cm orthophotos (aerial photos).	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and current information. The high usage of orthophotos, which is a reflection of the rapid changes we are seeing in the City, is one such requirement. These aerial photos are a key base layer in GIS and support both the development process and daily activities in utilities, fire and RCMP. All departments, contractors and the public via our interactive web maps utilize these orthophotos. A two year funding cycle will provide current imagery, better resolution and support projects that are outside of the Urban Containment Boundary.	4. Focus on Management and Governance	IT Reserve
46	213 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve
47	213 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve
48	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 system manages all asset infrastructure data of the City, as well as, manages work orders for community requests. This system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels.	The City's current operations and work order software system Cartegraph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current version ended in 2017 therefore the City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, storm water, sewer, and water departments and work flow/community service request management.	4. Focus on Management and Governance	IT Reserve
49	213 - IT	Primary File Server Replacement	Replacement of primary file server.	Server has reached end-of-life. Identified as security and operational risk.	4. Focus on Management and Governance	IT Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
50	213 - IT	Data Storage Upgrade	Purchase storage hardware to increase data storage capacity.	Upgrade required to meet demand and disaster recovery as identified in security audit.	4. Focus on Management and Governance	IT Reserve
51	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.	4. Focus on Management and Governance	IT Reserve
52	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 nozzles).	3. Focus on Livability	Fire Reserve
53	322 - Fire Protection	Pumper Rescue Replacement	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line status.	3. Focus on Livability	Capital Lending Reserve
54	322 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA) for 2025.	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.	4. Focus on Management and Governance	Fire Reserve
55	447 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Replacement of 10 vehicles in 2020, reducing the overall fleet complement by 1 through a 2 for 1 replacement.	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, and impact to community service. Vehicles up for replacement in 2020 include a 1995 Loader for the Airport which is 95% ACAP (Airport Capital Improvement Program) funding eligible, a 2005 1/2 pickup truck and a 1984 single axle dump truck for the Airport which together will be replaced with a single smaller mini dump truck, a 2005 rough terrain mower for the Airport, a 2007 multi-use toolcat machine for the Parks Department, a 2005 1/2 ton pickup for the Wastewater Department, a 1999 Case Backhoe for the Roads Department, and 2 hauling trailers (1979/1988) for the Operations Division.	4. Focus on Management and Governance	Fleet & Heavy Equipment Reserve
56	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. This structure is now approaching 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance.	4. Focus on Management and Governance	Facilities Reserve
57	450 - Facilities	Centennial Pool Changehouse Renovations	2019 CFWD - Completion of gutter replacement to address longstanding leaks through the tiled gutter system. 2020 - Completed of architectural renovations to the change house facility.	CFWD: Project contractor engaged, expencted completion in Q1 2020. 2019 CFWD - Complete re-build of the pool's tiled gutter system. The nesting eagle tree on the property resulted in seasonal construction limitations for completing the replacement of the pool's gutter. This work is proceeding in Fall 2019 and is likely to extend into early 2020. 2020 - Based on the timing of other works occurring at the Pool in 2019 (roof replacements, temporary leak repair, mechanical systems replacement including the boiler), architectural renovations to the change house were not completed in 2019. Design works are now proceeding with detailed design contemplated in 2020 and construction scheduled for Fall 2021.	4. Focus on Management and Governance	Facilities Reserve
58	450 - Facilities	CRCC Hydronic Circulating Pump Replacement	Replacement of the hydronic circulating pump at the Community Centre.	The circulating pump is showing signs that it is approaching end of life and requires replacement to avoid an unplanned failure.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
59	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 licensing updates are required to ensure new hardware is compatible with existing system.	4. Focus on Management and Governance	Facilities Reserve
60	450 - Facilities	Museum Roof Replacement & Skylight Repair	Replacement of the Museum roof.	The roof at the museum is now at the end of its serviceable life and experiencing routine leakage. It requires replacement. The skylights will be repaired or replaced during this project.	4. Focus on Management and Governance	Facilities Reserve
61	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 services, stores, a fuel 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 office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is need to develop a long range plan for this site to ensure efficient long-term functionality of the City's Operations Division.	4. Focus on Management and Governance	Facilities Reserve
62	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 exterior doors are original to the 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.	4. Focus on Management and Governance	Facilities Reserve
63	450 - Facilities	Sportsplex Gym Floor Refurbishment	Design and renovations to the Sportsplex gymnasium flooring.	The gym floor at the Sportsplex is original to the building and has been patched in many areas throughout. It is now at end of life and requires complete replacement to ensure ongoing patron safety.	3. Focus on Livability	CWF
64	450 - Facilities	Sportpslex Gym Movable Wall	Replacement of the movable wall that is used to separate Gym's A and B at the Sportsplex.	The movable wall is original to the facility and is now at end of life. The equipment is suffering routine maintenance breakdowns and it is difficult to service / obtain parts for. The wall is essential to the operating practices for both day-to-day programming and large events.	3. Focus on Livability	CWF
65	450 - Facilities	RCMP Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Torch on 2 ply SBS portion of roof is showing signs of failure and is nearing the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
66	450 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligatoring and bubbling. Minor roof leaks have been experienced to date.	4. Focus on Management and Governance	Facilities Reserve
67	450 - Facilities	ERT Materials Transfer Pit 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 need to be addressed. A limited 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 which will need to be remediated. Additionally, the ESA recommended a detailed site investigation (DSI) including test drilling to determine both the extend of contamination in the two identified areas as well as any contamination in the larger massed spoil pile in the centre of the site.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
68	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 needed to ensure the ongoing 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 remediation work is needed 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 area were undertaken in 2019. The remaining work is intended to address the remainder of known envelope issues on the structure.	4. Focus on Management and Governance	CWF
69	450 - Facilities	Sportsplex Rehabilitation & Expansion Project	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 25-30 years at which point it will be nearing end of life. 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 split for separate functions.	4. Focus on Management and Governance	CWF / Capital Works Reserve
70	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).	4. Focus on Management and Governance	Capital Works Reserve
71	450 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.	4. Focus on Management and Governance	Facilities Reserve
72	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	Envelope maintenance and refurbishment at City Hall and Enterprise Centre including repainting of exterior at City Hall.	Both buildings require water proofing treatment and re-caulking of the exterior building envelope. City Hall requires re-painting.	4. Focus on Management and Governance	Facilities Reserve
73	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	Replacement of existing Building Automation System (BAD) Trane DDC.	Project will bring system to a modern standard and re-commission entire heating and ventilation system which is now over 20 years old. Improve energy efficiency and overall system functionality.	4. Focus on Management and Governance	Facilities Reserve
74	450 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. An assessment of the building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic resilience.	4. Focus on Management and Governance	Facilities Reserve
75	450 - Facilities	RCMP Chiller Replacement	Replacement of the chiller at the Police and Public Safety Building.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary to support proper indoor air quality.	4. Focus on Management and Governance	Facilities Reserve
76	450 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.	3. Focus on Livability 4. Focus on Management and Governance	Facilities Reserve
77	450 - Facilities	MHC Heat Pump / Fan Replacement	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre.	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
78	450 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.	4. Focus on Management and Governance	Facilities Reserve
79	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past its serviceable life and now requires a major repair.	4. Focus on Management and Governance	Facilities Reserve
80	450 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is a mixture of roofing types and several are approaching the end of their serviceable life. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before any significant leaking occurs.	4. Focus on Management and Governance	Facilities Reserve
81	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.	4. Focus on Management and Governance	Facilities Reserve
82	450 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
83	450 - Facilities	City Hall Window Replacement	Replacement of the windows at City Hall.	The windows are original to the building and do not meet current industry best practices for exterior glazing. Many windows require repairs. Budget includes remediation for potentially asbestos containing caulking materials.	4. Focus on Management and Governance	Facilities Reserve
84	450 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
85	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
86	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 core systems including HVAC, 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 ongoing functionality for staff and building tenants.	4. Focus on Management and Governance	Facilities Reserve
87	532 - Roads	Traffic Control Upgrades - 13th/Dogwood (map incl.)	The City has an inventory of 34 traffic lights in the community. These systems have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement. Priority intersection include 13th and Dogwood, Hilchey and Alder; Shoppers Row and St Ann's. 13th and Dogwood is the priority intersection for these critical pieces of infrastructure in the community. 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 MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.	4. Focus on Management and Governance	Capital Works Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
88	532 - Roads	Asphalt Overlays - Charleveille / Detweiler / Quinsam (map incl.)	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 a number of locations in the City where the asphalt has already failed or is rapidly nearing its end of serviceable life. The Roads department has not undertaken a road overlay program for over 5 years and is rapidly falling behind on dealing with important pavement issues. Going forward, staff will provide a list of areas and cost to undertake these projects on an annual basis (updated in the spring). There is over \$10 million in required overlay/road rebuilds required in the community. The City has been at least 5 years without a supported road overlay program. If this continues, the costs to overlay will be absorbed in the rebuild costs that are typically 2 to 3 times as much.	4. Focus on Management and Governance	Capital Works / CWF
89	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 through out the community. A number of these road segments have already failed or are rapidly approaching the end of their serviceable lives. The Roads department had a pavement management plan developed in 2018 to better plan for road rehabilitation projects for the years 2018 through 2023. Planned 2020 asphalt overlay include Detweiler, Charleveille, lower portion of Quinsam and Hopton Roads.	4. Focus on Management and Governance	Capital Works / CWF
90	532 - Roads	Traffic Control Upgrades - Replacement	The City has an inventory of 34 traffic lights in the community. These systems have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.	4. Focus on Management and Governance	Capital Works Reserve
91	550 - Storm Drains	Shoreline Outfall Upgrades	This is a program to review a number the outfalls along the waterfront and determine the best way to upgrade them. This would need to accommodate best practices and have consideration for storm events and sea level rise.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	Storm Water Reserve
92	550 - Storm Drains	Drainage Improvements - 6th Ave East of Alder, Homewood/Nunns Crossing (map incl.)	Work planned for 2020 includes 6th Avenue from Alder east, Homewood/Nunns Creek Crossing and Peterson Road, as well as, storm ditch realignment from highland Road to the ERT.	This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.	3. Focus on Livability	Storm Water Reserve
93	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 control the storm water being discharged but to look at the quality of it as part of the outfall system.	4. Focus on Management and Governance	Storm Water Reserve
94	550 - Storm Drains	Annual Drainage Improvements	Annual Drainage Improvements	This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.	3. Focus on Livability	Storm Water Reserve
95	570 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated pavement as poor.	4. Focus on Management and Governance	AIF / ACAP Grant

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
96	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.	4. Focus on Management and Governance	Sewer Reserve
97	580 - Sewer	Sewer Facility Renewal	Lift station #11 siding and roof, and NWEC 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. Exact budget will fluctuate based on specific projects. CFWD: Lift station #11 roof tendered - expected completion Q4 2019 or possibly Q1 2020. Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWEC Pre-design report and 2019 electrical assessment. The existing digester is at capacity, the air 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 generator is at end of life and 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. Design to commence in Q1/2020. (Multi-year project).	4. Focus on Management and Governance	Sewer Reserve
98	580 - Sewer	Norm Wood Environmental Centre Upgrades	Digester, air headers, generator and electrical system upgrades.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs, service disruptions, liability, and the risk of release of untreated sewage to the environment. Exact budget will fluctuate based on specific projects. CFWD: Lift station #11 roof tendered - expected completion Q4 2019 or possibly Q1 2020. Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWEC Pre-design report and 2019 electrical assessment. The existing digester is at capacity, the air 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 generator is at end of life and 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. Design to commence in Q1/2020. (Multi-year project).	4. Focus on Management and Governance	Sewer / DCC
99	580 - Sewer	Sewer Main Replacement (map incl.)	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 that will be constructed in 2020.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.	4. Focus on Management and Governance	Sewer Reserve
100	590 - Water	Watermain Renewal - Fir St.	CFWD necessary to complete watermain renewal on Fir Street.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability. CFWD required for maintenance period of completed projects.	4. Focus on Management and Governance	Water Reserve
101	590 - Water	Watermain Renewal - Garfield/Painter/Barclay	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. CFWD required for maintenance period of completed projects.	4. Focus on Management and Governance	Water Reserve
102	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. CFWD: Design underway, completion Q1 2020, followed by construction.	4. Focus on Management and Governance	Water Reserve
103	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	Replacement of the existing pressure reducing valve at Bathurst/McLean.	The existing pressure reducing valve at Bathurst and McLean is in poor condition and requires replacement. The Water System Strategic Action Plan recommend that this functionality can be provided through the existing pressure reducing valve at Bathurst/Thulin by constructing a new watermain between the two locations. This project takes advantage of existing infrastructure and will essentially remove one pressure reducing valve site from the water system. CFWD: Construction underway. Anticipated completion Q1 2020.	4. Focus on Management and Governance	Water Reserve
104	590 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life (40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.	4. Focus on Management and Governance	Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
105	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 corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.	4. Focus on Management and Governance	Water Reserve
106	590 - Water	WM Cathodic Protection	Replacement and upgrades to the existing cathodic protection systems at Maple Street.	Inspections of existing cathodic protection system has identified the need for replacement and upgrades for the Maple Cathodic system. Cathodic protection helps maintain the integrity of steel watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on steel pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.	4. Focus on Management and Governance	Water Reserve
107	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 operations of the system and enabling 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.	4. Focus on Management and Governance	Water Reserve
108	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 renewal is linked to Hwy 19A Phase III project.	4. Focus on Management and Governance	Water Reserve
109	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, CRWSC optimization, John Hart Pump Station, main chlorine adn PRT station modifications.	4. Focus on Management and Governance	Water Reserve
110	590 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve
111	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.	4. Focus on Management and Governance	Water Reserve
112	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 permanent communication failure and result the inability to manage both water and sewer systems which could lead to catastrophic damages to our infrastructure/damages to public property. CFWD: Project contractor engaged, expected completion in Q1 2020.	4. Focus on Management and Governance	Sewer / Water
113	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.	4. Focus on Management and Governance	Sewer / Water
114	720 - Parks	Dick Murphy Fencing Renewal (map incl.)	Replacement of existing fences.	Many of the City's parks that have fencing are over 25 years old and are in need of replacement. Fences are starting to fall into private property and are not enclosing the park which can allow for small children to wander onto roadways and private properties.	3. Focus on Livability	Parks Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
115	720 - Parks	Sign Replacement - Lilelana, Sequoia and Charstate Park (map incl.)	To replace existing Park signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.	3. Focus on Livability	Parks Reserve
116	720 - Parks	Lilelana and Rotary Park Irrigation (map incl.)	The continuation of the implementation of the Parks Irrigation Strategy.	The parks system has aging infrastructure that needs repair. This is an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms, signage, irrigation, playgrounds, etc. Irrigation system no longer working due to the age of the existing pipes and valves in the ground. The main irrigation line continues to break and valves do not function properly.	3. Focus on Livability	Parks Reserve
117	720 - Parks	Willow Point Tennis Courts (map incl.)	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure assets.	The parks system has aging infrastructure that needs repair. This is an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms, signage, irrigation, playgrounds, etc. Willow Point tennis courts crack repairs and resurfacing are needed as the cracks and aging surface needs replacement as the conditions of the courts are becoming a liability.	4. Focus on Management and Governance	Parks Reserve
118	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 to the Island in case of a wild fire.	3. Focus on Livability	Parks Reserve
119	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.	4. Focus on Management and Governance	Parks Reserve
120	720 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated. The Fall/Winter/Spring rains have made that end of the fields very difficult to maintain which could lead to injuries for the user groups that use the field.	3. Focus on Livability	Parks Reserve
121	720 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of Rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built, and a rubber surface was put in. The rubber surface life span in 8 years and will need to be replaced to meet CSA standards.	3. Focus on Livability	Parks Reserve
122	720 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replace for safety reasons as the turf was installed in 2016.	3. Focus on Livability	Parks Reserve
123	740 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange rates.	3. Focus on Livability	Furniture & Equipment Reserve
124	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.	4. Focus on Management and Governance	Furniture & Equipment Reserve
125	740 - Recreation & Culture	Weight Room Floor	Replace weight room floor.	When new equipment was installed in 2018 it was discovered floor is uneven, old flooring is worn and has holes from unbolting old equipment. Floor needs to be levelled and resurfaced with updated flooring.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
Other Capital Projects						
126	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 2005. An upgraded 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.	4. Focus on Management and Governance	IT Reserve
127	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 vendor. Not replacing this device will leave the City network with a serious security vulnerability.	4. Focus on Management and Governance	IT Reserve
128	213 - IT	Budget Software	Purchase budget software to manage the City's Financial Planning process.	The City currently uses Excel and Word documents to manage the City's \$100M annual budget process and the GFOA Budget Award winning Financial Plan package. The process is very manual and is very prone to error given the number of account codes, departments and scope of the City's \$100M annual budget, as well as 10-year Financial Plan. Budgeting software is well utilized by many municipalities, particularly those of the City's size and will reduce the amount of manual reconciliation and risk of error in compiling a significant budget. Further, management will be able to access their budget data at any time without being dependent on Finance to update and or send excel documents. Finally, budgeting software will facilitate value added analysis and charts which will provide Council and management with additional information and continue the City's efforts in a transparent and financial sustainable Financial Plan.	4. Focus on Management and Governance	IT Reserve
129	322 - Fire Protection	Fire Hall 1 and 2 Gear Dryers	Acquisition of mechanical gear dryers for Fire Halls 1 and 2.	In recent years the Fire Department has modified their safe work procedures for post-incident gear management to address emerging best practices around post-fire toxins affecting human health. Currently gear is washed and air dried after active fire incidents. Air drying is time consuming and requires staggering of turnout gear through the apparatus bays. A more efficient and effective method for drying gear is through the use of automatic gear dryers. The Fire Department Joint Health and Safety Committee has recommending that these will meet the Fire Department's needs. Should a new Fire Hall be constructed in the short to medium term time frame this equipment could be relocated.	4. Focus on Management and Governance	Fire Reserve
130	450 - Facilities	City Hall Counter Renovations	Renovation of the 2nd floor and Finance Department service counters.	Design of the second floor service counter which provides the main public service interface for the Development Services department has gone through a number of revisions in 2019 and is now preparing for construction in Q1 2020. Through this design exercise it became evident that many of the issues being addressed with the second floor counter are also present within the Finance department's service counter – namely those associated with ergonomics, aesthetics, storage space, and customer service delivery. For consistency throughout City Hall the Finance counter is also planned to be replaced with themes consistent with the 2nd floor as part of this project. CFWD" Conceptual design now finalized. Detailed design to be completed Q4 with construction in Q1 2020.	2. Focus on Economic Growth	Facilities Reserve
131	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 making it difficult to comply with WorkSafe BC regulations. Work includes the engineering and installation of fall protection systems at 12 City facilities whose design necessitates work at heights. In recent years WorkSafe BC has noted the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work. CFWD: Engineering design in final stages, construction to be tendered Q4 with construction planned for Q1 2020.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
132	450 - Facilities	Downtown Outdoor Washroom	Installation of a 24/7 available CPTED designed outdoor washroom.	Referred to financial planning deliberations. CFWD: Washroom tendered in Q3, anticipated delivery Q2 2020 with installation prior to summer 2020.	3. Focus on Livability	CWF
133	450 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$10,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by the Fleet and Heavy Equipment reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation and long term with the goal of reducing operation cost (rental fees, etc.).	4. Focus on Management and Governance	Furniture & Equipment Reserve
134	450 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption. The City's Water Department completed audits of 3 of the City's largest facilities (Community Centre, Sportsplex, RCMP) in 2019 with 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.	4. Focus on Management and Governance	Carbon Neutral Reserve
135	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 per accounting standards.	4. Focus on Management and Governance	Capital Works / Sewer / Water
136	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. The building also houses server 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 UPS systems which have limited capacity before requiring a standby generator be brought on site during power interruptions to ensure fibre clients are not adversely impacted.	4. Focus on Management and Governance	Facilities Reserve
137	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 Gardens facility on a daily 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 within the last years, particularly 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 as overflow parking for the currently planned SG facility expansion during major events.	4. Focus on Management and Governance	Facilities Reserve
138	450 - Facilities	MHC Building Automation System	Addition of a building automation system at the Maritime Heritage Centre.	Currently the building has limited HVAC controls for servicing a complex and multi-use facility. A building automation system will help control energy costs and improve functionality / occupant comfort.	4. Focus on Management and Governance	Facilities Reserve
139	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 facilities for staff or 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 dormitories on site however 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 renovation to address the lack of locker rooms.	4. Focus on Management and Governance	CWF

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
140	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 within the City, it is warranted some improvements should occur to improve the visual appeal of the facility.	4. Focus on Management and Governance	Facilities Reserve
141	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.	3. Focus on Livability	Facilities Reserve
142	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% beyond -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, over the past 6 years, installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into 2020 and beyond. CFWD: Four units to be installed; expected completion in 2020.	3. Focus on Livability	CWF
143	532 - Roads	Parking Lot Improvements - Rotary Beach Park (map incl.)	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 2020 will include improvements to the public parking at Rotary Beach Park.	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.	4. Focus on Management and Governance	Capital Works Reserve
144	532 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.	3. Focus on Livability	CWF
145	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 while promoting active transportation within the community.	3. Focus on Livability	CWF
146	532 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights (map incl.)	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually. South Dogwood at South Alder has been identified for 2020.	This annual program supports public safety by providing enhanced safety features to assist pedestrians.	3. Focus on Livability	CWF
147	532 - Roads	LED Light Conversion	This program undertakes an annual replacement of existing HPS lights with new LED lights. In the past, the focus was on arterial and collector roadways City owned lights. The City has approached BC Hydro to retrofit some of the City's lease lights however BC Hydro is not ready to undertake a LED conversion program. The work planned for 2020 will focus 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 lights.	4. Focus on Management and Governance	CWF

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
148	532 - Roads	Sidewalk Infill - Cheviot from Peterson West (map incl.)	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 Mc Phederan 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 in fill in any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.	3. Focus on Livability	CWF / Roads DCC
149	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 2021 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 and Cypress St. 2018 saw improvements to the parking lot on Beech St. 2019 saw improvements to the public parking at City Hall.	3. Focus on Livability	Capital Works Reserve
150	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.	4. Focus on Management and Governance	CWF
151	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. South Mc Phederan 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 in fill in any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.	3. Focus on Livability	CWF / Roads DCC
152	532 - Roads	Seagull Walkway Repairs	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to 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 insure 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 increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	Capital Lending Reserve
153	532 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the warrants to support traffic lights at those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.	4. Focus on Management and Governance	Capital Works Reserve
154	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	3. Focus on Livability	Capital Works Reserve
155	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding for this is in place through DCC's but it is greatly underfunded at this time.	4. Focus on Management and Governance	Storm Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
156	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flood at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Without undertaking this work, the park on the sports field will continue to flood and there will be issue with all the storm systems that lead into the creek.	4. Focus on Management and Governance	Storm Water Reserve
157	550 - Storm Drains	14th - Spruce to Redwood	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	Storm Water Reserve
158	570 - Airport	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 (SAAB 340). Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured. CFWD: RFP closed and under review. ACAP funding package to be submitted prior to April 1, 2020. (Multi-year project).	4. Focus on Management and Governance	AIF / ACAP Grant
159	570 - Airport	Equipment Shelter	Additional shelter structure at Airport.	Increased space required at Airport to house equipment and other assets.	2. Focus on Economic Growth	Airport Reserve
160	570 - Airport	ATB HVAC - Assessment	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.	2. Focus on Economic Growth	Airport Reserve
161	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 the light bases as they have been hit by vehicles in the past. Existing bases on the East side are not structurally sufficient.	2. Focus on Economic Growth	Airport Reserve
162	570 - Airport	Runway Deicing Trailer	Runway de-icing trailer.	At this time, operations are unable to effectively de-ice the runway. ACAP has deemed the Airport is eligible to apply for capital funding for this equipment. Not funded in 2019 in queue for 2020	2. Focus on Economic Growth	AIF / ACAP Grant
163	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 an alternative location brings the airport in line with the majority of other airports.	2. Focus on Economic Growth	Airport Reserve
164	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 time.	2. Focus on Economic Growth	Airport Reserve
165	570 - Airport	Expand ATB Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.	2. Focus on Economic Growth	Airport Reserve
166	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.	4. Focus on Management and Governance	Airport Reserve
167	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 2020 require CFWD.	The existing biosolids land application site exceeded its permitted limits. In order to continue to land apply, site modifications are required. CFWD: Phase 1 construction completed. Expected completion in 2020.	4. Focus on Management and Governance	Sewer Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
168	580 - Sewer	SL-RAT (obstruction locator) Equipment (Business Case incl.)	The SL-RAT is an acoustic device that can determine whether there are obstructions in the sewer pipes, the severity of the obstructions and where the obstructions are located.	Excessive flushing and/or root cutting can severely damage pipes. In some cases, as determined through video inspection, root cutters have damaged vulnerable pipes to the point that they may not be candidates for pipe-lining, meaning that they will need to be excavated to repair. With the use of acoustic technology, we can determine when flushing and root cutting are needed and take a condition-based approach at these maintenance programs. This will save significant amounts of operator time, reduce wear and tear on the vacuum truck, as well as, sanitary and storm infrastructure.	4. Focus on Management and Governance	Sewer Reserve
169	580 - Sewer	Septage Separation Improvements (Business Case incl.)	Installation of a septage screening device.	There is an increasing number of used needles and other sharps discarded in outhouses and inappropriate areas within the City of Campbell River. Many of these needles are collected by contractor and city vacuum trucks then are being disposed of into the existing septage receiving station and/or the septic truck clean out bay at NVEC. The septage receiving station solids are then removed by city staff via the city owned vac truck, then stockpiled on site at NVEC. This current method of needle and solid waste handling by city staff and contractors endangers the health of those workers, poses a long-term risk to those that may come in contact with the stockpiled material in the future, and does not follow best practice for solid waste disposal.	4. Focus on Management and Governance	Sewer Reserve
170	580 - Sewer	Norm Wood Environmental Centre SCADA Upgrade	Norm Wood Environmental Centre.	The installation of an automated septage screening system, with screened solids and rock separation, that discards the solids into separate disposal bins for offsite disposal significantly reduces health risks and allow for proper disposal of solid waste products, extracted at the NVEC. 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 SCADA system. Failure of the currently SCADA system could compromise the operations at NVEC.	4. Focus on Management and Governance	Sewer Reserve
171	580 - Sewer	Sewer Camera Truck Purchase	New vehicle/inspection equipment for the Sewer Line Inspection & Flow Monitoring Program proposed in ongoing service levels.	As a vital element of the Sewer Line Inspection & Flow Monitoring Program, the camera truck will greatly improve quantity and quality of imagery of sewer lines which will increase efficiency and lower costs in maintenance and servicing. Data collected from this equipment will also provide valuable information in the City's Asset Management planning.	4. Focus on Management and Governance	Sewer Reserve
172	580 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planed loading increases, additional diffusers will be required to adequately process the wastewater.	4. Focus on Management and Governance	Sewer Reserve
173	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. The timing of this will depend on the ability to extend the life of the existing land application fields. Management process for dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000 based on tipping fees anticipated to be charged by the regional district. Operating costs for dewatering is estimated at \$180,000.	4. Focus on Management and Governance	Sewer Reserve
174	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 that this will change once their project is complete and will require that the existing intake is connected to the new Water Supply Centre. CFWD: Construction 90% completed. Anticipate completion Q1 2020.	4. Focus on Management and Governance	Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
175	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, this PRV will expand the reduced pressure zone to mitigate the higher pressures of the new system on the lower elevation. CFWD: Construction underway. Anticipated completion Q2 2020.	4. Focus on Management and Governance	Water Reserve
176	590 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract terms. The project is expected to include meters, backflow devices, and water quality monitoring stations. It is anticipated to be fully funded by the Strathcona Regional District.	4. Focus on Management and Governance	Grants - Other
177	590 - Water	SCADA - Holm Reservoir, Rockland PRV, Willow PRV	SCADA at various water facilities - Holm res, Rockland PRV, Willow PRV.	The extension of the previous SCADA project. Additional infrastructure needs to come on line to permit us to operate these sites remotely and line up with the new SCADA system. These sites are currently not on SCADA and pose a liability to the water and sewer systems.	4. Focus on Management and Governance	Water Reserve
178	590 - Water	Load Bank Testing Unit	Purchase of a load bank testing unit.	Required to ensure integrity of generator at CRWSC when running at low load, will also be used for testing to ensure operational. Could be used by wastewater, fleet/facilities, airport.	4. Focus on Management and Governance	Water Reserve
179	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 supplied by the Alder transmission main can be abandoned.	4. Focus on Management and Governance	Water Reserve
180	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.	Management and Governance	Water Reserve
181	590 - Water	Beaver Lodge Pump Station Upgrades	Upgrade of pumping capacity at Beaver Lodge Pump Station.	Development in the Jubilee Heights, Homalco Reserve or airport lands will trigger the upgrade of the pumping capacity at the Beaver Lodge Pump Station. Timing of this project is dependent on the rate of development in these areas. It is assumed that the capital costs for these upgrades would be fully funded by developers.	3. Focus on Livability	Grants - Other
182	590 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease velocities and mitigate pressure loss.	2. Focus on Economic Growth	Water Reserve
183	590 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be coordinated with DOC Washout Bay project.	3. Focus on Livability	Water Reserve
184	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 adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
185	720 - Parks	Disc Golf Safety and Asset Upgrades (map incl.)	Willow Point Disc Golf Safety and Asset Upgrades to site. Removal of hazards trees and improve surface conditions.	There are approximately a hundred dead trees on the course that need to be removed. Most of them are red alder and big leaf maple. Most of the trees were on the first 9 holes- 93 in total. As well as the disc golfers on the site, there are trails that the public uses and an outdoor kindergarten program based out of the Willow Point Sportsplex (currently they don't go in the woods if its windy because of the trees).	3. Focus on Livability	Parks Reserve
186	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk but some planting will need to be completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact equipment could not access the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it has become a liability risk to the City.	4. Focus on Management and Governance	CWF
187	720 - Parks	Willow Point Skate Park Repairs (map incl.)	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure assets.	The parks system has aging infrastructure that needs repair. This is an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms, signage, irrigation, playgrounds, etc. The skate park had a condition access report done in January of 2019 and a number of liability issues were found and need to be repaired so the facility is safe to use.	4. Focus on Management and Governance	Parks Reserve
188	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.	3. Focus on Livability	Parks Reserve
189	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom on this trail. The completion of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed at the site to service this increase in use.	3. Focus on Livability	Parks Reserve
190	720 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.	3. Focus on Livability	Parks Reserve
191	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 one. This phase will increase the number of plots available to the public as the existing inventory of plots will be running out.	3. Focus on Livability	Parks Reserve
192	720 - Parks	Willow Point Park Skatepark Lighting	Purchase and installation of lights for the Willow Point Skate park.	The Willow Point Skate park has been a popular facility since it's completion in 2007. The original design included lighting however lighting was not installed at the time for financial reasons. Installation of lighting will add 760 useable hours from November to March annually. Lighting the park will significantly extend the hours of use, increase user safety and reduce vandalism.	3. Focus on Livability	Parks Reserve
193	720 - Parks	Hwy 19A Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited due to dips and tree roots in the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is hard to make the cemetery look attractive and to maintain throughout the year.	3. Focus on Livability	Parks Reserve
194	532 - Roads	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.		CWF

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
195	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		CWF
BELOW THE LINE (Excluded from Financial Plan)						
Strategic Priorities						
196	213 - IT	CRAvantage Discovery Harbour Extension	Phase two of CRAvantage fibre optic network.	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 funding by council in 2018), and also 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 at \$100,000 per year 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 reduce the proposed return on investment.	2. Focus on Economic Growth	TBD
197	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. Upgrade for this website is critical before the city can proceed with a corporate records management system. Please see capital plan for detailed justification.	4. Focus on Management and Governance	TBD
198	450 - Facilities	City Hall Foyer Accessible Washroom	Modifications to improve access to washrooms at City Hall.	Washrooms at City Hall are difficult to access from the main foyer.	3. Focus on Livability	TBD
199	450 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.	3. Focus on Livability	TBD
200	450 - Facilities	- Theatre/Library Complex On Site Works	Site works required to separate electrical distribution of Tidemark Theatre / Library Facility.	Currently the electrical distribution and fire panel for the Theatre are all housed within the Library. Potential modifications to these facilities will trigger modification to the current exiting plan potentially requiring interior or exterior site works. This is an emerging project and the costs for addressing these issues are still to be determined.	3. Focus on Livability	TBD
201	450 - Facilities	- Theatre/Library Boulevard Works	Streetscape Improvements to City-Owned Lands in Cultural Precinct.	Redevelopment of the Library/Tidemark Theatre courtyard and boulevard. Scope TBD.	3. Focus on Livability	TBD
202	532 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.	3. Focus on Livability	TBD
203	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 development in the City.	2. Focus on Economic Growth	TBD
204	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 development in the City.	2. Focus on Economic Growth	TBD
205	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 late 2019. 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 has now changed. This will be re-evaluated in late 2019 once the design process is underway. The transition 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	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
206	720 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
207	720 - Parks	Nunns Creek Park Enhancements	Detail design for Nunn's Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	<p>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 it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. Also CRMBA is in need of additional field to be able to host tournaments.</p> <p>Phase 1 (2022) would included relocating the parking and extending on-street parking. Phase 2 (2023) would included updated seawalk, small beach seating areas and viewpoints. Phase 3 (2024) would included Festival lawn, event plaza lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 (2025) would included Sybil Andrews walk and celebration space.</p>	3. Focus on Livability	TBD
208	720 - Parks	East Walkway Construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field.	3. Focus on Livability	TBD
209	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.	3. Focus on Livability	TBD
210	720 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
211	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	Continuation of trail construction.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.	3. Focus on Livability	TBD
212	720 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	3. Focus on Livability	TBD
213	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 Parks Strategy Parks Plan additional fields will be needed.	3. Focus on Livability	TBD
214	740 - Recreation & Culture	Centennial Pool Design and Replacement	Centennial Pool Replacement.	Should the decision be made to replace the pool there will be a large capital expense required.	3. Focus on Livability	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
Other Capital Projects						
215	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 procedures to facilitate the creation, 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 for the City to manage electronic records in an environment where sharing, collaboration and work flow management can occur. An ERDMS application functions as a secure electronic repository, providing structured records management 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 assurance of 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 requirements analysis, develop a request for proposals, and implement an EDRMS.	4. Focus on Management and Governance	TBD
216	213 - IT	Vadim/Tempest Replacement	Replacement of the City's Financial accounting software.	The software the City uses to manage its financial accounting systems has recently been acquired by a US firm. Indications are that the current software will not be supported for much longer.	2. Focus on Economic Growth	TBD
217	213 - IT	Building Services Software Upgrades / Online Applications	Tempest - Building Services Software Upgrades for online building permit applications.	<p>To provide excellent customer services to the building community and extend City Hall's availability and options of service, it is recommended to purchase software to implement online application of building permits. Builders would be able to submit building permit applications 24/7 online. The most successful application of this software is for smaller straight forward permits such as garages, demolitions and single-family dwellings.</p> <p>With the purchase and implementation of additional software, the building community will be offered online services for permit applications in addition to in person services, to eliminate frustration and time spent at City Hall. CPDS staff have submitted a SLCR for 2018 to review the option for digital permits with the building community to ensure that this application would be readily used by the building community.</p> <p>Relationships:</p> <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. <p>Economic growth:</p> <ul style="list-style-type: none"> • Creates an open for business atmosphere, with online opportunities, supported with in person service. <p>Livability:</p> <ul style="list-style-type: none"> • Building Services improvements would improve safety and livability, gaining compliance on health and 	2. Focus on Economic Growth	TBD
218	213 - IT	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation funded City services versus City utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital program early in the year.	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
219	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 provide the fire department the 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 each year where crews must 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	3. Focus on Livability	TBD
220	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 (Dry Chemical, Foam 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 is estimated between 1M - 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 to improve the fire departments resources for wildland firefighting in addition to aircraft firefighting.	3. Focus on Livability	TBD
221	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. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecom equipment for the NI911 Fire Dispatch center, and critical 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. With the City experiencing 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 for the future. 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 Emergency Management, 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 in the downtown No. 1 Fire Hall. Council as directed staff to begin the conceptual design work on the new Fire Headquarters with completion of the conceptual design in Q4 2020.	3. Focus on Livability	TBD
222	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 need to complete 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.	4. Focus on Management and Governance	TBD
223	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.	4. Focus on Management and Governance	TBD
224	450 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
225	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 services, stores, a fuel 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 office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is need to develop a long range plan for this site to ensure efficient long-term functionality of the City's Operations Division.	4. Focus on Management and Governance	TBD
226	450 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a 5 year cycle.	4. Focus on Management and Governance	TBD
227	450 - Facilities	Library Skylight Replacement	Replacement of the skylights at the library.	Skylights are at the end of their serviceable life and are experiencing intermittent leaking.	4. Focus on Management and Governance	TBD
228	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 that have been deferred in the 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 interior finishing. Many will need to be addressed if the facility is intended to remain within the City's portfolio for the immediate to medium term future.	4. Focus on Management and Governance	TBD
229	450 - Facilities	Library Envelope Rehabilitation	Repairs to the library's building envelope.	The envelope on the building requires repair as it is exhibiting leakage.	3. Focus on Livability	TBD
230	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 conducive to a safe and modern 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.	4. Focus on Management and Governance	TBD
231	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. Recommendations support some traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.	4. Focus on Management and Governance	TBD
232	550 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	TBD
233	550 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
234	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 need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.	2. Focus on Economic Growth	TBD
235	570 - Airport	NW Development Area Construction	NW Development Area Construction.	Future development area, included in masterplan document.	2. Focus on Economic Growth	TBD
236	570 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.	2. Focus on Economic Growth	TBD
237	570 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.	4. Focus on Management and Governance	TBD
238	570 - Airport	Extend Taxi B	Extend Taxi B.	Master Plan document.	4. Focus on Management and Governance	TBD
239	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 also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD
240	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.	4. Focus on Management and Governance	TBD
241	590 - Water	Mitigation of Water Quality Impacts of John Hart Dam Seismic Upgrade Project	Mitigation of water quality impacts of BC Hydro's John Hart Dam Seismic Upgrade Project. Scope unknown.	BC Hydro's John Hart Seismic Upgrade Project is scheduled for 2020-2024 and is expected to impact the City's drinking water source (John Hart Lake) t the point that would require Boil Water Notices if not mitigated. The City is working with BC Hydro to determine the scope of mitigation required. It is assumed that this will be fully funded by BC Hydro.	3. Focus on Livability	TBD
242	590 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the community's drinking water.	3. Focus on Livability	TBD
243	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 the construction of new courts at 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 more services to the pickle ball user group, such as washrooms, changerooms and a facility to rent if they wish to have any functions at the site.	3. Focus on Livability	TBD
244	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a totally re design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.	3. Focus on Livability	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
740 - 245	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 project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old and requiring significant renewal works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC upgrades.	3. Focus on Livability	TBD



**2020-2029 FINANCIAL PLAN
APPROVED OPERATING COSTS OF CAPITAL**

Index	Department	Project Name	Operating Costs	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Strategic Priorities (Funded)													
1	720 - Parks	Willow Point Park Turf Installation	11,500		11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
2	532 - Roads	Snow Clearing Equipment	19,200				19,200	19,200	19,200	19,200	19,200	19,200	19,200
3	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Lift Station 9 to Big Rock Boat Ramp	100,000		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
4	580 - Sewer	Waterfront Sewer Forcemain	50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
5	590 - Water	John Hart Reservoir	30,000			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
6	720 - Parks	Maritime Heritage Park Construction	25,000						25,000	25,000	25,000	25,000	25,000
TOTAL INCREASE IN OPERATING COSTS			\$ 235,700	\$ -	\$ 161,500	\$ 191,500	\$ 210,700	\$ 210,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700	\$ 235,700
Renewal / Replacement Capital Projects (Funded)													
7	213 - IT	Primary File Server Replacement	1,500					1,500	1,500	1,500	1,500	1,500	1,500
8	213 - IT	Data Storage Upgrade	2,400					2,400	2,400	2,400	2,400	2,400	2,400
9	213 - IT	Operations Management Software Planning and Replacement	50,000					50,000	50,000	50,000	50,000	50,000	50,000
10	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	250			250	250	250	250	250	250	250	250
11	580 - Sewer	NWEC Upgrades	170,000			170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
TOTAL INCREASE IN OPERATING COSTS			\$ 224,150	\$ -	\$ -	\$ 170,250	\$ 170,250	\$ 224,150	\$ 224,150	\$ 224,150	\$ 224,150	\$ 224,150	\$ 224,150



**2020-2029 FINANCIAL PLAN
APPROVED OPERATING COSTS OF CAPITAL**

Index	Department	Project Name	Operating Costs	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Other Capital Projects (Funded)													
12	213 - IT	Internet Security Hardware	5,000			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
13	213 - IT	Budget Software	15,000					15,000	15,000	15,000	15,000	15,000	15,000
14	532 - Roads	Intersection Improvements	1,000						1,000	1,000	1,000	2,000	2,000
15	532 - Roads	South Peterson Improvements	10,000										10,000
16	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	250						250	250	250	250	250
17	580 - Sewer	Sewer Camera Truck Purchase	75,000		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
18	580 - Sewer	NWEC Biosolids Dewatering	480,000										480,000
19	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	10,000					10,000	10,000	10,000	10,000	10,000	10,000
20	590 - Water	Beaver Lodge Pump Station Upgrades	TBD										
21	720 - Parks	Vehicle for Street Tree Maintenance		11,000									
22	720 - Parks	Willow Point Skatepark Lighting	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	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	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	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			\$ 638,050	\$ 11,000	\$ 80,000	\$ 117,800	\$ 121,800	\$ 146,800	\$ 148,050	\$ 148,050	\$ 148,050	\$ 149,050	\$ 639,050
TOTAL OVERALL INCREASE IN OPERATING COSTS			\$ 1,097,900	\$ 11,000	\$ 241,500	\$ 479,550	\$ 502,750	\$ 581,650	\$ 607,900	\$ 607,900	\$ 607,900	\$ 608,900	\$ 1,098,900
Fund													
General				11,000	116,500	154,550	177,750	246,650	272,900	272,900	272,900	273,900	283,900
Sewer				-	125,000	295,000	295,000	305,000	305,000	305,000	305,000	305,000	785,000
Water				-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL				11,000	241,500	479,550	502,750	581,650	607,900	607,900	607,900	608,900	1,098,900

Jubilee Parkway Entrance Sign

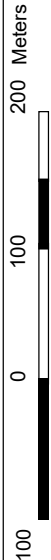


Legend

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



1:5,000










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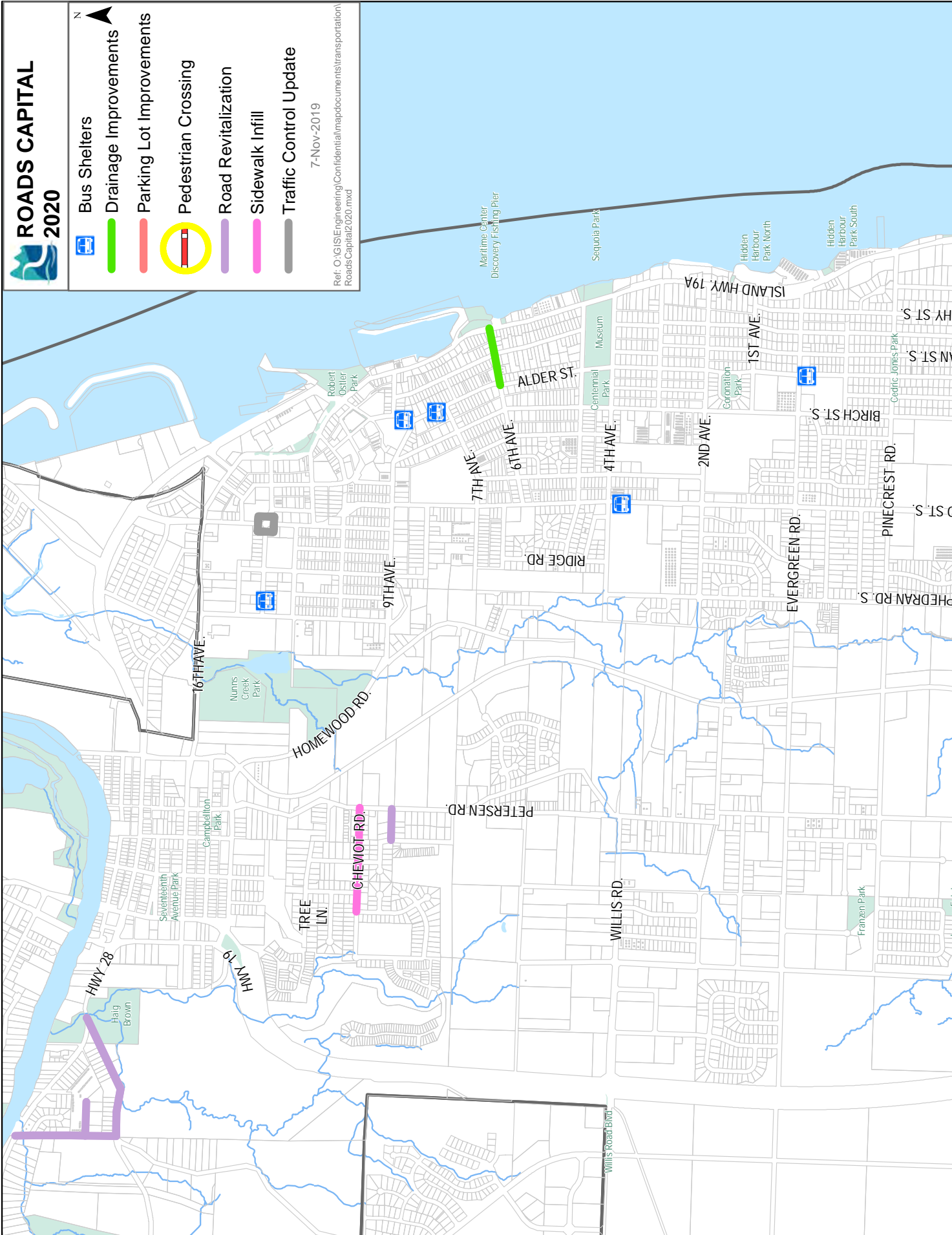
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ROADS CAPITAL 2020

-  Bus Shelters
-  Drainage Improvements
-  Parking Lot Improvements
-  Pedestrian Crossing
-  Road Revitalization
-  Sidewalk Infill
-  Traffic Control Update

7-Nov-2019

Ref: O:\GIS\Engineering\Confidential\mapdocuments\transportation\RoadsCapital2020.mxd

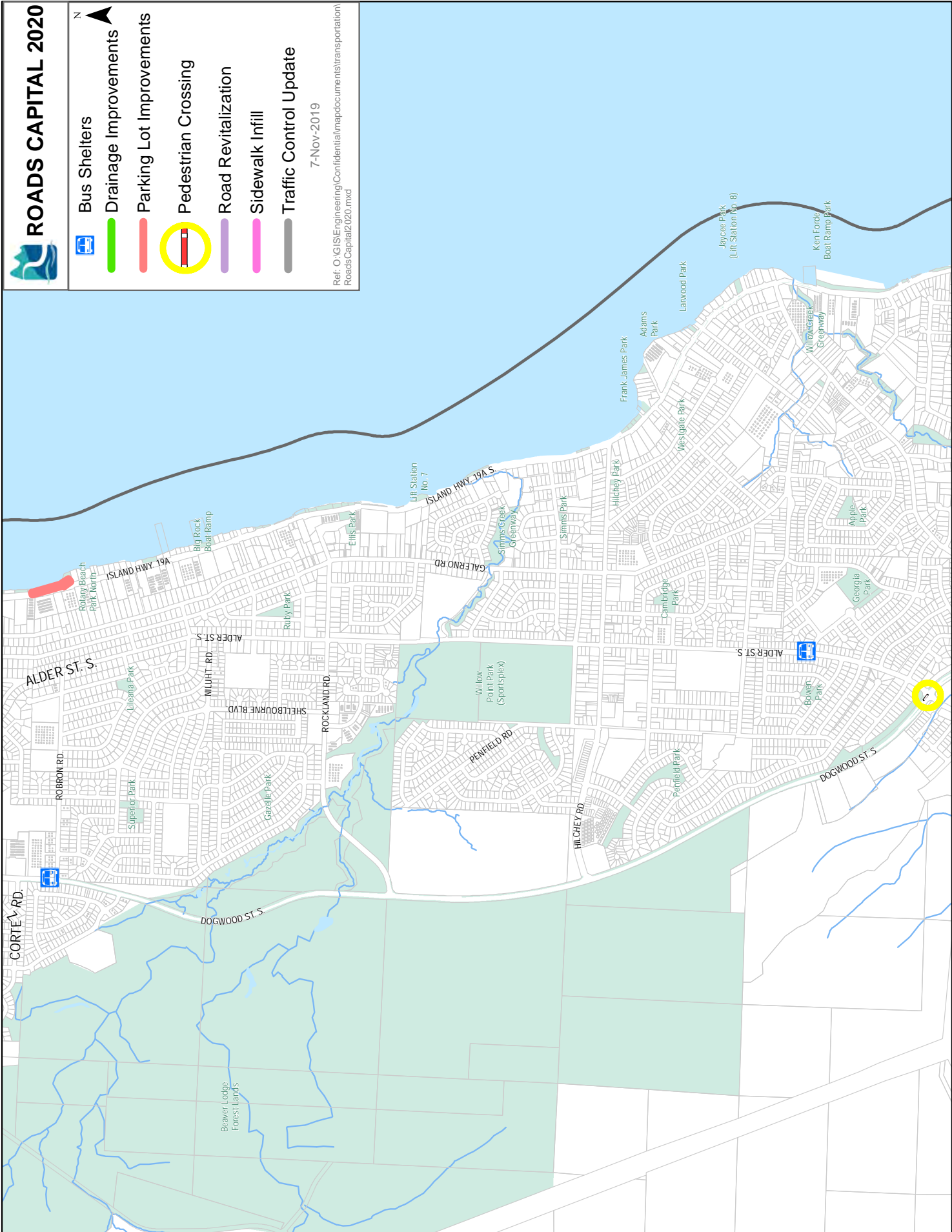


ROADS CAPITAL 2020

 Bus Shelters
 Drainage Improvements
 Parking Lot Improvements
 Pedestrian Crossing
 Road Revitalization
 Sidewalk Infill
 Traffic Control Update

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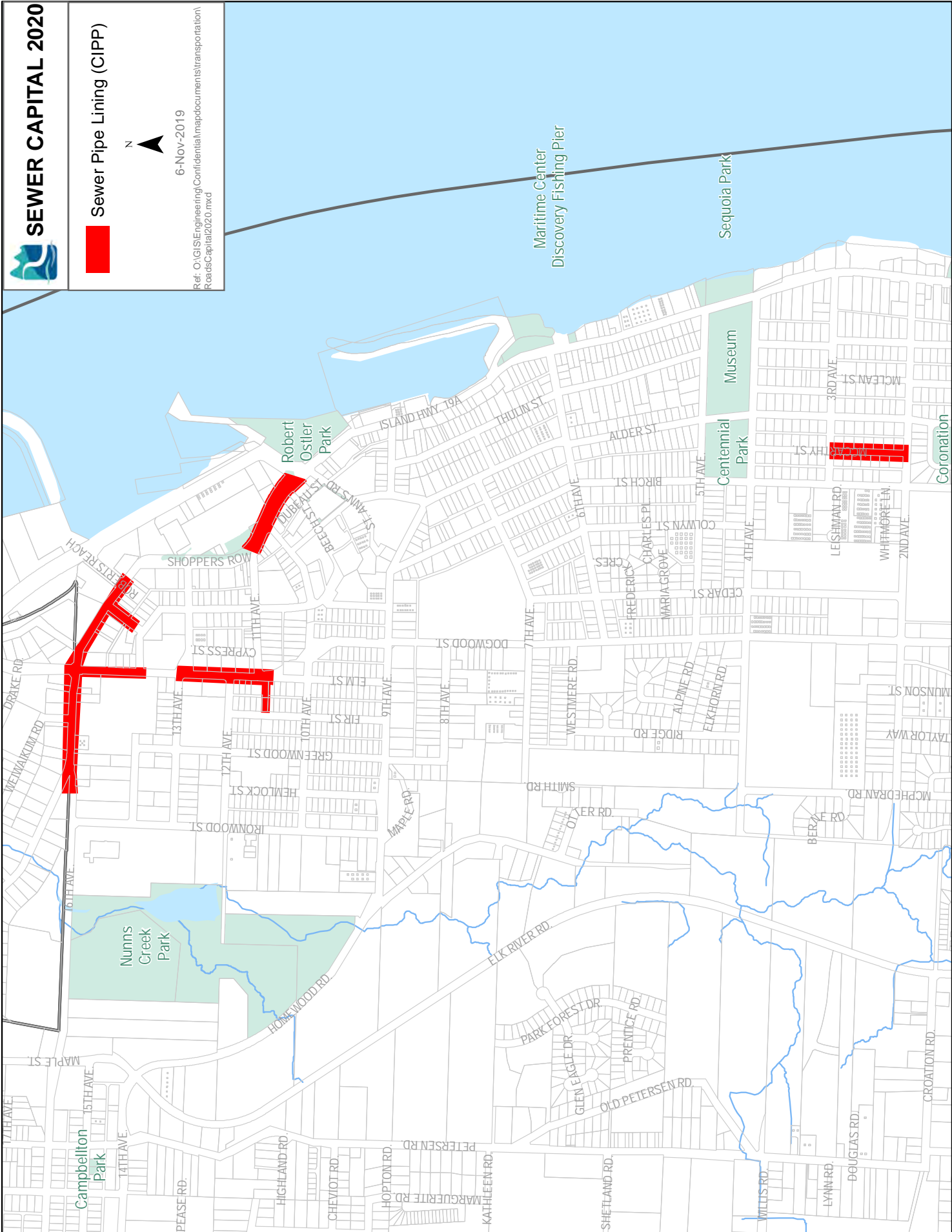


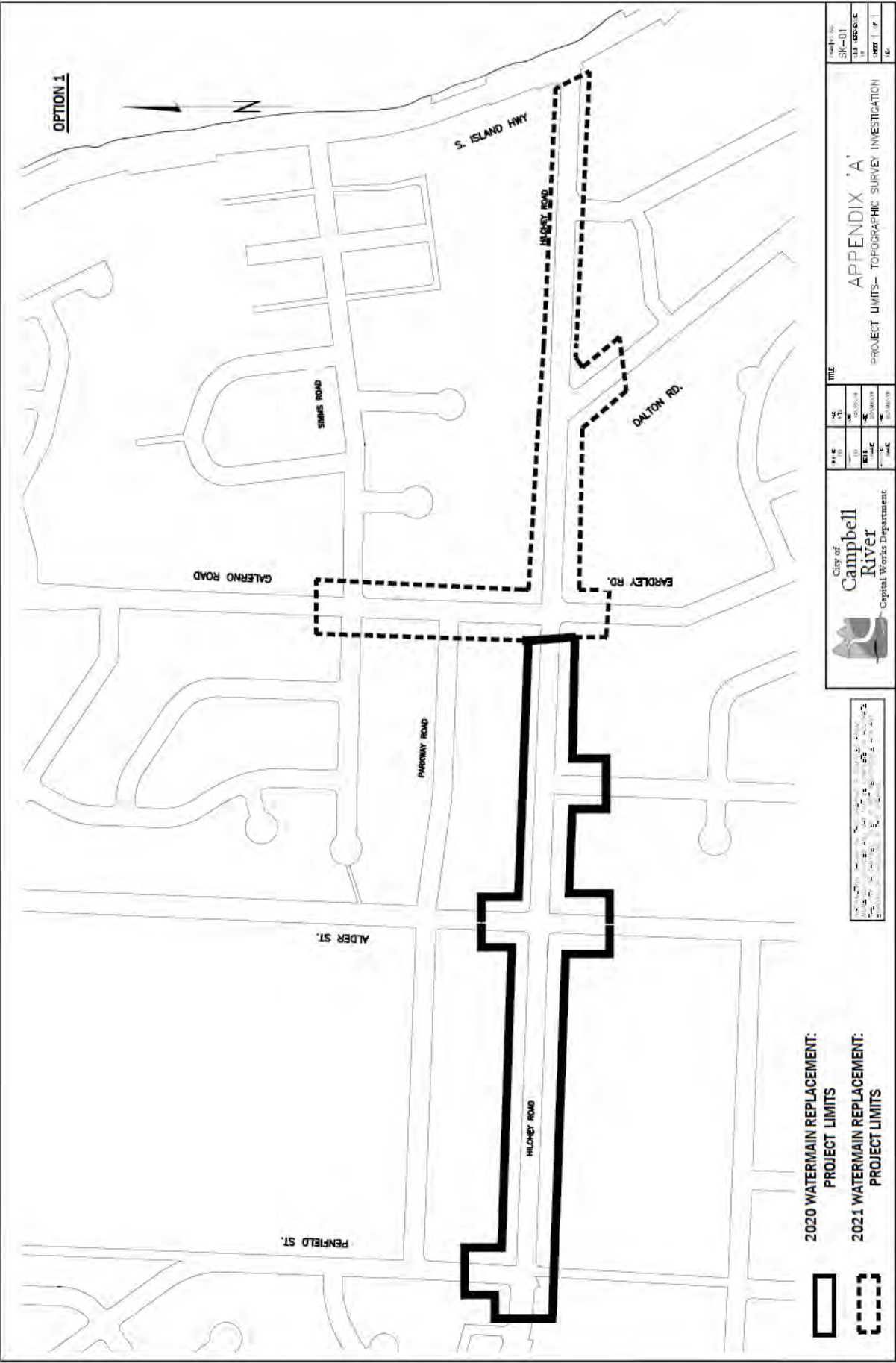
Sewer Pipe Lining (CIPP)



6-Nov-2019

Ref: O:\GIS\Engineering\Confidential\mapdocuments\transportation\RoadsCapital2020.mxd





Dick Murphy Park - Fencing Renewal



Legend

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



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160 0 160 320 Meters

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Charstate - Sign Renewal



Legend

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



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60 Meters

30

0

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Sequoia Park - Sign Renewal



Legend

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



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80 Meters



40

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Lilelana Park - Irrigation and Sign Renewal



Legend

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



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20

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Rotary Beach Park - Irrigation Renewal



Legend

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



1:2,000



80 Meters

40

0

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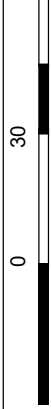
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Willow Point Park - Tennis Courts



1: 1,500

60 Meters



30

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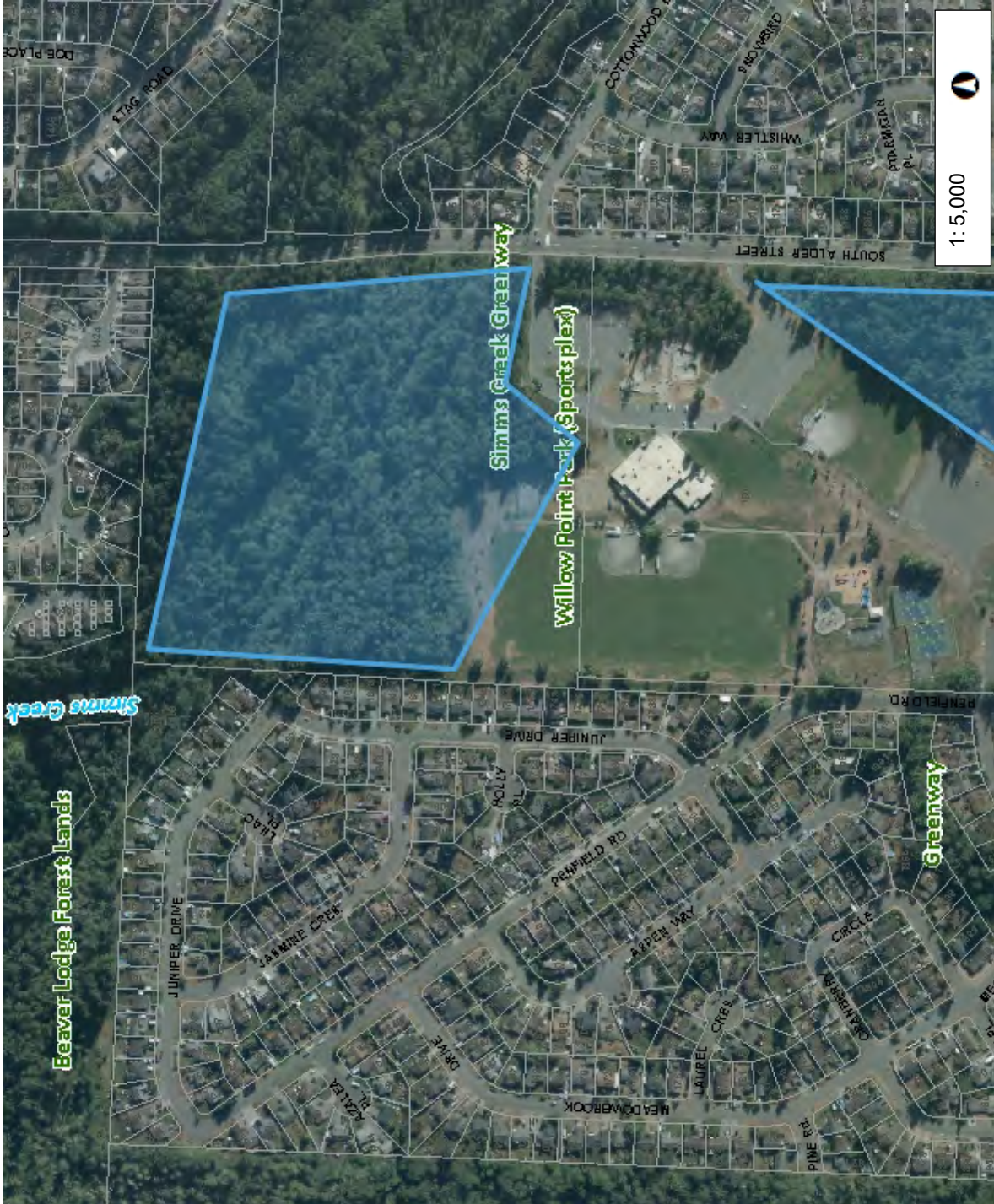
- Neighbourhood Names
- Park Names
- Lake Names
- Stream Names
- Internal Property Parcels



Disc Golf Course (Approximate area marked in blue)

Legend

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



100 0 100 200 Meters

NAD 1983 UTM Zone 10N

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Skate Park Repairs



Legend

Internal Property Parcels



1:1,500



60 Meters



30

0

30

60 Meters

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Willow Point Park Field Lights

Legend

Internal Property Parcels



1:1,500



60 Meters



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Appendix 5

Reserve Continuity Schedules



	A	B	C	D	E	F	G	H	I	J	K	L	M
1		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total	
2	Existing Capital Allocation To Reserves												
3	Facilities Reserve	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	1,900,000
4	Fire Reserve	-	-	-	-	-	-	-	-	-	-	-	-
5	Fleet Reserve	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
6	Furniture & Equipment Reserve	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
7	IT Reserve	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
8	Storm Parcel Tax	677,500	848,900	1,024,400	1,030,200	1,035,900	1,041,700	1,047,500	1,053,200	1,059,000	1,059,000	1,059,000	9,877,300
9	Parks Parcel Tax	517,900	523,500	526,400	529,400	532,400	535,300	538,300	541,200	544,200	544,200	544,200	5,332,800
10	Capital Works	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000
11	DTRE	200,000	292,000	298,200	319,800	334,000	340,800	347,800	354,900	362,200	369,600	369,600	3,219,300
12	Airport	227,375	228,512	229,654	230,803	231,957	233,117	234,282	235,453	236,631	237,814	237,814	2,325,598
13		2,298,775	2,568,912	2,754,654	2,786,203	2,810,257	2,826,917	2,843,882	2,860,753	2,878,031	2,886,614	27,514,998	
14													
15	Revenue Allocated to Community Infrastructure												
16	Annual Infrastructure Investment	1,031,000	1,242,000	1,453,000	1,664,000	1,875,000	2,086,000	2,297,000	2,508,000	2,719,000	2,930,000	2,930,000	19,805,000
17	Fortis Franchise Fees	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,330,000
18	Debt Retirement Costs	850,000	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	9,450,000
19	Less New Debt Servicing	-	-	-	-	-	-	-	-	-	-	-	-
20	Financial Stabilization Excess	-	-	-	-	-	-	-	-	-	-	-	-
21		2,014,000	2,225,000	2,436,000	2,647,000	2,998,000	3,219,000	3,445,000	3,656,000	3,867,000	4,078,000	4,078,000	30,585,000
22													
23	Additional Capital Allocation to Reserves												
24	Facilities Reserve	-	160,000	1,135,000	690,000	390,000	355,000	385,000	60,000	360,000	835,000	835,000	4,370,000
25	Fire Reserve	385,000	330,000	350,000	351,000	355,000	325,000	25,000	25,000	25,000	22,000	22,000	2,193,000
26	Fleet Reserve	715,000	650,000	430,000	576,000	470,000	456,000	545,000	516,000	525,500	345,000	345,000	5,228,500
27	Furniture & Equipment Reserve	114,000	51,000	62,000	35,000	70,000	48,000	45,000	41,000	39,000	53,000	53,000	558,000
28	IT Reserve	307,000	203,000	71,016	252,000	49,000	67,000	75,000	31,000	93,000	57,000	57,000	1,205,016
29	Storm Water Reserve	-	-	-	-	-	-	-	231,000	-	-	-	231,000
30	Parks Reserve	-	-	139,000	-	-	-	-	-	-	-	-	139,000
31	Capital Works	493,000	798,000	248,984	743,000	1,664,000	1,968,000	2,370,000	2,752,000	2,824,500	2,766,000	2,766,000	16,627,484
32	DTRE	-	33,000	-	-	-	-	-	-	-	-	-	33,000
33	Airport Reserve	-	-	-	-	-	-	-	-	-	-	-	-
34	Capital Lending Reserve	-	-	-	-	-	-	-	-	-	-	-	-
35		2,014,000	2,225,000	2,436,000	2,647,000	2,998,000	3,219,000	3,445,000	3,656,000	3,867,000	4,078,000	4,078,000	30,585,000
36													
37	Remaining Capital to Allocate	-	-	-	-	-	-	-	-	-	-	-	-



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	F	G	H	I	J	K	L	M	N	O	P
1	Reserve Balances Summary	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
2		Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing
3	Unrestricted Reserves											
4	Airport Reserve	78,012	27,185	50,928	159,136	378,688	126,901	348,467	28,027	250,965	406,622	80,230
5	Capital Lending Reserve	1,283,904	1,018,013	342,358	1,323,840	2,251,113	3,187,659	3,650,488	4,074,024	4,461,055	4,848,086	5,173,317
6	Capital Works Reserve	2,555,925	2,369,025	584,380	20,602	179,090	1,032,944	2,648,975	4,435,756	6,231,166	6,524,717	8,985,447
7	Carbon Neutral Reserve	247,209	330,131	418,932	513,672	614,408	716,152	818,914	922,703	1,027,530	1,133,405	1,240,340
8	Community Partnership Committee Reserve	45,407	45,861	46,319	46,783	47,250	47,723	48,200	48,682	49,169	49,661	50,157
9	Downtown Revitalization Tax Revenue	-	100,000	-	298,200	618,000	952,000	1,292,800	1,640,600	1,995,500	2,357,700	2,727,300
10	Community Works Gas Tax Reserve	2,385,211	2,036,556	586,011	618,285	357,982	357,676	375,859	507,031	472,866	529,259	571,065
11	Facilities Reserve	1,141,041	1,086,132	1,143	1,155	1,166	1,178	1,190	1,201	1,214	1,226	1,238
12	Financial Stabilization Reserve	1,816,424	2,227,441	2,010,984	1,940,278	1,951,735	1,966,842	1,961,900	1,915,498	1,936,807	1,924,495	1,945,389
13	Fire Reserve	6,427	4,010	3,433	1,444	444	3,475	3,510	3,545	3,580	3,616	622
14	Fleet & Heavy Equipment Reserve	3,828	451,232	450,694	450,151	450,612	450,069	450,529	449,985	450,444	450,404	449,858
15	Furniture & Equipment Reserve	69,268	2,228	1,745	1,459	1,777	1,492	2,315	2,944	1,509	1,827	2,249
16	Gaming Reserve	592,619	822,373	742,478	727,435	833,441	1,016,257	1,200,901	1,387,392	1,575,747	1,765,987	1,958,128
17	IT Reserve	10,314	642,285	281,067	263,694	266,331	268,994	271,684	275,411	277,155	279,927	282,726
18	International Relationship Reserve	60,119	65,770	71,478	77,243	57,815	63,443	69,128	74,869	80,667	60,967	66,627
19	Legacy Landmark Reserve	80,238	81,040	81,850	82,669	83,496	84,331	85,174	86,026	86,886	87,755	88,632
20	Parks Reserve	883,886	908,653	128,425	128,825	180,007	234,731	483,124	849,838	213,148	583,122	956,795
21	Solid Waste Reserve	-	-	7,025	109,046	176,675	208,610	214,370	192,602	153,183	135,244	58,363
22	Storm Water Reserve	356,409	501,329	656,731	1,066,692	1,284,611	399,466	470,828	1,104,261	351,946	1,122,055	1,899,866
23	TOTAL	11,616,240	12,719,263	6,465,983	7,830,607	9,734,642	11,119,943	14,398,355	18,000,395	19,620,539	22,266,074	26,538,351
24												
25	Sewer/Water Funds											
26	Sewer Reserve	7,982,120	2,353,850	474,760	2,363,467	4,450,368	6,454,199	8,691,789	11,231,194	13,418,756	13,786,992	16,265,536
27	Water Reserve	12,717,291	12,437,208	13,735,727	10,517,845	12,519,807	14,291,693	16,347,340	18,695,637	21,351,174	24,328,539	27,642,727
28	TOTAL	20,699,411	14,791,058	14,210,487	12,881,312	16,970,175	20,745,892	25,039,129	29,926,831	34,769,930	38,115,531	43,908,263
29												
30	Mandatory											
31	Parkland Acquisition DCC	755,111	928,552	1,103,727	1,280,655	1,459,351	1,639,835	1,822,123	2,006,234	2,192,187	2,379,999	2,569,688
32	Parkland Development DCC	861,342	1,695,125	1,784,797	1,875,364	1,966,838	2,059,227	2,152,539	2,246,784	2,341,972	2,438,112	2,535,213
33	Sewer DCC	576,524	1,053,959	768,569	944,925	1,123,044	1,302,944	1,484,644	1,668,160	1,853,512	2,040,717	2,229,794
34	Storm Drain Quinsam DCC	984,388	994,231	1,004,174	1,014,215	1,024,358	1,034,601	1,044,947	1,055,397	1,065,951	1,065,951	1,076,610
35	Roads DCC	3,562,119	261,035	399,996	540,346	682,099	825,270	969,873	1,115,922	1,263,431	1,412,415	1,562,889
36	Water DCC	3,719,802	4,068,050	3,916,336	734,668	1,057,754	1,385,649	1,718,410	2,056,093	2,398,755	2,746,454	3,099,249
37	Deferred Revenue - Cash in Lieu of Parks	529,858	522,511	527,736	533,013	538,343	543,727	549,164	554,656	560,202	565,804	571,462
38	TOTAL	10,989,143	9,523,464	9,505,334	6,923,186	7,851,787	8,791,253	9,741,699	10,703,245	11,676,009	12,649,452	13,644,907
41												
42	Surplus Reserves:											
43	General Accumulated Surplus	4,249,035	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	823,000	3,121,200	3,092,700	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,730,400
45	Water Accumulated Surplus	850,000	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
46	TOTAL	5,922,035	9,290,000	9,296,900	9,487,400	9,589,200	9,693,000	9,798,800	9,906,800	10,017,000	10,129,400	10,244,000
47												
48	GRAND TOTAL	49,226,829	46,323,786	39,478,705	37,122,505	44,145,803	50,350,088	58,977,983	68,537,272	76,083,478	83,160,456	94,335,521

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Airport Reserve										
3				30-5-995340-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	455,282	27,185	50,928	159,136	378,688	126,901	348,467	28,027	250,965	406,622
9				Airport Improvement Fees	227,375	228,512	229,654	230,803	231,957	233,117	234,282	235,453	236,631	237,814
10				Transfer between Airport/Capital Works										
11				Additional Funding Required										
12				Interest at 1% of Y/E Balance	269	504	1,576	3,749	1,256	3,450	277	2,485	4,026	794
13				Total	682,926	256,201	282,159	393,688	611,901	363,467	583,027	265,965	491,622	645,230
14														
15				Expenditures (detail below)	(655,741)	(205,273)	(123,023)	(15,000)	(485,000)	(15,000)	(555,000)	(15,000)	(85,000)	(565,000)
16				Carry forward to next year	27,185	50,928	159,136	378,688	126,901	348,467	28,027	250,965	406,622	80,230
17														
18	Dept	CC#	Res#	Project Name										
19														
20	CAPITAL													
21	570 - Airport	3011	CFwd	Airport Development Servicing	136,718									
22	570 - Airport	3012	CFwd	Security Fencing - South Development Area	30,000									
23	570 - Airport	3018	CFwd	Airside Concrete Parking, Combined Taxi 'C' Widening/Approach Lighting/Sign Replacement	210,000									
24	570 - Airport	3021		Shelter	20,000									
25	570 - Airport	3022		Public Parking Lot Lighting Upgrade	70,000									
26	570 - Airport	3023		Deicing Trailer	5,000									
27	570 - Airport	3024		Airport Condition Assessment	10,000									
28	570 - Airport	3025		ATB HVAC - Assessment	25,000									
29	570 - Airport	NEW		General Aviation Entrance Shelter		25,000								
30	570 - Airport	NEW		Public Smoking Shelters		10,000								
31	570 - Airport	NEW		Expand ATB Parking						500,000				
32	570 - Airport	NEW		Airside Drive Upgrade										550,000
33	570 - Airport	NEW		Runway Rehabilitation			4,000		400,000					
34				Sub-Total (Capital)	506,718	35,000	4,000	-	400,000	-	500,000	-	-	550,000



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Airport Reserve										
3				30-5-995340-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	455,282	27,185	50,928	159,136	378,688	126,901	348,467	28,027	250,965	406,622
9				Airport Improvement Fees	227,375	228,512	229,654	230,803	231,957	233,117	234,282	235,453	236,631	237,814
10				Transfer between Airport/Capital Works										
11				Additional Funding Required										
12				Interest at 1% of Y/E Balance	269	504	1,576	3,749	1,256	3,450	277	2,485	4,026	794
13				Total	682,926	256,201	282,159	393,688	611,901	363,467	583,027	265,965	491,622	645,230
14														
15				Expenditures (detail below)	(655,741)	(205,273)	(123,023)	(15,000)	(485,000)	(15,000)	(555,000)	(15,000)	(85,000)	(565,000)
16				Carry forward to next year	27,185	50,928	159,136	378,688	126,901	348,467	28,027	250,965	406,622	80,230
17														
18	Dept	CC#	Res#	Project Name										
19														
35	OPERATING													
36	570 - Airport	S015		Airport Business Opportunities	5,000									
37	570 - Airport			Wings & Wheels Event	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
38	570 - Airport	S068		Flight Way Clearing	30,000				30,000				30,000	
39	570 - Airport	S049		Crack Sealing	20,000		20,000		20,000		20,000		20,000	
40	570 - Airport	S048		Runway Line Painting	20,000		20,000		20,000		20,000		20,000	
41	570 - Airport	NEW		Update Airport Land Use & Development Strategy**		91,250								
42				Sub-Total (Operating)	85,000	106,250	55,000	15,000	85,000	15,000	55,000	15,000	85,000	15,000
43	OPERATING - REPAYMENT													
44	570 - Airport	S016		Airport Fueling Station-Repayment (5 year)	64,023	64,023	64,023							
45				Sub-Total (Repayment)	64,023	64,023	64,023	-	-	-	-	-	-	-
46														
47				Grand Total	655,741	205,273	123,023	15,000	485,000	15,000	555,000	15,000	85,000	565,000
48														
49														2,719,037



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Capital Lending Reserve										
3				10-5-994322-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	2,502,701	1,018,013	342,358	1,323,840	2,251,113	3,187,659	3,650,488	4,074,024	4,461,055	4,848,086
9				Land Sale Proceeds										
10				Additional Funding Required										
11	Parks Reserve			Repayment - Robron Park Upgrades (10 years)	200,000	200,000	200,000	200,000	200,000	43,922				
12	Taxation			Repayment - 10th Avenue Land Acquisition (Phase 1 - 5 years)	51,600									
13	Airport Reserve			Repayment - Airport Fuel Facility (5 years)	64,023	64,023	64,023							
14	Fire Reserve			Repayment - Fire Pumper Truck (per truck over 3 years)	305,611	305,611	327,004	327,004	327,004					
15	Capital Works			Repayment - Hwy 19A (10 yrs)	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	
16	Gaming			Repayment - Supportive Housing		167,731	167,731	167,731	167,731	167,731	167,731	167,731	167,731	167,731
17	CWGTR			Repayment - Seagull Walkway Repairs (10 yrs)			157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
18				Interest at 1% Y/E Balance	37,075	25,180	3,424	13,238	22,511	31,877	36,505			
19				Total	3,222,810	1,842,358	1,323,840	2,251,113	3,187,659	3,650,488	4,074,024	4,461,055	4,848,086	5,173,317
20														
21				Expenditures (detail below)	(2,204,797)	(1,500,000)	-	-	-	-	-	-	-	-
22				Carry forward to next year	1,018,013	342,358	1,323,840	2,251,113	3,187,659	3,650,488	4,074,024	4,461,055	4,848,086	5,173,317
23														
24	Dept	CC#	Res #	Project Name										
25														
26				CAPITAL										
27	322 - Fire	1009	CFwd	Pumper/Rescue (Replacement)	986,000									
28	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	218,797									
29	532 - Roads	6009		Seagull Walkway Repairs		1,500,000								
30				MOU Supportive Housing	1,000,000									
31														
32														
33				Sub-Total (Capital)	2,204,797	1,500,000	-	-	-	-	-	-	-	-
34														
35				Grand Total	2,204,797	1,500,000	-	-	-	-	-	-	-	-
36														
37														2020-2029 Total Expenditures
														3,704,797



**2020-2029 FINANCIAL PLAN
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 2020-2029													
4					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5														
6				Brought Forward - Capital Works Reserve	3,665,396	2,369,025	584,380	20,602	179,090	1,032,944	2,648,975	4,435,756	6,231,166	6,524,717
7				Annual Existing Taxation Transfer	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
8				Increased Funding from Net Funding Model	493,000	798,000	248,984	743,000	1,664,000	1,968,000	2,370,000	2,752,000	2,824,500	2,766,000
10				Transfer between Airport/Capital Works										
11				Interest at 1% Y/E Balance	64,523	62,522	21,072	18,062	31,245	38,312	61,032	86,711	121,481	101,374
12				Total - Capital Works Reserve	4,442,919	3,449,546	1,074,436	1,001,664	2,094,334	3,259,257	5,300,007	7,494,467	9,397,147	9,612,090
13				Expenditures (detail below)	(2,073,894)	(2,865,166)	(1,053,834)	(822,574)	(1,061,390)	(610,282)	(864,251)	(1,263,300)	(2,872,430)	(626,643)
14				Carry forward to next year	2,369,025	584,380	20,602	179,090	1,032,944	2,648,975	4,435,756	6,231,166	6,524,717	8,985,447
15														
22	Dept	CC1	Res #	Project Name										
23	CAPITAL													
24	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
25	450 - Facilities	4080		Funds held for the Sportsplex Rehabilitation & Expan	215,000	2,335,000								
26	450 - Facilities	4090		Sportsplex - Public Consultation	100,000									
27	532 - Roads	6002		Intersection Improvements			20,000	235,000			20,000	245,000		
28	532 - Roads	6009	CFwd	Seagull Walkway Design	117,220									
29	532 - Roads	6016		Ferry Terminal Access Improvements			200,000							
30	532 - Roads	6018		Parking Lot improvements	25,000									
31	532 - Roads	6020		Traffic Control Upgrades - Replacement	210,000		220,000		220,000		230,000			
32	532 - Roads	6025		Asphalt Overlay		200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
33	532 - Roads	6026		Asphalt Overlay-Charleville/Detweiler/Quinsam	200,000									
34	532 - Roads	6028	CFwd	Cypress Street Improvements	215,487									
35	532 - Roads	6040		Transit Stop at Carihi	250,000									
36	532 - Roads	6034		Willis Road Pedestrian Upgrades Phase 2	324,616									
37	532 - Roads	6039		Master Transportation Plan	125,000									
38	532 - Roads	8006		Capital Works Management	179,771	183,366	187,034	190,774	194,590	198,482	202,451	206,500	210,630	214,843
39	532 - Roads	NEW		South Peterson Improvements								400,000	2,250,000	
40	532 - Roads	NEW		Snow Clearing Equipment			300,000							
41	532 - Roads	NEW		Parking lot Improvements		35,000	35,000							
42				Sub-Total (Capital)	2,012,094	2,803,366	992,034	760,774	999,590	548,482	802,451	1,201,500	2,810,630	564,843
43	DEBT													
44														
45				Sub-Total (Debt)	-	-	-	-	-	-	-	-	-	-
46	OPERATING - REPAYMENT													
47	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
48				Sub-Total (Operating)	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800	61,800
49														
50				Grand Total	2,073,894	2,865,166	1,053,834	822,574	1,061,390	610,282	864,251	1,263,300	2,872,430	626,643
51														
52														



2020-2029 FINANCIAL PLAN RESERVE FUND CONTINUITY SCHEDULE

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
2	Carbon Neutral Reserve														
3	10-5-991221-1500														
4	Budget 2020-2029														
5															
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
7															
8				Brought Forward	247,209	330,131	418,932	513,672	614,408	716,152	818,914	922,703	1,027,530	1,133,405	
9				Contribution to Carbon Neutral Reserve	45,000	50,000	55,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
10				Contribution from CARIP	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
11				Interest at 1% of Y/E Balance	2,922	3,801	4,739	5,737	6,744	7,762	8,789	9,827	10,875	11,934	
12				Total	330,131	418,932	513,672	614,408	716,152	818,914	922,703	1,027,530	1,133,405	1,240,340	
13															
14				Expenditures (detail below)											
15				Carry forward to next year	330,131	418,932	513,672	614,408	716,152	818,914	922,703	1,027,530	1,133,405	1,240,340	
16															
17	Dept	CC#	Res#	Project Name											
18															
19	OPERATING	S069		Community Energy Efficiency											
20				Energy Rebate Programs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
21				Sub-Total (Operating)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
22															
23	CAPITAL														
24	450 - Facilities	4052		Energy and Water Consumption	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
25				Reduction Projects											
26															
27															
28															
29															
30															
31															
32				Sub-Total (Capital)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
33															
34				Grand Total	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	
35															
36					2020-2029 Total Expenditures										650,000



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	45,407	45,861	46,319	46,783	47,250	47,723	48,200	48,682	49,169	49,661
9				Annual Contribution										
10				Interest at 1% of Y/E Balance	454	459	463	468	473	477	482	487	492	497
11				Total	45,861	46,319	46,783	47,250	47,723	48,200	48,682	49,169	49,661	50,157
12														
13				Expenditures (detail below)										
14				Carry forward to next year	45,861	46,319	46,783	47,250	47,723	48,200	48,682	49,169	49,661	50,157
15														
16	Dept	CC#	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28				Grand Total										
29														
30													2020-2029 Total Expenditures	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Community Works Gas Tax Reserve										
3				10-4-234120-0000										
4				Budget 2020-2029										
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6														
7				Brought Forward	4,355,396	2,036,556	586,011	618,285	357,982	357,676	375,859	507,031	472,866	529,259
8				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
9				Interest at 1% of Y/E Balance	20,164	11,347	11,666	9,089	9,086	9,266	10,565	10,226	10,785	11,199
10				Total	5,808,668	3,481,011	2,030,785	2,060,482	1,800,176	1,800,050	1,819,531	1,950,366	1,916,759	1,973,565
11														
12				Funds held for Council Priorities		(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)
13				Expenditures (detail below)	(3,772,112)	(2,335,000)	(852,500)	(1,142,500)	(882,500)	(864,191)	(752,500)	(917,500)	(827,500)	(842,500)
14				Carry forward to next year	2,036,556	586,011	618,285	357,982	357,676	375,859	507,031	472,866	529,259	571,065
15														
16	Dept	CC#	Res#	Project Name										
17	CAPITAL													
18	212 - Finance			Asset Management Service Levels				50,000						
19	212 - Finance			Asset Management Risk Assessments				25,000						
20	450 - Facilities	4058		MHC Envelope Repairs	-	300,000								
21	450 - Facilities	4077		Downtown Outdoor Washroom	155,345									
22	450 - Facilities	4080		Funds held for the Sportsplex Rehabilitation & Expansion Project		1,250,000								
23	450 - Facilities	4088		Sportsplex Gym Floor Refurbishment	200,000							75,000	75,000	
24	450 - Facilities	4089		Sportsplex Gym Moveable Wall	425,000									
25	450 - Facilities	NEW		Fire Hall 2 Locker Rooms				125,000						
26	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
27	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
28	532 - Roads	6007	CFwd	Transit Bus Shelters	69,749									
29	532 - Roads	6007		Transit Bus Shelters	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
30	532 - Roads	6008		LED Light Conversion Program	50,000									
31	532 - Roads	6012		Pedestrian Signals Crossing	35,000				30,000					
32	532 - Roads	6024		Street Light Infill		90,000		90,000		90,000		90,000		90,000
33	532 - Roads	6025		Asphalt Overlay		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
34	532 - Roads	6026		Asphalt Overlay-Charleville/Detweiler/Quinsam	300,000									
35	532 - Roads	6033		3.5 Acre Walkway	350,000									
36	532 - Roads	6035		Willis Road Connection Design	30,000									
37	532 - Roads	6001		Greenways Loop Wayfinding & Signage	15,000									
38	720 - Parks	9056		Willow Point Park Turf installation	250,000									
39	532 - Roads	6042		CNA Wayfinding Signage	31,400									
40	720 - Parks	9057		CNA Parkette Projects	75,600									
41	532 - Roads	6037		Float Plane Entrance Parking Lot										
42	532 - Roads	6040		Transit Stop at Carihi	200,000									

**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Community Works Gas Tax Reserve										
3				10-4-234120-0000										
4				Budget 2020-2029										
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6														
7				Brought Forward	4,355,396	2,036,556	586,011	618,285	357,982	357,676	375,859	507,031	472,866	529,259
8				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
9				Interest at 1% of Y/E Balance	20,164	11,347	11,666	9,089	9,086	9,266	10,565	10,226	10,785	11,199
10				Total	5,808,668	3,481,011	2,030,785	2,060,482	1,800,176	1,800,050	1,819,531	1,950,366	1,916,759	1,973,565
11														
12				Funds held for Council Priorities		(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)	(560,000)
13				Expenditures (detail below)	(3,772,112)	(2,335,000)	(852,500)	(1,142,500)	(882,500)	(864,191)	(752,500)	(917,500)	(827,500)	(842,500)
14				Carry forward to next year	2,036,556	586,011	618,285	357,982	357,676	375,859	507,031	472,866	529,259	571,065
15														
16				Dept CC# Res# Project Name										
43	720 - Parks	9008		Marine Foreshore Restoration	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
44	720 - Parks	9035	CFwd	Robron Field House	690,018									
45	720 - Parks	9035	CFwd	Robron Field House (2019 amendment)	500,000									
46				Sub-Total (Capital)	3,672,112	2,235,000	595,000	885,000	625,000	685,000	595,000	760,000	670,000	685,000
47				OPERATING - REPAYMENT										
48	720 - Parks	NEW		Robron Repayment	100,000	100,000	100,000	100,000	100,000	21,691				
49	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
50				Sub-Total (Operating)	100,000	100,000	257,500	257,500	257,500	179,191	157,500	157,500	157,500	157,500
51														
52				Grand Total	3,772,112	2,335,000	852,500	1,142,500	882,500	864,191	752,500	917,500	827,500	842,500
53														
54														2020-2029 Total Expenditures
														13,188,803

**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Downtown Revitalization Tax Revenue										
3				10-5-995327-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	-	100,000	-	298,200	618,000	952,000	1,292,800	1,640,600	1,995,500	2,357,700
9				New Contributions:										
10				Berwick - 1353 16th Ave (04420.225)	77,100	79,000	80,600	82,200	83,800	85,500	87,200	88,900	90,700	92,500
11				Seymour Pacific - 100 St. Ann's (01235.025)	139,400	142,900	145,800	148,700	151,700	154,700	157,800	161,000	164,200	167,500
12				Comfort Inn - 1351 Shopper's Row (04420.230)		86,600	88,300	90,100	91,900	93,700	95,600	97,500	99,500	101,500
13				Healthyway - 1121 Cedar (01511.890)				6,900	7,000	7,100	7,200	7,300	7,400	7,500
14				1085585 BC Ltd - 480 10th Ave (01511.550)				1,100	1,100	1,100	1,100	1,100	1,100	1,100
15				Beach Fire Brewing - 594 11th (01360.000)				2,500	2,600	2,700	2,800	2,900	3,000	3,100
16				NIEFS - 920 Alder (01511.490)				4,800	4,900	5,000	5,100	5,200	5,300	5,400
17				Disc. Chiropractic - 1241 Dogwood (01320.000)					7,500	7,500	7,500	7,500	7,500	7,500
18				Allocated to Base Master (2020 FP)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)	(16,500)
19				Total DTRE Revenues	200,000	292,000	298,200	319,800	334,000	340,800	347,800	354,900	362,200	369,600
20				Increased Funding from Net Funding Model		33,000								
21				Interest at 1% of Y/E Balance										
22				Total	200,000	425,000	298,200	618,000	952,000	1,292,800	1,640,600	1,995,500	2,357,700	2,727,300
23														
24				Expenditures (detail below)	(100,000)	(425,000)	-	-	-	-	-	-	-	-
25				Carry forward to next year	100,000	-	298,200	618,000	952,000	1,292,800	1,640,600	1,995,500	2,357,700	2,727,300
26														
27				Dept	CC#	Res#	Project Name							
28														
29				CAPITAL										
30	450 - Facilities	NEW	4087	Library Site Assessment Works	100,000									
31	450 - Facilities	NEW		Library Remediation		350,000								
32	450 - Facilities	NEW		Library Servicing		75,000								
33														
34														
35														
36				Sub-Total (Capital)	100,000	425,000	-	-	-	-	-	-	-	-
37														
38				OPERATING										
39														
40														
41				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
42														
43				Grand Total	100,000	425,000	-	-	-	-	-	-	-	-
44														
45														2020-2029 Total Expenditures
														525,000

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Facilities Reserve										
3				10-5-995322-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	2,051,080	1,086,132	1,143	1,155	1,166	1,178	1,190	1,201	1,214	1,226
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		160,000	1,135,000	690,000	390,000	355,000	385,000	60,000	360,000	835,000
11				Interest at 1% of Y/E Balance	10,754	11	11	12	12	12	12	12	12	12
12				Total	2,251,834	1,436,143	1,326,155	881,166	581,178	546,190	576,201	251,214	551,226	1,026,238
13														
14				Expenditures (detail below)	(1,165,702)	(1,435,000)	(1,325,000)	(880,000)	(580,000)	(545,000)	(575,000)	(250,000)	(550,000)	(1,025,000)
15				Carry forward to next year	1,086,132	1,143	1,155	1,166	1,178	1,190	1,201	1,214	1,226	1,238
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	450 - Facilities	4038		Discovery Pier Structural Repairs	95,310	125,000		125,000		125,000		125,000		
21	450 - Facilities	4039	CFwd	Big House Pavilion Preservation	50,000									
22	450 - Facilities	4048	CFwd	City Facilities Fall Protection	167,593									
23	450 - Facilities	4061		ERT Materials Transfer Pit Site Improvements		250,000								
24	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
25	450 - Facilities	4078	CFwd	Centennial Pool Changehouse Renovations	484,514									
26	450 - Facilities	4078		Centennial Pool Changehouse Renovations		350,000								
27	450 - Facilities	4079	CFwd	City Hall Counter Renovations	98,285									
28	450 - Facilities	4079		City Hall Counter Renovations	25,000									
29	450 - Facilities	4082		1047 SI Hwy. House Demolition**	50,000									
30	450 - Facilities	4083		CRCC Hydronic Circulating Pump Replacement	15,000									
31	450 - Facilities	4084		Museum Roof Replacement & Skylight Repair	30,000	650,000								
32	450 - Facilities	4085		Dogwood Operations Centre Master Plan	50,000									
33	450 - Facilities	4086		City Hall Storefront Door Replacement	75,000									
34	450 - Facilities	NEW		RCMP Building Roof Replacement		15,000	350,000							
35	450 - Facilities	NEW		CRCC Roof Replacement		20,000	600,000							
36	450 - Facilities	NEW		MHC Heat Pump / Fan Replacement x 6					25,000	200,000				
37	450 - Facilities	NEW		MHC Building Automation System				40,000						
38	450 - Facilities	NEW		Tidemark Theatre Foundation Repairs				45,000						
39	450 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repaint				55,000						
40	450 - Facilities	NEW		RCMP HVAC DDC & Re-Commissioning				60,000						
41	450 - Facilities	NEW		City Hall Seismic Upgrades				130,000						
42	450 - Facilities	NEW		RCMP Chiller Replacement				150,000						

**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Facilities Reserve										
3				10-5-995322-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	2,051,080	1,086,132	1,143	1,155	1,166	1,178	1,190	1,201	1,214	1,226
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		160,000	1,135,000	690,000	390,000	355,000	385,000	60,000	360,000	835,000
11				Interest at 1% of Y/E Balance	10,754	11	11	12	12	12	12	12	12	12
12				Total	2,251,834	1,436,143	1,326,155	881,166	581,178	546,190	576,201	251,214	551,226	1,026,238
13														
14				Expenditures (detail below)	(1,165,702)	(1,435,000)	(1,325,000)	(880,000)	(580,000)	(545,000)	(575,000)	(250,000)	(550,000)	(1,025,000)
15				Carry forward to next year	1,086,132	1,143	1,155	1,166	1,178	1,190	1,201	1,214	1,226	1,238
16														
17	Dept	CC#	Res#	Project Name										
18														
43	450 - Facilities	NEW		Tidemark Theatre Envelope Rehabilitation (Stucco)					450,000					
44	450 - Facilities	NEW		Tidemark Theatre Window Replacement					30,000					
45	450 - Facilities	NEW		Haig Brown House Roof Replacement						35,000				
46	450 - Facilities	NEW		MHC Aluminum Window Replacement Allowance						60,000				
47	450 - Facilities	NEW		CRCC Gym Wall Partition Replacement				250,000						
48	450 - Facilities	NEW		CRCC Cooling Tower Replacement						100,000				
49	450 - Facilities	NEW		MHC Roof Replacement									250,000	
50	450 - Facilities	NEW		Enterprise Centre Roof Replacement & Skylights									275,000	
51	450 - Facilities	NEW		City Hall Window Replacement							250,000			
52	450 - Facilities	NEW		City Hall Façade Improvements							300,000			
53	740 - Recreation	NEW		Willow Point Park / Sportsplex Entrance Signage								100,000		
54	450 - Facilities	NEW		Police & Public Safety Building Parking Expansion			200,000							
55	450 - Facilities	NEW		Enterprise Centre Backup Generator			150,000							
56	740 - Recreation	NEW		Weight Room Floor					50,000					
57	740 - Recreation	NEW		Enterprise Centre Lifecycle Rehabilitation Works										1,000,000
58				Sub-Total (Capital)	1,165,702	1,435,000	1,325,000	880,000	580,000	545,000	575,000	250,000	550,000	1,025,000
59														
60	OPERATING													
61														
62														
63				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
64														
65				Grand Total	1,165,702	1,435,000	1,325,000	880,000	580,000	545,000	575,000	250,000	550,000	1,025,000
66														
67														2020-2029 Total Expenditures
														8,330,702

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Financial Stabilization Reserve										
3				10-5-991223-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	2,352,233	2,227,441	2,010,984	1,940,278	1,951,735	1,966,842	1,961,900	1,915,498	1,936,807	1,924,495
9				Transfer from GO Accumulated Surplus	480,964	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564
10				Transfer to Net Funding Model for Capital										
11				Interest at 1% of Y/E Balance	17,292	19,479	18,779	18,893	19,042	18,993	18,534	18,745	18,623	18,830
12				Total	2,850,489	2,290,484	2,073,328	2,002,735	2,014,342	2,029,400	2,023,998	1,977,807	1,998,995	1,986,889
13														
14				Expenditures (detail below)	(623,048)	(279,500)	(133,050)	(51,000)	(47,500)	(67,500)	(108,500)	(41,000)	(74,500)	(41,500)
15				Carry forward to next year	2,227,441	2,010,984	1,940,278	1,951,735	1,966,842	1,961,900	1,915,498	1,936,807	1,924,495	1,945,389
16														
17	Dept	CC#3	Res #	Project Name										
18														
19	CAPITAL													
20														
21				Sub-Total (Capital)	-	-	-	-	-	-	-	-	-	-
22	OPERATING													
23	502 - CPDS	S069		Co-Op Position - CEEP	18,000									
24	114 - Human Re	S095		Strategic HR	108,300									
25	502 - CPDS	S087	CFwd	Sea Level Rise Assessment	96,256									
26	502 - CPDS	NEW		E-Bike and Bike Share Strategy		20,000								
27	502 - CPDS	NEW		Environmentally Sensitive Areas Policy		25,000								
28	502 - CPDS	NEW		Hourly Rainfall Gauge, and Streamflow Gauges in W	3,500									
29	502 - CPDS	NEW		Environmental Benchmarking	3,200									
30	113 - IT	NEW		IT Tech Attraction Partnering	108,300									
31	212 - Finance	S094		DCC Review	35,000	40,000								
32	212 - Finance	NEW	CFwd	Finance - Marketing	30,000									
33	311 - Legislative	S102		Municipal Election			58,550				61,000			
34	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
35	532 - Roads	S106		Snow Clearing - Equipment Lease										
36	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

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Financial Stabilization Reserve										
3				10-5-991223-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	2,352,233	2,227,441	2,010,984	1,940,278	1,951,735	1,966,842	1,961,900	1,915,498	1,936,807	1,924,495
9				Transfer from GO Accumulated Surplus	480,964	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564
10				Transfer to Net Funding Model for Capital										
11				Interest at 1% of Y/E Balance	17,292	19,479	18,779	18,893	19,042	18,993	18,534	18,745	18,623	18,830
12				Total	2,850,489	2,290,484	2,073,328	2,002,735	2,014,342	2,029,400	2,023,998	1,977,807	1,998,995	1,986,889
13														
14				Expenditures (detail below)	(623,048)	(279,500)	(133,050)	(51,000)	(47,500)	(67,500)	(108,500)	(41,000)	(74,500)	(41,500)
15				Carry forward to next year	2,227,441	2,010,984	1,940,278	1,951,735	1,966,842	1,961,900	1,915,498	1,936,807	1,924,495	1,945,389
37	111 - Communic	S110		Statistically Valid Community Survey		12,000		12,500		13,000		13,500	-	14,000
38	114 - Human Re	S111		Exempt Salary Survey			12,000			12,000			12,000	
39	114 - Human Re	S112		CUPE Agreement Renewal	15,000		15,000			15,000			15,000	
40	502 - CPDS	S113		Big Rock Boat Ramp - Environmental Monitoring	5,250	5,000		11,000						
41	532 - Roads	S114		Bridge Inspections	20,000		20,000		20,000		20,000		20,000	
42	264 - Economic I	NEW		Economic Development Strategic Planning	75,000									
43	740 - Recreation	NEW		Parks and Recreation Strategic Plan		150,000								
44	502 - Planning &	C036	CFwd	Zoning/OCP Update	51,635									
45	502 - Planning &	S100	CFwd	Development Process Update	26,107									
46				Sub-Total (Operating)	623,048	279,500	133,050	51,000	47,500	67,500	108,500	41,000	74,500	41,500
47														
48				Grand Total	623,048	279,500	133,050	51,000	47,500	67,500	108,500	41,000	74,500	41,500
49														
50													2020-2029 Total Expenditures	1,467,098

**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Fire Reserve										
3				10-5-995323-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	367,841	4,010	3,433	1,444	444	3,475	3,510	3,545	3,580	3,616
9				Annual Contribution										
10				Increased Funding from Net Funding Model	385,000	330,000	350,000	351,000	355,000	325,000	25,000	25,000	25,000	22,000
11				Interest at 1% of Y/E Balance	40	34	14	4	34	35	35	35	36	6
12				Total	752,880	334,044	353,448	352,448	355,479	328,510	28,545	28,580	28,616	25,622
13														
14				Expenditures (detail below)	(748,870)	(330,611)	(352,004)	(352,004)	(352,004)	(325,000)	(25,000)	(25,000)	(25,000)	(25,000)
15				Carry forward to next year	4,010	3,433	1,444	444	3,475	3,510	3,545	3,580	3,616	622
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	366,759									
22	322 - Fire	1011		Fire Hall 1 and 2 Gear Dryers	51,500									
23	322 - Fire	NEW		SCBA Replacement						300,000				
24				Sub-Total (Capital)	443,259	25,000	25,000	25,000	25,000	325,000	25,000	25,000	25,000	25,000
25				OPERATING										
26	322 - Fire			Pumper Repayment	305,611	305,611	327,004	327,004	327,004					
27				Sub-Total (Operating)	305,611	305,611	327,004	327,004	327,004					
28														
29				Grand Total	748,870	330,611	352,004	352,004	352,004	325,000	25,000	25,000	25,000	25,000
30														
31														2020-2029 Total Expenditures
														2,560,492



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Fleet & Heavy Equipment Reserve										
3				10-5-995324-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	568,764	451,232	450,694	450,151	450,612	450,069	450,529	449,985	450,444	450,404
9				Annual Contribution	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
10				Increased Funding from Net Funding Model	715,000	650,000	430,000	576,000	470,000	456,000	545,000	516,000	525,500	345,000
11				Interest at 1% of Y/E Balance	4,468	4,462	4,457	4,462	4,456	4,461	4,455	4,460	4,459	4,454
12				Total	1,488,232	1,305,694	1,085,151	1,230,612	1,125,069	1,110,529	1,199,985	1,170,444	1,180,404	999,858
13														
14				Expenditures (detail below)	(1,037,000)	(855,000)	(635,000)	(780,000)	(675,000)	(660,000)	(750,000)	(720,000)	(730,000)	(550,000)
15				Carry forward to next year	451,232	450,694	450,151	450,612	450,069	450,529	449,985	450,444	450,404	449,858
16														
17				Suggested minimum balance	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
18				(Over expended)	1,232	694	151	612	69	529	(15)	444	404	(142)
19														
20	Dept	CC#	Res #	Project Name										
21														
22	CAPITAL													
23	447 - Fleet	4009	NEW	Fleet Replacement	1,037,000	855,000	635,000	780,000	675,000	660,000	750,000	720,000	730,000	550,000
24														
25														
26														
27														
28														
29														
30														
31				Sub-Total (Capital)	1,037,000	855,000	635,000	780,000	675,000	660,000	750,000	720,000	730,000	550,000
32														
33				Grand Total	1,037,000	855,000	635,000	780,000	675,000	660,000	750,000	720,000	730,000	550,000
34														
35													2020-2029 Total Expenditures	7,392,000

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Furniture & Equipment Reserve										
3				10-5-995325-1500										
4				Budget 2020-2029										
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6														
7				Brought Forward	70,556	2,228	1,745	1,459	1,777	1,492	2,315	2,944	1,509	1,827
8				Annual Contribution	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
9				Increased Funding from Net Funding Model	114,000	51,000	62,000	35,000	70,000	48,000	45,000	41,000	39,000	53,000
10				Interest at 1% of Y/E Balance	22	17	14	18	15	23	29	15	18	22
11				Total	199,578	68,245	78,759	51,477	86,792	64,515	62,344	58,959	55,527	69,849
12														
13				Expenditures (detail below)	(197,350)	(66,500)	(77,300)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)
14				Carry forward to next year	2,228	1,745	1,459	1,777	1,492	2,315	2,944	1,509	1,827	2,249
15	Dept	CC#	Res#	Project Name										
16				CAPITAL										
17	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
18				Weight Room/Cardio Equipment										
19	740 - Recreation	9900		Transport 1 - Elliptical Trainer (5 year cycle)			8,500					8,500		
20	740 - Recreation	9900		Transport 2 - Elliptical Trainer		8,500					8,500			
21	740 - Recreation	9900		Transport 3 - Elliptical Trainer					8,500					8,500
22	740 - Recreation	9900		Treadmill - 1 (5 year cycle)			8,550					8,550		
23	740 - Recreation	9900		Treadmill - 2					9,000					9,500
24	740 - Recreation	9900		Recumbent Bike - 1 (5 year cycle)				3,700					3,700	
25	740 - Recreation	9900		Recumbent Bike - 2	3,700					3,700				
26	740 - Recreation	9900		Upright Bike (5 year cycle)				3,600					3,600	
27	740 - Recreation	9900		Upright Spin Bike - 1	1,700					1,700				
28	740 - Recreation	9900		Upright Spin Bike - 2					1,700					1,700
29	740 - Recreation	9900		Upright Spin Bike - 3	1,700					1,700				
30	740 - Recreation	9900		Upright Spin Bike - 4		1,700					1,700			
31	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
32	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
33	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
34	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
35	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
36	740 - Recreation	9900		Stepper - 1 (5 year cycle)					6,000					7,500
37	740 - Recreation	9900		Rowing Machine (5 year cycle)	2,000					2,000				
38				Weight Room/Cardio Equipment	17,600	18,700	25,550	15,800	33,700	17,600	18,700	25,550	15,800	35,700



2020-2029 FINANCIAL PLAN RESERVE FUND CONTINUITY SCHEDULE

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
2	Furniture & Equipment Reserve														
3	10-5-995325-1500														
4	Budget 2020-2029														
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6															
7	Brought Forward				70,556	2,228	1,745	1,459	1,777	1,492	2,315	2,944	1,509	1,827	
8	Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
9	Increased Funding from Net Funding Model				114,000	51,000	62,000	35,000	70,000	48,000	45,000	41,000	39,000	53,000	
10	Interest at 1% of Y/E Balance				22	17	14	18	15	23	29	15	18	22	
11	Total				199,578	68,245	78,759	51,477	86,792	64,515	62,344	58,959	55,527	69,849	
12															
13	Expenditures (detail below)				(197,350)	(66,500)	(77,300)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	
14	Carry forward to next year				2,228	1,745	1,459	1,777	1,492	2,315	2,944	1,509	1,827	2,249	
15	Dept	CC#	Res#	Project Name											
39	Custodial Equipment														
40	740 - Recreation	9900		Vacuum 1 (4 year cycle)	1,800				1,800			1,900		1,900	
41	740 - Recreation	9900		Vacuum 2 (4 year cycle)		1,800				1,900				1,900	
42	740 - Recreation	9900		Vacuum 3 (4 year cycle)			1,800				1,900			1,900	
43	740 - Recreation	9900		Vacuum 4 (4 year cycle)			1,800				1,900			1,900	
44	740 - Recreation	9900		Mini Auto Scrubber (6 year cycle)						4,300					
45	740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)		13,500									
46	740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)					14,000						
47	740 - Recreation	9900		Extractor Mini (6 year cycle)	2,500						2,500				
48	740 - Recreation	9900		Extractor 1 (10 year cycle)						8,000					
49	740 - Recreation	9900		Battery Burnisher 1 (10 year cycle)	11,000										
50	740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)			11,000								
51	740 - Recreation	9900		Swing Arm 1 (10 year cycle)		2,200									
52	740 - Recreation	9900		Swing Arm 2 (10 year cycle)			2,300								
53	740 - Recreation	9900		Washer/Dryer 1 (10 year cycle)	3,000										
54	740 - Recreation	9900		Washer/Dryer 2 (10 year cycle)			3,000								
55	740 - Recreation			Balance	450	300	(50)	(200)	(200)	400	300				
56	Custodial Equipment				18,750	17,800	15,750	3,900	15,600	14,600	4,700	1,900	1,900	1,900	
57	Tables and Chairs														
58	740 - Recreation	9900		Tables and Chairs	6,000		6,000		6,000		6,000		6,000		
59	740 - Recreation	9909		Sportsplex Chairs and Dollies	125,000										
60	Tables and Chairs				131,000	-	6,000	-	6,000	-	6,000	-	6,000	-	
61															
62	Sub-Total (Capital)				197,350	66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	
63															
64	Grand Total				197,350	66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	
65															
66	2020-2029 Total Expenditures												776,500		



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Gaming Reserve										
3				10-5-991224-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	1,032,726	822,373	742,478	727,435	833,441	1,016,257	1,200,901	1,387,392	1,575,747	1,765,987
9				Annual Contribution	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000
10				Interest at 1% of Y/E Balance	8,142	8,836	8,687	9,737	11,547	13,375	15,222	17,087	18,970	20,873
11				Total	1,950,869	1,741,209	1,661,166	1,647,172	1,754,988	1,939,632	2,126,123	2,314,478	2,504,718	2,696,859
12														
13				Funds held for Council Priorities		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
14				Expenditures (detail below)	(1,128,496)	(848,731)	(783,731)	(663,731)	(588,731)	(588,731)	(588,731)	(588,731)	(588,731)	(588,731)
15				Carry forward to next year	822,373	742,478	727,435	833,441	1,016,257	1,200,901	1,387,392	1,575,747	1,765,987	1,958,128
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	213 - IT	2018	CFwd	Municipal Broadband Network-Next Phase	82,336									
21	213 - IT	NEW		CRadvantage Colocaton room air Conditioning			45,000							
22	450 - Facilities	4064	CFwd	Council Chambers Accessibility Improvements	33,120									
23														
24				Sub-Total (Capital)	115,456	-	45,000	-	-	-	-	-	-	-
25	OPERATING													
26	218 - Reserves			Fund Centennial Pool & Operations Budget	300,000	225,000	150,000	75,000						
27	720 - Parks	S122		Tree Protection Bylaw	12,500									
28	310 - Mayor & C	S053	CFwd	Beautification Grants	66,532									
29	310 - Mayor & C	S053		Beautification Grants	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
30	310 - Mayor & C	S078	CFwd	Social Grants										
31	310 - Mayor & C	S078		Social Grants	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
32	310 - Mayor & C	S109		Safer Downtown Initiative (Amendment)	52,000	-	-	-	-	-	-	-	-	-
33	502 - CPDS	S038		Façade Storefront Downtown Revitalization	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
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	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	44,000
36	502 - CPDS	S131		5 year Visioning for Downtown/BIA/WP/Pier St	30,000									
37	502 - CPDS	S084		Downtown Signage Incentive Program	35,000	35,000								
38	740 - Recreation	S086		Public Art	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
39	740 - Recreation	S093		Increase Spirit Square Program Budget	15,000									
40	740 - Recreation	S101	CFwd	Public Art Master Plan	12,008									
41	740 - Recreation	S132		Senior's HUB	5,000									
42				Supportive Housing - payback to Capital Lend		167,731	167,731	167,731	167,731	167,731	167,731	167,731	167,731	167,731
43				Sub-Total (Operating)	799,040	698,731	588,731	513,731	438,731	438,731	438,731	438,731	438,731	438,731

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Gaming Reserve										
3				10-5-991224-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	1,032,726	822,373	742,478	727,435	833,441	1,016,257	1,200,901	1,387,392	1,575,747	1,765,987
9				Annual Contribution	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000	910,000
10				Interest at 1% of Y/E Balance	8,142	8,836	8,687	9,737	11,547	13,375	15,222	17,087	18,970	20,873
11				Total	1,950,869	1,741,209	1,661,166	1,647,172	1,754,988	1,939,632	2,126,123	2,314,478	2,504,718	2,696,859
12														
13				Funds held for Council Priorities		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
14				Expenditures (detail below)	(1,128,496)	(848,731)	(783,731)	(663,731)	(588,731)	(588,731)	(588,731)	(588,731)	(588,731)	(588,731)
15				Carry forward to next year	822,373	742,478	727,435	833,441	1,016,257	1,200,901	1,387,392	1,575,747	1,765,987	1,958,128
16														
17	Dept	CC#	Res#	Project Name										
18														
44				COUNCIL CONTINGENCY										
45	310 - Mayor & Council	CFwd		CR Baptist Church - Kitchen Stove Replacement	5,000									
46	310 - Mayor & Council	CFwd		Illumination of the Discovery Passage Mural	9,000									
47	310 - Mayor & Council	CFwd		2020 Rogers Hometown Hockey Event	35,000									
48	310 - Mayor & Council	CFwd		Architectural Services for Robron Field House	15,000									
49														
50				Sub-Total (Council Contingency CFWD)	64,000	-	-	-	-	-	-	-	-	-
51														
52	310 - Mayor & Council			Council Contingency Annual Allocation	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
53														
54				Sub-Total (Council Contingency NEW)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
55														
56				Grand Total	1,128,496	848,731	783,731	663,731	588,731	588,731	588,731	588,731	588,731	588,731
57														
58														2020-2029 Total Expenditures
														6,957,075

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	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
9				Net Balance (Excess Revenues Over Expenses)	437,400									
10				Transfer to Financial Stabilization Reserve	(480,964)	(43,564)	(43,564)	(43,564)	(43,564)	(43,564)	(43,564)	(43,564)	(43,564)	(43,564)
11				Interest at Year End	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564	43,564
12				Total	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
13														
14				Expenditures (detail below)										
15				Carry forward to next year	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
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20														
21				Sub-Total (Capital)	-	-	-	-	-	-	-	-	-	-
22														
23	OPERATING													
24														
25														
26														
27														
28				Sub-Total (Operating)										
29														
30				Grand Total	-	-	-	-	-	-	-	-	-	-
31														
32														
														2020-2029 Total Expenditures
														-



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	570,259	642,285	281,067	263,694	266,331	268,994	271,684	275,411	277,155	279,927
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	307,000	203,000	71,016	252,000	49,000	67,000	75,000	31,000	93,000	57,000
11				Interest at 1% of Y/E Balance	6,359	2,783	2,611	2,637	2,663	2,690	2,727	2,744	2,772	2,799
12				Total	934,619	899,067	405,694	569,331	368,994	389,684	400,411	360,155	423,927	390,726
13														
14				Expenditures (detail below)	(292,334)	(618,000)	(142,000)	(303,000)	(100,000)	(118,000)	(125,000)	(83,000)	(144,000)	(108,000)
15				Carry forward to next year	642,285	281,067	263,694	266,331	268,994	271,684	275,411	277,155	279,927	282,726
16	Dept	CC#	Res#	Project Name										
17														
18	CAPITAL													
19	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
20	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
21	213 - IT	2014	CFwd	Vadim e3 Upgrade	7,334									
22	213 - IT	2015		Scheduled Photocopier Replacement	17,000	17,000	9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000
23	213 - IT	2016		GIS Orthophotos	17,000		17,000		17,000		17,000		17,000	
24	213 - IT	2019		Internet Security Hardware		35,000				35,000				
25	213 - IT	2023		Primary File Server Replacement				15,000						
26	213 - IT	2025		Data Storage Upgrade				30,000						
27	213 - IT	2029		CRadvantage Economic and Governance Strategy	25,000									
28	213 - IT	2030		Operations Management Software Replacement	100,000	500,000	50,000	50,000						
29	213 - IT	NEW		Budget Software				100,000						
30	213 - IT	2033		Council Chambers Sound System	35,000									
31	213 - IT	NEW		Dogwood DOC Phone System									40,000	
32														
33				Sub-Total (Capital)	267,334	618,000	142,000	278,000	100,000	118,000	100,000	83,000	144,000	83,000
34	OPERATING													
35	213 - IT	S072		Network Security Audit	25,000			25,000			25,000	-		25,000
36														
37				Sub-Total (Operating)	25,000	-	-	25,000	-	-	25,000	-	-	25,000
38														
39				Grand Total	292,334	618,000	142,000	303,000	100,000	118,000	125,000	83,000	144,000	108,000
40														
41														2,033,334
42														
43														

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward (Ishikari Reserve Portion)	31,791	37,159	42,580	48,056	28,336	33,670	39,057	44,497	49,992	30,292
9				Annual Tax Contribution	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
10				Expenditures (detail below)			(25,000)						(25,000)	-
11				Interest at 1% of Y/E Balance	368	422	476	281	333	387	441	495	300	353
12				Sub-Total	37,159	42,580	48,056	28,336	33,670	39,057	44,497	49,992	30,292	35,645
13														
14				Brought Forward (Economic Twinning Reserve Portion)	28,328	28,612	28,898	29,187	29,478	29,773	30,071	30,372	30,372	30,675
15				Expenditures (detail below)										
16				Interest at 1% of Y/E Balance	283	286	289	292	295	298	301	304	304	307
17				Sub-Total	28,612	28,898	29,187	29,478	29,773	30,071	30,372	30,675	30,675	30,982
18														
19				Carry forward to next year	65,770	71,478	77,243	57,815	63,443	69,128	74,869	80,667	60,967	66,627
20														
21	Dept	CC#	Res#	Project Name										
22														
23	310 - Mayor & C	S097		Ishikari Anniversary Celebration				25,000					25,000	
24				Sub-Total (Ishikari Portion)				25,000					25,000	-
25														
26														
27				Sub-Total (Economic Twinning Portion)										
28														
29				Grand Total				25,000					25,000	-
30														
31													2020-2029 Total Expenditures	
32														50,000
33														
34														



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Legacy Landmark Reserve										
3				10-5-991226-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	80,238	81,040	81,850	82,669	83,496	84,331	85,174	86,026	86,886	87,755
9				20% Perpetual Care for the Year										
10				Interest at 1% of Y/E Balance	802	810	819	827	835	843	852	860	869	878
11				Total	81,040	81,850	82,669	83,496	84,331	85,174	86,026	86,886	87,755	88,632
12														
13				Expenditures (detail below)										
14				Carry forward to next year	81,040	81,850	82,669	83,496	84,331	85,174	86,026	86,886	87,755	88,632
15														
16	Dept	CC#	Res#	Project Name										
17														
18														
19														
20														
21														
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26														
27														
28														
29														
30														
31														
32														
33				Grand Total										
34														
35													2020-2029 Total Expenditures	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Deferred Revenue - Cash in Lieu of Parks										
3				10-4-232840-0000										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Opening Balance	517,337	522,511	527,736	533,013	538,343	543,727	549,164	554,656	560,202	565,804
9				Developer's Contributions										
10				Interest at 1% of Y/E Balance	5,173	5,225	5,277	5,330	5,383	5,437	5,492	5,547	5,602	5,658
11				Total	522,511	527,736	533,013	538,343	543,727	549,164	554,656	560,202	565,804	571,462
12														
13				Expenditures (detail below)										
14				Ending Balance	522,511	527,736	533,013	538,343	543,727	549,164	554,656	560,202	565,804	571,462
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													2020-2029 Total Expenditures	-



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Parkland Acquisition DCC										
3				10-4-232610-0000										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	755,111	928,552	1,103,727	1,280,655	1,459,351	1,639,835	1,822,123	2,006,234	2,192,187	2,379,999
9				DCC Contribution	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000
10				Contribution From S. Island Hwy Rental Properties	35,600	35,600	35,600	35,600	35,600	35,600	35,600	35,600	35,600	35,600
11				Deferred Revenue Received										
12				Interest at 1% of Y/E Balance	8,841	10,576	12,327	14,097	15,884	17,688	19,511	21,352	23,212	25,090
13				Total	928,552	1,103,727	1,280,655	1,459,351	1,639,835	1,822,123	2,006,234	2,192,187	2,379,999	2,569,688
14														
15				Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
16				Carry forward to next year	928,552	1,103,727	1,280,655	1,459,351	1,639,835	1,822,123	2,006,234	2,192,187	2,379,999	2,569,688
17														
18	Dept	CC#	Res#	Project Name										
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total	-	-	-	-	-	-	-	-	-	-
34														
35														2020-2029 Total Expenditures
														-



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	1,606,342	1,695,125	1,784,797	1,875,364	1,966,838	2,059,227	2,152,539	2,246,784	2,341,972	2,438,112
9				DCC Contributions	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
10				Deferred Revenue Received										
11				Interest at 1% of Y/E Balance	16,783	17,671	18,568	19,474	20,388	21,312	22,245	23,188	24,140	25,101
12				Total	1,695,125	1,784,797	1,875,364	1,966,838	2,059,227	2,152,539	2,246,784	2,341,972	2,438,112	2,535,213
13														
14				Expenditures (detail below)										
15				Carry forward to next year	1,695,125	1,784,797	1,875,364	1,966,838	2,059,227	2,152,539	2,246,784	2,341,972	2,438,112	2,535,213
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														2020-2029 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 2020-2029										
4					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5														
6				Brought Forward	1,121,220	908,653	128,425	128,825	180,007	234,731	483,124	849,838	213,148	583,122
7				Annual Contribution - Parks Parcel Tax	517,900	523,500	526,400	529,400	532,400	535,300	538,300	541,200	544,200	544,200
8				Increased Funding from Net Funding Model			139,000							
9				Interest at 1% of Y/E Balance	8,997	1,272	-	1,782	2,324	4,783	8,414	2,110	5,773	9,473
10				Total	1,648,116	1,433,425	793,825	660,007	714,731	774,815	1,029,838	1,393,148	763,122	1,136,795
11														
12				Expenditures (detail below)	(739,463)	(1,305,000)	(665,000)	(480,000)	(480,000)	(291,691)	(180,000)	(1,180,000)	(180,000)	(180,000)
13				Carry forward to next year	908,653	128,425	128,825	180,007	234,731	483,124	849,838	213,148	583,122	956,795
14														
15	Dept	CC#	Res#	Project Name										
16														
17	CAPITAL													
18	720 - Parks	9015	CFwd	Nunns Creek Park Master Plan	14,463									
19	720 - Parks	9029		Entrance Sign Jubilee		145,000								
20	720 - Parks	9048		Asset Management - Park Infrastructure Renewal Fund		265,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
21	720 - Parks	NEW	CFwd	Willow Point Skate Park Repairs	85,000									
22	720 - Parks	NEW		Willow Point Skate Park Repairs	50,000									
23	720 - Parks	9048		Willow Point Tennis Courts	70,000									
24	720 - Parks	9046		Lilelana and Rotary Park Irrigation	35,000									
25	720 - Parks	9045		Dick Murphy Fencing Renewal	10,000									
26	720 - Parks	9044		Sign Replacement - Lilelana, Sequoia and Charstate Park	15,000									
27	720 - Parks	9053		Elks Falls Cemetery Phase Two Detailed Design & Construction		550,000								
28	720 - Parks	9054		Disc Golf Safety and Asset Upgrades	60,000									
29	720 - Parks	9055		Willow Point Lights	300,000									
30	720 - Parks	NEW		Outdoor washroom installation - Jubilee Trail and Baikie Island		45,000								
31	720 - Parks	NEW		Willow Point Park Skatepark Lighting			85,000							
32	720 - Parks	NEW		Baikie Island Bridge Replacement		150,000								
33	720 - Parks	NEW		Mclvor Lake Upgrades		50,000	200,000							
34	720 - Parks	NEW		Willow Point Field Drainage Upgrade			100,000							
35	720 - Parks	NEW		Hwy 19a Cemetery Improvements				150,000						
36	720 - Parks	NEW		Maritime Heritage Park Construction				50,000	200,000					
37	720 - Parks	NEW		Ostler Park Rubberized Surface Replacement						90,000				
38	720 - Parks	NEW		Robron Artificial Turf Replacement								1,000,000		
39				Sub-Total (Capital)	639,463	1,205,000	565,000	380,000	380,000	270,000	180,000	1,180,000	180,000	180,000

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1				Parks Reserve										
2				10-5-994326-1500										
3				Budget 2020-2029										
4					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5														
6				Brought Forward	1,121,220	908,653	128,425	128,825	180,007	234,731	483,124	849,838	213,148	583,122
7				Annual Contribution - Parks Parcel Tax	517,900	523,500	526,400	529,400	532,400	535,300	538,300	541,200	544,200	544,200
8				Increased Funding from Net Funding Model			139,000							
9				Interest at 1% of Y/E Balance	8,997	1,272	-	1,782	2,324	4,783	8,414	2,110	5,773	9,473
10				Total	1,648,116	1,433,425	793,825	660,007	714,731	774,815	1,029,838	1,393,148	763,122	1,136,795
11														
12				Expenditures (detail below)	(739,463)	(1,305,000)	(665,000)	(480,000)	(480,000)	(291,691)	(180,000)	(1,180,000)	(180,000)	(180,000)
13				Carry forward to next year	908,653	128,425	128,825	180,007	234,731	483,124	849,838	213,148	583,122	956,795
14														
15	Dept	CC#	Res#	Project Name										
16														
40	OPERATING - REPAYMENT													
41	720 - Parks			Robron Park Repayment	100,000	100,000	100,000	100,000	100,000	21,691				
42				Sub-Total (Operating)	100,000	100,000	100,000	100,000	100,000	21,691	-	-	-	-
43														
44				Grand Total	739,463	1,305,000	665,000	480,000	480,000	291,691	180,000	1,180,000	180,000	180,000
45														
46													2020-2029 Total Expenditures	5,681,154

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Roads DCC										
3				10-4-232500-0000										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	3,744,658	261,035	399,996	540,346	682,099	825,270	969,873	1,115,922	1,263,431	1,412,415
9				DCC Contribution	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
10				Deferred Revenue Received										
11				Interest at 1% of Y/E Balance	2,585	3,960	5,350	6,753	8,171	9,603	11,049	12,509	13,984	15,474
12				Total	4,007,242	524,996	665,346	807,099	950,270	1,094,873	1,240,922	1,388,431	1,537,415	1,687,889
13														
14				Expenditures (detail below)	(3,746,207)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
15				Carry forward to next year	261,035	399,996	540,346	682,099	825,270	969,873	1,115,922	1,263,431	1,412,415	1,562,889
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	182,539									
21	532 - Roads	8008/9		Highway 19A - Phase 3	3,438,668									
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)	3,746,207	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
26														
27				Grand Total	3,746,207	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
28														
29													2020-2029 Total Expenditures	4,871,207

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Sewer Accumulated Surplus										
3				50-5-981180-0000										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	823,000	3,121,200	3,092,700	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200
9				Sewer annual surplus	3,840,717	3,924,613	3,972,931	4,193,124	4,418,621	4,663,874	4,919,242	4,704,479	4,980,294	4,789,897
10				Transfer excess to Sewer Capital	(1,573,420)	(3,983,734)	(3,850,581)	(4,160,918)	(4,385,871)	(4,630,393)	(4,885,044)	(4,669,578)	(4,944,704)	(4,753,631)
11				Interest at Year End	30,903	30,621	32,150	32,794	33,450	34,119	34,802	35,499	36,210	36,935
12				Total	3,121,200	3,092,700	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,730,400
13														
14				Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
15				Carry forward to next year	3,121,200	3,092,700	3,247,200	3,312,200	3,378,400	3,446,000	3,515,000	3,585,400	3,657,200	3,730,400
16														
17				Minimum value of surplus to maintain operations	1,560,600	1,591,800	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,865,200
18				Ending surplus value	1,560,600	1,500,900	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,865,200
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														2020-2029 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 2020-2029										
4					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5														
6				Brought Forward	11,944,495	2,353,850	474,760	2,363,467	4,450,368	6,454,199	8,691,789	11,231,194	13,418,756	13,786,992
7				Debt										
8				Transfer from Sewer Surplus	1,573,420	3,983,734	3,850,581	4,160,918	4,385,871	4,630,393	4,885,044	4,669,578	4,944,704	4,753,631
9				Interest at Year End	23,305	4,701	23,401	44,063	63,903	86,057	111,200	132,859	136,505	161,045
10				Total	13,541,220	6,342,285	4,348,742	6,568,448	8,900,141	11,170,650	13,688,032	16,033,631	18,499,965	18,701,668
11														
12				Expenditures (detail below)	(11,187,371)	(5,867,525)	(1,985,275)	(2,118,081)	(2,445,942)	(2,478,861)	(2,456,838)	(2,614,875)	(4,712,972)	(2,436,132)
13				Carry forward to next year	2,353,850	474,760	2,363,467	4,450,368	6,454,199	8,691,789	11,231,194	13,418,756	13,786,992	16,265,536
14														
15	Dept	CC#	Res #	Project Name										
16														
17				CAPITAL										
18	570 - Airport	3011	CFwd	Airport Development Servicing	17,500									
19	570 - Airport	3012	CFwd	Security Fencing - South Development Area	10,000									
20	580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	5,000,000									
21	580 - Sewer	5006	CFwd	NWEC Upgrades (5025)	1,531,359									
22	580 - Sewer	5006		NWEC Upgrades	-	3,440,000								
23	580 - Sewer	5019	CFwd	Larwood-Erickson Sewer Upgrade	374,387									
24	580 - Sewer	5020	CFwd	Sewer Main Replacement	25,000									
25	580 - Sewer	5022		Biosolids Site Management	730,612									
26	580 - Sewer	5023		Sewer Asset Registry		25,000	25,000							
27	580 - Sewer	5024	CFwd	Sewer Facility Renewal	301,600									
28	580 - Sewer	5024		Sewer Facility Renewal	50,000	350,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
29	580 - Sewer	5026		Solids Separation Station	75,000	550,000								
30	580 - Sewer/57C	5028		SCADA Phase 4	90,000									
31	580 - Sewer	5029		SCADA Communication Equip. Rehab	37,500									
32	580 - Sewer	5800		Sewer Main Replacement	1,000,000	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
33	580 - Sewer	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
34	448 - Capital Wc	8006		Capital Works Management	134,828	137,525	140,275	143,081	145,942	148,861	151,838	154,875	157,972	161,132
35	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	730,000									
36	580 - Sewer	5030		Sewer Condition Assessments	55,000									
37	580 - Sewer	5031		SL-RAT Purchase	40,000									
38	580 - Sewer	5032		Sewer Camera Truck Purchase	500,000									
39	580 - Sewer	NEW		NWEC Oxidation Ditch Diffuser - Upgrade				150,000						
40	580 - Sewer	NEW		NWEC Biosolids Dewatering								150,000	2,250,000	
41				Sub-Total (Capital)	10,752,786	5,802,525	1,915,275	2,043,081	2,395,942	2,398,861	2,401,838	2,554,875	4,657,972	2,411,132
42				DEBT										
43	580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	341,889									
44				Sub-Total (Debt)	341,889	-	-	-	-	-	-	-	-	-

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1				Sewer Reserve										
2				50-5-995380-1500										
3				Budget 2020-2029										
4					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
5														
6				Brought Forward	11,944,495	2,353,850	474,760	2,363,467	4,450,368	6,454,199	8,691,789	11,231,194	13,418,756	13,786,992
7				Debt										
8				Transfer from Sewer Surplus	1,573,420	3,983,734	3,850,581	4,160,918	4,385,871	4,630,393	4,885,044	4,669,578	4,944,704	4,753,631
9				Interest at Year End	23,305	4,701	23,401	44,063	63,903	86,057	111,200	132,859	136,505	161,045
10				Total	13,541,220	6,342,285	4,348,742	6,568,448	8,900,141	11,170,650	13,688,032	16,033,631	18,499,965	18,701,668
11														
12				Expenditures (detail below)	(11,187,371)	(5,867,525)	(1,985,275)	(2,118,081)	(2,445,942)	(2,478,861)	(2,456,838)	(2,614,875)	(4,712,972)	(2,436,132)
13				Carry forward to next year	2,353,850	474,760	2,363,467	4,450,368	6,454,199	8,691,789	11,231,194	13,418,756	13,786,992	16,265,536
14														
15	Dept	CC#	Res #	Project Name										
16														
45				OPERATING										
46	580 - Sewer	S055	CFwd	Lift Station Auto - Cleaning	9,546									
47	580 - Sewer	S055		Lift Station Auto - Cleaning	15,000									
48	580 - Sewer	S089	CFwd	Confined Space Entry Alternate Procedures	3,150									
49	580 - Sewer	S089		Confined Space Entry Alternate Procedures	15,000									
50	580 - Sewer	S115		Sewer Maintenance & Monitoring		10,000	20,000	20,000		25,000	5,000	5,000	35,000	
51	580 - Sewer	S116		Sewer Right of Way Clearing	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000
52	580 - Sewer	S119		Lift Station 11 Transformer Inspection		5,000		5,000		5,000		5,000		5,000
53				Sub-Total (Operating)	92,696	65,000	70,000	75,000	50,000	80,000	55,000	60,000	55,000	25,000
54														
55				Grand Total	11,187,371	5,867,525	1,985,275	2,118,081	2,445,942	2,478,861	2,456,838	2,614,875	4,712,972	2,436,132
56														
57													2020-2029 Total Expenditures	38,303,872

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Sewer DCC										
3				10-4-232300-0000										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	876,524	1,053,959	768,569	944,925	1,123,044	1,302,944	1,484,644	1,668,160	1,853,512	2,040,717
9				DCC Contribution	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
10				Deferred Revenue Received	-	-	-	-	-	-	-	-	-	-
11				Interest at 1% of Y/E Balance	10,435	7,610	9,356	11,119	12,900	14,699	16,516	18,352	20,205	22,077
12				Total	1,053,959	1,228,569	944,925	1,123,044	1,302,944	1,484,644	1,668,160	1,853,512	2,040,717	2,229,794
13														
14				Expenditures (detail below)	-	(460,000)	-	-	-	-	-	-	-	-
15				Carry forward to next year	1,053,959	768,569	944,925	1,123,044	1,302,944	1,484,644	1,668,160	1,853,512	2,040,717	2,229,794
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													2020-2029 Total Expenditures	460,000

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	-	-	7,025	109,046	176,675	208,610	214,370	192,602	192,602	135,244
9				Annual Contribution	-	7,025	101,951	66,538	30,169	3,673	-	-	-	-
10				Interest at 1% of Y/E Balance	-	-	70	1,090	1,767	2,086	1,907	1,517	1,339	578
11				Total	-	7,025	109,046	176,675	208,610	214,370	216,277	194,119	193,941	135,822
12														
13				Expenditures (detail below)		-	-	-	-	-	(23,675)	(40,936)	(58,697)	(77,458)
14				Carry forward to next year	-	7,025	109,046	176,675	208,610	214,370	192,602	153,183	135,244	58,363
15														
16				Dept										
17				CC#										
18				Res#										
19				Project Name										
20														
21				OPERATING										
22				539 - Solid Waste							23,675	40,936	58,697	77,458
23				Solid Waste - User Fee Increase Offset										
24														
25														
26				Grand Total	-	-	-	-	-	-	23,675	40,936	58,697	77,458
27														
28														200,766



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Storm Water Reserve										
3				10-5-995328-1500										
4				Budget 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	678,865	501,329	656,731	1,066,692	1,284,611	399,466	470,828	1,104,261	351,946	1,122,055
9				Annual contributions from parcel tax	677,500	848,900	1,024,400	1,030,200	1,035,900	1,041,700	1,047,500	1,053,200	1,059,000	1,059,000
10				Increased Funding from Net Funding Model								231,000		
11				Interest at 1% of Y/E Balance	4,964	6,502	10,561	12,719	3,955	4,662	10,933	3,485	11,109	18,811
12				Total	1,361,329	1,356,731	1,691,692	2,109,611	2,324,466	1,445,828	1,529,261	2,391,946	1,422,055	2,199,866
13														
14				Expenditures (detail below)	(860,000)	(700,000)	(625,000)	(825,000)	(1,925,000)	(975,000)	(425,000)	(2,040,000)	(300,000)	(300,000)
15				Carry forward to next year	501,329	656,731	1,066,692	1,284,611	399,466	470,828	1,104,261	351,946	1,122,055	1,899,866
16														
17	Dept	CC#	Res#	Project Name										
18														
19				CAPITAL										
20	550 - Storm Dra	6501		Drainage Improvements	600,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
21	550 - Storm Dra	6502		Downtown Storm Mitigation	200,000	200,000	200,000	200,000						
22	550 - Storm Dra	6503		Shoreline Outfall Upgrades	35,000	125,000	125,000	125,000	125,000	125,000	125,000			
23	550 - Storm Dra	6504		Nunns Creek/2nd Ave Detention Pond (Quinsam)	25,000		125,000	1,500,000						
24	550 - Storm Dra	NEW		2nd and 4th Ave Outfall Upgrades		75,000	75,000							
25	550 - Storm Dra	NEW		Nunns Creek (16th Ave) Creek Crossing					200,000		1,740,000			
26	550 - Storm Dra	NEW		14th - Spruce to Redwood					350,000					
27				Sub-Total (Capital)	860,000	700,000	625,000	825,000	1,925,000	975,000	425,000	2,040,000	300,000	300,000
28				OPERATING										
29														
30				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
31														
32				Grand Total	860,000	700,000	625,000	825,000	1,925,000	975,000	425,000	2,040,000	300,000	300,000
33														
34													2020-2029 Total Expenditures	8,975,000



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	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 2020-2029										
5														
6					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
7														
8				Brought Forward	867,000	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
9				Annual water surplus	3,608,087	3,807,582	4,016,036	4,264,301	4,519,969	4,786,519	5,059,309	5,343,699	5,639,545	5,947,103
10				Excess Transferred to Water Capital Reserve	(2,723,800)	(3,790,046)	(3,998,256)	(4,246,085)	(4,501,326)	(4,767,654)	(5,040,030)	(5,324,014)	(5,619,461)	(5,926,630)
11				Interest at Year End	17,513	17,863	18,220	18,584	18,956	19,335	19,721	20,115	20,517	20,927
12				Total	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
13														
14				Expenditures (detail below)										
15				Carry forward to next year	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
16														
17				Minimum value of surplus to maintain operations	884,400	902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800
18				Ending surplus value	884,400	902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800
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													2020-2029 Total Expenditures	-

**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Water Reserve										
3				70-5-995360-1500										
4				Budget 2020-2029										
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6														
7				Brought Forward	15,768,004	12,437,208	13,735,727	10,517,845	12,519,807	14,291,693	16,347,340	18,695,637	21,351,174	24,328,539
8				Transfer from Water Surplus	2,723,800	3,790,046	3,998,256	4,246,085	4,501,326	4,767,654	5,040,030	5,324,014	5,619,461	5,926,630
9				Interest at Year End	123,141	135,997	104,137	123,958	141,502	161,855	185,105	211,398	240,877	273,690
10				Total	18,614,945	16,363,251	17,838,120	14,887,888	17,162,635	19,221,201	21,572,475	24,231,049	27,211,512	30,528,859
11														
12				Expenditures (detail below)	(6,177,736)	(2,627,525)	(7,320,275)	(2,368,081)	(2,870,942)	(2,873,861)	(2,876,838)	(2,879,875)	(2,882,972)	(2,886,132)
13				Carry forward to next year	12,437,208	13,735,727	10,517,845	12,519,807	14,291,693	16,347,340	18,695,637	21,351,174	24,328,539	27,642,727
14	Dept	CC#	Res #	Project Name										
15														
16	570 - Airport	3011	CFwd	Airport Development Servicing	17,500									
17	570 - Airport	3012	CFwd	Security Fencing - South Development Area	10,000									
18	590 - Water	5029		SCADA Communication Equipment Rehabilitation	32,733									
19	590 - Water	7021		Dogwood Operations Centre Backflow/Meter		125,000								
20	590 - Water	7024	CFwd	Shetland PRV	401,234									
21	590 - Water	7025	CFwd	WM Cathodic Protection	112,040									
22	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
23	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
24	590 - Water	7031	CFwd	System Modifications for Water Supply Project	258,090									
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	7036	CFwd	Watermain Renewal	25,000									
29	590 - Water	7038		Pressure Reducing Valve Abandonment	75,000	75,000								
30	590 - Water	7039		Load Bank Testing Unit	65,000									
31	590 - Water	7040	CFwd	Evergreen Reservoir and Instrumentation Upgrades	489,472									
32	590 - Water	7040		Evergreen Reservoir and Instrumentation Upgrades	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
33	590 - Water	7042		SCADA Phase 3	50,000									
34	590 - Water	7043		Bathurst/McLean Pressure Reducing Valve Replacement	135,166									
35	590 - Water	7044		John Hart Pump Station Modifications	193,524									
36	590 - Water	7045	CFwd	Water Facility Decommissioning	221,543									
37	590 - Water	7045		Water Facility Decommissioning	178,457									
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
39	590 - Water	7801		Watermain Renewal - Garfield/Painter/Barclay	25,000									
40	590 - Water	7802		Watermain Renewal - Hilchey Rd (Phase 1)	1,050,000									
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	134,828	137,525	140,275	143,081	145,942	148,861	151,838	154,875	157,972	161,132
43	532 - Roads	8008	CFwd	Highway 19A - Phase 3	1,100,000									
44	590 - Water	7046		Rockland Rd Emergency Renewal	500,000									
45	590 - Water	NEW		Rockland Road Transmission Main		100,000	875,000							
46	590 - Water	NEW		John Hart Reservoir			2,500,000							
47	590 - Water	NEW		Water Condition Assessments			55,000							
48				Sub-Total (Capital)	6,024,586	2,537,525	7,245,275	2,293,081	2,795,942	2,798,861	2,801,838	2,804,875	2,807,972	2,811,132



**2020-2029 FINANCIAL PLAN
RESERVE FUND CONTINUITY SCHEDULE**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Water Reserve										
3				70-5-995360-1500										
4				Budget 2020-2029										
5					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6														
7				Brought Forward	15,768,004	12,437,208	13,735,727	10,517,845	12,519,807	14,291,693	16,347,340	18,695,637	21,351,174	24,328,539
8				Transfer from Water Surplus	2,723,800	3,790,046	3,998,256	4,246,085	4,501,326	4,767,654	5,040,030	5,324,014	5,619,461	5,926,630
9				Interest at Year End	123,141	135,997	104,137	123,958	141,502	161,855	185,105	211,398	240,877	273,690
10				Total	18,614,945	16,363,251	17,838,120	14,887,888	17,162,635	19,221,201	21,572,475	24,231,049	27,211,512	30,528,859
11														
12				Expenditures (detail below)	(6,177,736)	(2,627,525)	(7,320,275)	(2,368,081)	(2,870,942)	(2,873,861)	(2,876,838)	(2,879,875)	(2,882,972)	(2,886,132)
13				Carry forward to next year	12,437,208	13,735,727	10,517,845	12,519,807	14,291,693	16,347,340	18,695,637	21,351,174	24,328,539	27,642,727
14	Dept	CC#	Res #	Project Name										
15														
49	DEBT													
50	590 - Water													
51				Sub-Total (Debt)	-	-	-	-	-	-	-	-	-	-
52	OPERATING													
53	590 - Water	S074		Water Conservation Program	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
54	590 - Water	S089	CFwd	Confined Space Entry Alternate Procedures	3,150									
55	590 - Water	S089		Confined Space Entry Alternate Procedures	15,000									
56	590 - Water	S117	CFwd	Drinking Water Source Protection	10,000									
57	590 - Water	S117		Drinking Water Source Protection	50,000	15,000								
58				Sub-Total (Operating)	153,150	90,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
59														
60				Grand Total	6,177,736	2,627,525	7,320,275	2,368,081	2,870,942	2,873,861	2,876,838	2,879,875	2,882,972	2,886,132
61														
62													2020-2029 Total Expenditures	35,764,237

Appendix 6

Strategic Business Cases

PROJECT TITLE: 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 (*details in Appendix A*).

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.

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 B).

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 (Appendix A).

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. (Appendix B) 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 C)
 - 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) (details in Appendix D)
- 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 E)

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:
 - **\$84,456/year for full-time FTE; \$46,152 for part-time (20 hours with benefits)**
 - **Total: \$130,608 (see Appendix D for existing funding available)**

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 E)

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 \$84,456/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 \$800. 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. This is not a proposed solution. See Appendix G 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 the marathon of 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

There is some available funding to support this recommendation (*Appendix D*), which would address the existing and growing demand for contemporary corporate communications materials and services – and provide our organization with professional communications resources on par with most Canadian communities (*details in Appendix E*).

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 G*).

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 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

APPENDIX A – Communications budget

Communications department budget was established in 2010. Funding remains unchanged for:

- \$7,000 for auxiliary time
 - This was initially used for news coverage archiving and annual report layout, but no longer covers combined costs associated with these functions.
 - The Finance Department has supplemented rising costs and hours related to annual report design.
 - City Hall front reception and weekend Recreation staff maintain news archives when possible.
- \$800/year for contracted services – funds approximately eight hours of design work by a contractor developing or upgrading templates, graphic icons
- \$1,500 for supplies (typically used to supplement auxiliary time, advertising costs or photocopying charge @\$100/month)
- \$17,500 for advertising (funds City Currents banner space and select corporate messages, such as Year- in- Review, holiday greetings, National Indigenous Peoples Day, Graduation)

Examples of inefficient work-arounds due to tight budget:

- Online engagement: basic level survey software account permits only two workstations at once.
- Graphic design: shared account permits only two workstations at once.
- Computer screens: co-op student (2016) and auxiliary employee (2017 to present) doing graphic design uses two high-resolution screens from former facilities workstation. Without funding to upgrade equipment, the Communications Advisor worked with one (original, smaller square format) screen until 2018, when a contemporary screen (unclaimed/surplus for another department) became available.
- Photography and video footage
- Drone footage funded by one-time Deputy and City Manager budget contribution
- Upgrade to corporate stock images funded with one-time Finance Department contribution to add on to existing Tourism and Recreation photography plans.

APPENDIX B – The professional mark

Consistency is essential for ongoing maintenance of Campbell River’s reputation for quality of life.

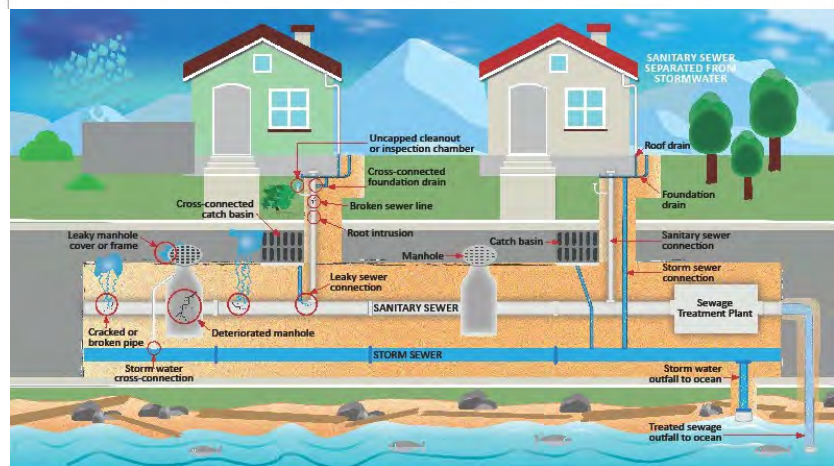
Branding speaks volumes and visuals are the difference that captures attention – for faster, more memorable and sharable messages on contemporary channels.



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.

- 17 FACILITIES:
 - Spice House
 - Community Centre
 - Tobacco Theatre
 - Discovery Pier
 - Solar Park
 - Playhouses
 - Museum
- EMERGENCY SERVICES:
 - Police protection
 - Fire suppression
 - ETS1 Fire-department
- TRANSPORTATION IMPROVEMENTS:
 - Blue buses
 - Seawalk utility
 - Asphalt overlay
 - LED streetlights
 - More bus stops and covered hours
- 15 SEWAGE COLLECTION PUMPING STATIONS
- 3,300 STREET TREES
- 43 KILOMETRES OF TRAILS AND PEDESTRIAN WALKWAYS
- MORE THAN 250 KILOMETRES OF SEWER MAIN
- 200 KILOMETRES OF STORMWATER PIPES AND DRAINAGE IMPROVEMENTS
- TWO BOAT RAMPS
- DEVELOPMENT SERVICES:
 - Building
 - Permitting
- THREE SPORTING FACILITIES WITH:
 - nine ball, and five soccer fields
 - Tennis and curl
 - volleyball courts
 - Skatepark
- HIGH QUALITY SPRINKLING WATER AND WATER FOR FIRE PROTECTION FROM CITY OWNED AND OPERATED SYSTEM
- CURBSIDE GARBAGE COLLECTION FOR MORE THAN 10,300 HOMES
- ECONOMIC DEVELOPMENT AND TOURISM SERVICES:
 - 57
 - CRUISE STREET MUSIC AND ENTERTAINMENT:
 - Special events
 - Canada Day
 - Spice House programs
- 200 KILOMETRES OF ROADWAYS
- 257 ACRES OF PARKS
- ENERGY EFFICIENCY PROJECTS
- VOL AIRPORT SERVICES



TIPS FOR PREVENTING STORMWATER FROM ENTERING THE SEWER

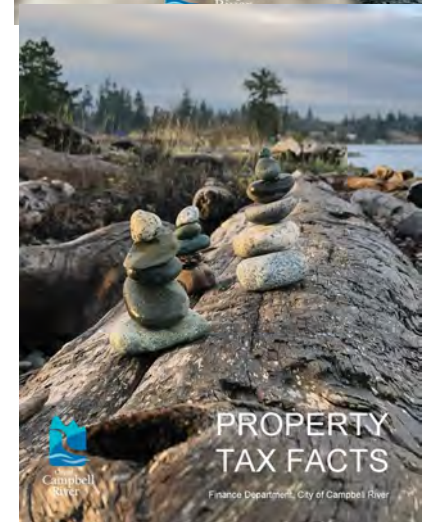
- Inspect roof gutters, downspouts and groundwater sump pumps to make sure they are NOT connected to the sanitary sewer system.
- If they are, have them disconnected. Direct downspouts into storm system or rain barrels, or onto lawns or garden beds.
- Never drain standing water from your property into 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.

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: (250-246-4033)

City of Campbell River



APPENDIX C – 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 the video system in Council Chambers to record and edit Council Meeting Highlights
- 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 D – Available funding and savings related to recommendation

Ongoing funding need	Contributions	Known savings	Incomplete data on current investment***
1 FTE Digital Comms Tech* \$81,147-84,456 Part-time graphic design \$46,152 (20 hours w benefits) \$39,353 (17 hours) Reduced if not paid top of scale amount TOTAL: \$130,608	\$3,640 IT \$6,400 Leg (\$68/hour for webcasting) \$10,000 Ops \$10,000 Rec \$7,000 Comms \$10,000 Comms** \$10,000 from SMT TOTAL:\$ 57,000	\$11,320 IT (currently paid for web master work) \$3,000 (Design software var. depts) \$10,000 Ec Dev (investment portal website) TOTAL: \$24,320	Dept Time 2,083 hours <i>(Includes: Staff, Co-op, Auxiliary)</i> Dept Cost \$75,875 Contractor Cost \$155,800 <i>(Not incl. Zinc****)</i>
Best case scenario fund request: \$130,608 (top-of-scale cost) - \$57,000 (dept. contributions) - \$3,000 (software savings) - \$10,850 (contributions from savings to department contractor/auxiliary budgets) <hr/> = \$59,758 Note: This amount could potentially be further reduced with contributions from other departments (from savings, contractor and auxiliary budgets – amount TBD)	Estimated additional time savings to support core dept ops: 1,226 hours Estimated additional direct \$ savings for departments: \$10,850 <i>(does not include wages; reduced contractor and aux. costs based on incomplete available data)</i>		

* senior client support analyst currently earns: \$78,600

**If repurpose ad budget (increases draw on Council representation and department ad costs)

***Incomplete data on non-communications staff time currently invested in work proposed to be done by Digital Communications Technician and Graphic Designer

- Does not include: HR, Parks, Roads, Development Services, Bylaw, Sewer
- Partial data for Economic Development and Finance – does not incl. \$30,000 for Finance marketing plan
- Incorporates data from: IT, LRPS, Recreation, Airport, Water, Leg Services, Fire

****Zinc Strategies investment 2017 to July 2019 = \$186,198

APPENDIX E – 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:

- Five years ago, 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
Vernon 2	Manager, Communications and Grants	Web Developer – Graphical Support	
Penticton 2 (plus)	Communications Manager Community Engagement Builder		Two-year contract: Marketing, Comms. Specialist
Langley 1 (plus)	Communications Officer		Shared executive assistant, contractors
Port Moody 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
North Cowichan 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)
Mission 1 (plus)	Manager of Civic Engagement & Corporate Initiatives		Shared contractors and administrative clerk; department is described as “grossly under-resourced”
Squamish 2.6	Communications Manager	Web and Graphics Technician Comms. Coordinator (.6 FTE)	(population 19,893)
Courtenay 2	Manager of Communications	Communications and Marketing Specialist	(population 25,000)
Comox Valley Regional District 5	Manager of Corporate Communications Manager of External Relations	Communications Coordinator Production Technician External Relations Advisor	

APPENDIX F

Why not to hire auxiliary employee(s) at appropriate pay rate?

Increasingly, multiple departments have hired an auxiliary employee (2016 communications co-op student) with communications and graphic design skills. The specialized work that the current auxiliary employee has been performing is overseen by the Communications Advisor and exceeds the scope of an administrative assistant, which is the rate of pay we provide this individual.

- 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 sustainable.

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 in any given assignment. The Union has expressed concern with the ongoing use of an auxiliary employee to assist with communications projects due to the collective agreement restrictions on the tenure of short-term auxiliary staff. Plus, there are Union hurdles in negotiating new position classification for a non-permanent employee. (Appropriate pay rate (\$32.41/hour) would allow assignment of specialized communications tasks.)

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 has not proven to be a reliable resource, and attempts to hire communications co-op students in 2013 and 2014 fell short due to a lack of suitable applicants. In 2016, the City was successful in hiring a four-month communications co-op student from a very small, for the most part, unsuitably qualified, applicant pool.

APPENDIX G

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)

Situation Assessment

With increasing service delivery expectations of a growing city, human capital needs are changing throughout our organization.

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 two 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 allowed the City to focus on recruitment, both in terms of process and volume in order to meet the unprecedented demand. The statistics on our permanent employee complement show that in 2017, 18 employees left the organization, 30 people transferred internally and we welcomed 24 new people to the team. In 2018, 22 people departed, 34 transferred internally and 36 new people came on board. Retirement projections indicate that the trend will continue with 49% 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 (0.75 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 \$108,000

2. Add a permanent part-time position (0.75 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 CUPE 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.

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.

PROJECT TITLE: GIS ANALYST

Situation Assessment

Current staff resourcing in the city's Geographic Information Systems (GIS) section cannot support the sustained business requirement for intelligent data analysis. A fulltime GIS Analyst position is required to ensure that the city is making fact-based decisions based on data.

Geographic Information Systems (GIS) supports three fundamental systems within the City of Campbell River:

- System of Record (Asset data collection and transactions)
- System of Engagement (Maps and Apps)
- System of Insights (Data Analytics, Intelligent Analysis)

Over the past 16 years, the GIS section has accumulated a comprehensive collection of municipal asset and mapping data through internal collection and third party resources. Fundamentally, this accrued data is used by internal and external stakeholders for municipal and economic development, asset management, budget and financial reporting. Within the last five years, municipal departments have relied on the GIS section for intelligent data analysis to determine predictability and forecasting (ex: sea level rise, flood mapping, downtown refresh, emergency planning and response, OCP and Smart City evolution).

Demand for intelligent analysis of GIS data will expand noticeably in the immediate future. With the introduction of third party repositories (ex: cloud data and 5G), analytical requirements will increase exponentially. To meet this demand, the GIS section requires the analytical service of a fulltime GIS Analyst.

In 2018 the city's GIS environment was assessed by the Public Sector Board (PSB) and ranked 76 of 146 applicants which is average. The assessment was based on implementation, impact to our organization, collaboration, geospatial data and budget. The city's GIS section scored above average on data collection (cartograph and GPS use), data integrity/quality and internal/public use (ie. webmaps and open data catalogue). Adversely, the GIS section scored below average on detailed analysis and intelligent use of the city's GIS data repository. This limitation ranked our GIS environment below comparable cities (ie: Penticton, District of Oak Bay, Kitimat, District of North Vancouver). The primary contributing factor to this below average scoring – lack of skilled staff resourcing.

GIS adds significant value to the City of Campbell River. GIS technology is advancing rapidly, with several new technologies (ex: cloud interfacing and Artificial Intelligence - AI) available for integration into our GIS environment. Realisation of these advancements will only be achieved through the focused effort of a dedicated fulltime GIS analyst.

Problem Statement & Opportunity

The GIS section currently lacks the focused skilled capacity to support the sustained increase in analysis requests from both City staff and the public. Current GIS staffing consists of a GIS Coordinator and a GIS Technician. This section supports all City departments and the public, with the largest sector being real estate agents and consulting companies. Compounding this issue is the fact that many supported internal departments have experienced staffing increases, which provides accumulative pressure on the GIS section to meet this evolving support requirement with limited staff.

The timeline and milestones for GIS evolution within the City of Campbell River is as follows:

- 2002 - City of Campbell River implements GIS, simple web maps
- 2008 - Data reach a level to report to Public Sector Accounting Board (PSAB)
- 2010 - Approximately 30,000 pieces of infrastructure in Cartegraph
- 2013 - Evolves to support internal/external needs. Integrates with external data sources (ex: LiDAR – laser topography measurement, third party repositories)
- 2018 - Demand for analytics increases beyond GIS support capacity as data set surpasses 100,000 assets with 8 major web maps.

As of late 2017, the GIS section has been unable to effectively service several business requirements due to critical staff shortage:

- Unable to provide timely support for analysis requirements (ex: sea level rise, flood mapping)
- Unable to respond to helpdesk ticket requests in timely manner. In 2018, 721 support tickets were closed. Open helpdesk tickets consistently average around 100 throughout the year.
- Unable to streamline current data flow practices.
- Unable to implement critical tools and processes to advance city GIS
- Unable to advance strategic initiatives such as the Open Data Catalogue, LiDAR analysis, mobile data collection program.
- Unable to grow and improve the City's Geospatial infrastructure.
- Unable to research the impact of anticipated future technology innovations (ex: Internet of Things (IoT), augmented reality and machine learning) on our GIS environment.

There are several current and future business requirements that will require a fulltime GIS Analyst:

- Web Map and Application programming
 - Ex: Development Application Map, Emergency Operations Centre Flood Mapping Tool
- Critical City initiatives
 - Ex: Sea level rise, flood mapping, integration and analysis of third party data (ie. 5G cellular, Hydro), budgeting and financial reporting.
- Mobile Data Collection for Asset Management on iPads
 - Ex: hydrant inspection, sidewalk inspection, infrastructure repair
- Smart Cities
- Data analysis for Smart City development. A GIS Analyst is required to process the large amounts of data
- Open Data Catalogue

- Provides internal and external stakeholders with authoritative data to make better decisions. Enriches economic development and transparency.
- Geocortex Analytics
- GIS collects information (insights) about how the City's data, maps, apps and overall system performance is critical for business decisions. Application supports strategic decisions on GIS evolution.
- LiDAR (Light and Detection Ranging)
- Provides extremely precise topography measurements. Acquired first for steep slope analysis and later used for sea level rise analysis. This valuable and extremely complex data requires an analyst to process it.
- Asset Management
 - GIS Analyst will provide essential analysis for sound data driven decisions on asset management strategy and on-going management.

A dedicated GIS Analyst will support the development of current and future business requirements. The City of Campbell River will continue to grow a robust GIS data environment. It is critical that we acquire the technical expertise to analyze this stored information.

[Link to Strategic Plan](#)

Focus on economic growth

GIS is a decision support tool that is used to conduct analysis, display and disseminate results and help users make informed decisions about the community.

Focus on livability

GIS pulls together data from different sources to support City planning projects related to livability such as SOCP, Urban Forest Management Plan.

Focus on management and governance

GIS was implemented as a means to store and organize the City's geospatial data, which includes all infrastructure, parcels and base data (ex: water, elevation).

Success Measurements

The GIS Analyst plays an integral role in the development and architecture of the City's GIS. The analyst role will evaluate, source and implement new advanced GIS software to meet user needs (with an emphasis on operations, planning, development and economic progress); analyze GIS data to support complex projects; provide technical training to users; create, customize and support advanced GIS applications; Assist Network Administration with server / database updates.

Tangible success measurements:

- Cost reduction through informed data derived decisions
- Accurate budget process and financial reporting for city assets
- Effective forecasting on infrastructure decisions
- Cost reduction due to efficiency in responding to operational and development services request. Estimated annual saving - \$11,000

Intangible success measurements:

- Support for economic development
- Knowledge driven emergency management and first responder decisions
- Vital support for city development, resource sector and infrastructure maintenance

Alternative Solutions

1. Hire a fulltime GIS Analyst and retain fulltime GIS Technician
2. Reclassify GIS Tech to GIS Analyst and hire Auxiliary GIS Technician
3. Contract out GIS analysis work
4. Status Quo

Evaluation of Alternatives

1. Hire a fulltime GIS Analyst and retain fulltime GIS Technician

Pros:

- In house staff retain knowledge
- Allows city to progress on critical initiatives.
- Staff will make decisions based on fact based, data driven information
- Long-term employees can identify procedure deficiencies, work to solutions and improvements quickly
- Direct impact on community by maintaining a positive relationship with GIS external users
- In house staff will provide consistent support in advancing the GIS program
- Provides a second point of contact in the GIS Department
- Provides capacity to allow GIS to support City departments in a timely, proactive manner.
- Supports forecasting, risk analysis, budget analysis for infrastructure

Cons:

- Long-term financial commitment

2. Reclassify GIS Tech to GIS Analyst and hire Auxiliary GIS Technician

Pros:

- Feasible alternative if fulltime GIS technician is not practical due to budget limitations.
- Demonstrates opportunity for advancement in I.T. department
- Allows management to evaluate workload vs resourcing requirements.
- Reduced budget requirement vs fulltime commitment for GIS technician. It is estimated that an auxiliary GIS Tech budget will be \$30,000 per year.
- In house staff retain knowledge
- Allows city to progress on critical initiatives.
- Staff will make decisions based on fact based, data driven information
- Full time analyst can identify procedure deficiencies, work to solutions and improvements quickly
- Direct impact on community by maintaining a positive relationship with GIS external users

- In house staff will provide consistent support in advancing the GIS program
- Provides a second point of senior contact in the GIS Department
- Provides capacity to allow GIS to support City departments in a timely, proactive manner.
- Supports forecasting, risk analysis, budget analysis for infrastructure

Cons:

- Auxillary GIS Technician only available for 3 month term(s)
- Recruitment will be difficult
- Technician knowledge will be difficult to retain
- Will require increase in GIS Contractor operating budget

3. Contract GIS Analysis work

Pros:

- GIS Analyst could be hired for specific projects
- Greater flexibility for specific initiatives
- Requires smaller budget than fulltime commitment.

Cons:

- Rates start at \$100 / hr
- GIS Coordinator will be required to 'onboard' new contractors at the outset of each new contract
- Contractors will only support specific projects.
- Business processes are difficult to communicate
- Historical knowledge of GIS program will sit with GIS Coordinator only
- Continuous resourcing for employment will be difficult and costly
- Relationship building with community ends once contract finished

4. Status Quo

Pros:

- No cost increase to department

Cons:

- GIS program will not evolve with current staffing
- Unable to support city driven GIS analysis projects
- Unable to support infrastructure software upgrade (Cartegraph)
- GIS consistently sits with over 100 open help desk tickets and will likely remain at this level
- Other municipalities that have effectively invested in their GIS departments will outpace the City of Campbell River.
- Will negatively impact internal and external stakeholders, municipal and economic development.

Recommendation

Option 1 - Hire a fulltime GIS Analyst and retain fulltime GIS Technician

A GIS analyst will provide informed, data driven, solutions that will effectively reduce cost, improve efficiency and provide accurate forecasting, budget and maintenance decisions.

GIS current staffing level (1 Coordinator and 1 Technician) limits the ability of the GIS section to develop its GIS program and to support GIS analysis projects. This in turn will result in increased cost to the City as departments do not receive critical analytical solutions and GIS projects are outsourced, challenging workflows, budget and timelines.

The absence of a GIS Analyst will have a negative impact on the pending Asset Management Software implementation (scheduled for the next three years) which will require dedicated support from the GIS section.

What will the easy and hard parts be?

The key for success will be hiring a person who has an advanced GIS skill set and municipal government experience to meet the growing needs of the City. Adding a GIS Analyst position to the already existing GIS Coordinator and GIS Technician positions will help the City to stay current with GIS Technology, support GIS analysis requirements and support the various initiatives underway.

The GIS Analyst will be taking a proactive approach to GIS and will look at the following areas that will impact GIS over the next 3 years:

- Geospatial data and Next Generation (5G) interconnectedness. 5G's higher frequencies —needed to carry huge amounts of data, will support the City's implementation of smart infrastructure.
- Deep Learning for image analysis – ESRI (our GIS software vendor) has spent significantly in recent years to develop better tools for deep learning. They have developed tools for imagery analysis such as creating a tree canopy layer from orthophotos.
- Asset management – will be a key member of the asset management group and essential to the growth and development of any future strategy or solution going forward.
- Citizen Engagement - GIS integrates with social media, allowing municipalities to engage directly with their customers. They can analyse complaints on social media to understand weaknesses. This can also help customers make decisions on safety during an emergency.

If the City of Campbell River is to lead the way in growing the technology sector, supporting this highly technical role is mandatory.

What has to happen to be successful?

Success in the City's GIS program means the ability and resources to:

- Advance existing initiatives.
- Reduce outstanding help desk tickets.
- Support City projects.
- Support the GIS Strategic Plan (2020 – 2023).
- Remain current in GIS technology.
- Address identified challenges.

The existing staffing structure with 1 GIS Coordinator and 1 GIS Technician will continue to provide some GIS support but limits the department. GIS is a complex and demanding field that requires effective resources to be successful. The City has already invested heavily in software and data but has yet to realize the full potential of our GIS environment.

To recognise success, the following needs to happen:

- Mandatory
 - Create a GIS Analyst position, or reclassify current GIS Tech position to GIS Analyst. Fully loaded budget for the GIS Analyst position is estimated at \$86,200 annually.
- Value added
 - It is estimated that the addition of a GIS Analyst position will provide efficient response to operational and development services requests, effectively reducing overhead cost. Estimated annual saving - \$11,000
- Conditional
 - If Communications Advisor business case is approved, there may be an opportunity to free up IT labour budget in the amount of \$17,000/annually.

If all three requirements above are realized, the fully loaded budget commitment for the GIS Analyst position can be reduced to \$58,200 annually ($\$86,200 - (\$11,000 + \$17,000)$).

If option 2 is selected from Step 4 - Reclassify GIS Tech to GIS Analyst and hire Auxiliary GIS Technician, then reducing the existing GIS Tech FTE status to auxiliary could reduce the budget request to:

- \$9,300 (Annual salary difference between GIS Analyst and GIS Tech)
- Plus: \$30,000 (Auxiliary GIS Tech)
- Total: \$39,300 (annually)

Potential Risks

- Recruitment – specialized role with limited candidates. May be unable to locate the best candidate quickly.
- High workload – GIS Analyst will be challenged to meet demand

Evidence of Results

- Improved standing in the GMI (Geospatial Maturing Index)
- Cost reduction on finance, maintenance and budget decisions (\$\$\$ - TBD)
- Advance initiatives mentioned in Problem / Opportunity section
- More support for Emergency Response Planning
- More support for Economic Development
- Streamline business processes to support staff
- Quicker turnaround time for GIS tickets
- Support city's increasing demand for analytics for business requirements and critical initiatives

PROJECT TITLE: IT Tech Attraction Partnering

Situation Assessment

The purpose of this business case is to provide support for the addition of a fulltime supervisor in the Information Technology department. This position will provide oversight of the daily operational requirements associated with the department's Network Administration, Client Support and Geographic Information Systems sections.

The Manager of Information Technology currently provides sole exempt oversight of operational service delivery for the I.T. department. Current core service support for the city's enterprise business requirements are identified as follows:

- Technology Support Service management
- Software development, integration and maintenance
- Hardware replacement
- Networking integration, management and maintenance
- Network security and integrity
- Mobile services and Web applications
- Geographic Information Systems (GIS)
- Municipal Asset Management (Cartegraph)
- Strategic planning
- Operational and Capital Budgets

Since 2016, the Manager of Information Technology has identified additional opportunities, and received council and senior management support, to promote technology advancement within the City of Campbell River. Additional critical initiatives include; the city's municipal broadband network (CRadvantage), Grant applications, Telco agreements, Asset Management (AIM), Third party revenue streams, Internet and Intranet Website replacement, Records Management System (RMS), Finance and property management software replacement, Tower Siting policy, Privacy Policy (IT), Cloud Strategy, Technology attraction and promotion (Economic Development).

It is estimated that core technology service delivery management consumes 85% of the I.T. manager's time, allowing a minimal 15% commitment to successfully manage the above initiatives and opportunities. Information Technology department management resourcing is unsustainable, and will result in limited success going forward.

A Supervisor of I.T. Operations and GIS position is required to manage core technology services, allowing the Manager of I.T. to focus on these critical initiatives and advance technology development within the City of Campbell River.

Problem Statement & Opportunity

Progressive municipalities have recognized that technology management has evolved well beyond traditional hardware/software service support. Technology affects all facets of our daily lives, and will increase exponentially with the advent of the next evolution of cellular technology - 5G (Fifth Generation). The massive data requirements associated with this next level of connected technology can only be supported by one communication medium, Fibre Optics. With the development of the city's municipal fibre optic broadband network, CRadvantage, the City of Campbell River is now recognized as a technology leader. With this recognition comes considerable opportunity for technology advancement and Economic Development.

Technology service delivery has grown substantially between the period of 2009 to 2018. Adversely, there has been no escalation in IT resources to support this increase. Technology support can be attributed to growth in both volume of currently offered services, and new technology initiatives initiated by council and global technology enhancement. The City's technology environment has consistently grown each year as follows:

- 1. Hardware and software count increases** – (2009 – 515, 2018 – 1320)
- 2. Helpdesk support request increases** – (2009 – 2434, 2018 – 5493)
- 3. Major new technology initiatives** - extended mobile technology deployment, the city's municipal broadband network, CR advantage - (2016 – 2020) and WIFI deployment (2017).
- 4. Under resourced projects** – Records Management System (RMS), Asset Management Software Replacement (AIM), Enterprise Resource Planning (includes Finance and property management software replacement), Smart Cities planning and implementation, CR advantage governance and growth, Tower Siting policy, GIS data science, technology attraction (economic development), 5G cellular strategy, Telecommunication company agreements, third party collaboration (ex: SRD Connected Coast broadband), Internet and Intranet Website replacement and Cloud strategy to reduce network footprint/hardware/licensing and staff support costs.

For the foreseeable future, it is anticipated that information technology requirements will expand in scope and complexity and that the I.T. department will be relied upon as a resource to facilitate the effective and efficient use of new technologies.

Several major projects are currently under resourced and not progressing, or progressing slowly, effectively costing the city through missed opportunity for enhanced core service efficiency and economic development. This stagnation is challenging our ability to effectively negotiate and manage potential revenue streams, reduce operational cost, develop partnership agreements, and foster the strategic development of the city's technology potential. Informed forecasting indicates that Campbell River is now a focus point for technology development and has the potential to actively engage in major future technology advancements (ex: cellular 5G), while securing the benefits associated with this opportunity. These prospects will not be recognized without applying the resources required to support these initiatives.

Supervisor support for core service delivery will allow the Manager of Information Technology to focus on strategic initiatives, providing sustained technology economic development and revenue streams (ex: CRadvantage and Tech attraction), facilitate the development of critical core initiatives (ex: Electronic records and asset management) and increase operational efficiency (ex: cloud strategy) which will reduce technology cost and improve network security.

Link to Strategic Plan

Management & governance:

The addition of a fulltime Supervisor of I.T. Operations and GIS will allow for continued support of the city's rapidly growing technology service environment and allow the IT Manager to focus on complex agreements, initiatives and current under resourced projects.

Focus on Partnerships

With the implementation of the city's broadband network, CRadvantage, we now find ourselves in the enviable position of an acknowledged, technically advanced municipality. This recognition has led to a number of third party agreements and revenue streams. Future partnership agreements are anticipated with Wei Wai Kum First Nations, Strathcona Regional District and major telecommunication companies.

Focus on Economic Development

Enables the Economic Development officer to proceed with critical technology initiatives through the focused support and advisory of the Information Technology Manager

Alternative Solutions

1. Create Supervisor of I.T. Operations and GIS position
2. Temporary secondment of I.T. Manager for major projects
3. Status Quo

Evaluation of Alternatives

1. Create Supervisor of I.T. Operations and GIS position (exempt)

Pros:

- Allows the I.T. manager to focus on internal and external strategic initiatives.
- Provides sustained technology economic development and revenue streams (ex: CRadvantage and Tech attraction)
- Facilitates the development of critical core initiatives (ex: RMS and AIM)
- Increases operational efficiency (ex: cloud strategy), reduces technology cost and improves network security.

Cons:

- Requires a sustained labour budget for new position (~\$108,000 – 2020)

2. Temporary secondment of I.T. Manager for major external projects

Pros:

- Will allow I.T. Manager to focus on select critical projects and initiatives

Cons:

- Will require labour budget for temporary manager as backfill
- Does not allow for sustained support on critical economic development opportunities
- Does not allow for I.T. manager succession plan
- Disruptive to IT staff and department
- Recruitment process for temporary backfill will be onerous

3. Status Quo

Pros:

- Maintains current labour budget

Cons:

- Effectively stifles the city's ability to move forward on critical issues
- Opportunities will be limited or not recognized
- Agreements and revenue streams will be restricted and challenging to negotiate
- Technology Economic Development (ex: CRadvantage) initiatives will stagnate or advance slowly
- Major internal initiatives (ex: Records Management, Enterprise Planning) will progress slowly
- Costs will increase while efficiency savings (ex: cloud strategy) will be slow to materialize.

Recommendation & Success Measurement

Tangible success measurement includes:

- Increased revenue streams
- Quicker turnaround on telecommunication and partnership agreements
- Cost reduction through implementation of cloud strategy, effectively reducing network footprint, licensing/support costs, and staff labour requirements
- Additional funding through grant applications
- Economic prosperity

Intangible success includes:

- Support for economic development and diversified economy
- Progress on Smart City initiative
- 5G and advanced technology readiness
- Effective records management, asset management and the development of new enterprise core applications
- Advanced communication via new websites and citizen engagement tools
- Advancement in city's Smart City agenda, providing positive support for downtown refresh, municipal infrastructure, emergency services and first responders, and quality of life for the citizens of Campbell River.

Recommendation - Create Supervisor of I.T. Operations and GIS position

The City of Campbell River has embraced the advancement of technology, not only as an internal service delivery cost centre, but also as an economic driver for the community. With this progression comes the overhead associated with increased demand for service delivery, management of critical infrastructure and applications, and the development and promotion of our vital economic technology advantages.

The opportunity to advance technology initiatives through the development of corporate partnerships and creation of beneficial agreements and revenue streams will require strategic resourcing if we are to be successful in this critical campaign. Support for the recommended solution will provide a positive tangible benefit for the City of Campbell River and allow for sustained support for the city's technology evolution.

The Supervisor of I.T. Operations and GIS will be responsible for managing network security, overseeing security audits, ensuring that network integrity is maintained and that administrative staff remain accountable. Due to the sensitive and complex nature of these responsibilities, it is highly recommended that this position be classified as exempt.

It is estimated that the fully loaded cost for this exempt position is approximately \$108,000 annually. Partial funding for this position is available through new reoccurring annual I.T. revenue streams established for 2020 (CRadvantage: \$12,240, RCMP: \$51,690). If council accepts these revenue streams as an offset, annual budget for this position can be reduced to \$43,640 in 2020.

With the support of this position the City of Campbell River will continue to benefit from future revenue streams, established through new telecommunication agreements (Telus, Rogers, Shaw) and increased CRadvantage client base, and provide positive technology economic development through a sustained partnership with the city's economic development officer.

PROJECT TITLE: ECONOMIC DEVELOPMENT STRATEGIC PLANNING

Situation Assessment

Economic Development has been operating in-house since mid-2016 using best practices, Provincial toolkits, and Council's strategic plan as guiding documents. Having a strategic plan would allow economic development to evaluate opportunities, drive organizational alignment and build work plans based on Council and community input.

Problem Statement & Opportunity

The City of Campbell River is at a time of growth. Economic Development has been receiving increasing requests for partnerships for many exciting opportunities across all sectors, including housing and technology. A Strategic Plan would provide clarity, direction and focus by addressing the mission and the deliverables with community and stakeholder input.

Economic Development Officer (EDO) was hired mid-May 2016. Given the function was new in-house, the EDO spent time:

- assessing the local community to determine challenges and opportunities
- engaging with the local business community
- developing professional development and networking programs
- developing investment ready assets like the community profile, sector profiles, investment portal,
- developing and implementing a tech attraction strategy

Strategic planning would help assess these activities in order to improve and help leverage external resources to grow capacity.

[Link to Strategic Plan](#)

Relationships

We value our first nation neighbours and seek alignment and opportunities to work together. An Economic Development Strategy would provide a model for developing collaboration and teamwork with our First Nations neighbours to make the most out of regional opportunities.

Economic growth

We will align our internal processes in support of economic health within the community. A Strategic Plan would leverage organizational alignment in support of Economic Development activities. This would help build capacity and increase efficiencies of service delivery.

Management & governance

We value community input and will be disciplined in defining the scope of advisory groups and others. A Strategic Plan would help create support networks and create political influence, as it helps communicate the direction based on community input. Stakeholders feel a sense of ownership and have a clear understanding of the scope.

What does success look like, from a 'results' viewpoint?

A good strategic plan will include input from Council and the community (stakeholders, Indigenous neighbours, citizens, etc.) providing a clear vision of what Campbell River's economy will look like in 5-10 years. The plan will detail:

- A clear vision and mission
- Strengths, weaknesses, opportunities and threats
- Objectives, strategies and operational tactics (Actions)
- Performance measurement guides
- Estimated timelines based on short and long-term achievements

A plan will also address diverse situations in order to ensure economic diversification and to remain economically competitive and sustainable.

Alternative Solutions

1. Engage in strategic planning in 2020.
2. Continue to operate under economic development best practices.
3. Revisit strategic planning in 2021 financial planning.

Evaluation of Alternatives

1. Engage in strategic planning in 2020.

Pros:

- Provides an opportunity for Council input.
- Provides an opportunity for community consultation
- Is a useful tool for day to day decisions and for evaluating opportunities. This methodology has been successful for Destination Campbell River with its 5 year rolling plan.
- Defines focus and goals.
- Helps evaluate current strategic direction
- Helps leverage outside funding resources through evidence of community participation and input

Cons:

- Cost. It is expected budget for project would be \$75,000.

2. Continue to operate under economic development best practices

Pros:

- No additional costs for Strategic Planning

Cons:

- Difficult to discern which opportunities are worth pursuing
- Difficult to access funds, which require Strategic Plans

3. Revisit strategic planning in 2021 financial planning.

Cons:

- No clear vision for the future.
- May miss time sensitive opportunities by not identifying them through consultation

Recommendation

Engage in strategic planning in 2020

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.

What will the easy and hard parts be?

Economic Development will hire a consultant to help inform the direction for the planning process. Economic Development is poised to manage public consultations and bring people together, as evidenced through the many Modern Entrepreneur Events that have been delivered in the community.

Economic Development anticipates few hurdles, as a timeline will be defined in the RFP to the consultant.

What has to happen to be successful?

Should Council approve and fund strategic planning, the Economic Development Officer will tender an RFP for a consultant to undertake the process.

The process will include Council and several opportunities for community consultation.

Potential risks

Strategic planning is a well-defined process. The biggest risk in this process is not arriving at clear consensus of what people envision for Campbell River 5-10 years into the future. However, Economic Development has built solid and trusting relationships with local, regional and provincial partners. This has helped to build support across many networks with current initiatives as evidenced with the willingness and openness through which stakeholders and community members participate in Economic Development initiatives.

Evidence of Results

Strategic plans have Performance Measurement guidelines and estimated timeline goals. Each year, Economic Development will evaluate these in order to ensure goals are being met and inform reporting to Council.

PROJECT TITLE: INCREASE IN POLICE PROTECTION SERVICES

Situation Assessment

Campbell River is a culturally diverse community that has been growing in size. Since 2001 Campbell River grew from a community of 28,276 to an estimated 32,888 in 2016, representing an increase of 16% more citizens that required policing services. Campbell River continues to grow at a projected rate of 1% annually. Recognizing that there had not been an increase in police protective services since 2002 at a ratio equal to population growth, Council approved an increase of one RCMP Member (“RM”) in the 2018 Financial Plan, and a further increase of one RM in the 2019 Financial Plan. Notwithstanding, future planning of police protective services in relation to projected population growth is imperative to better understand the cost of future service needs for financial planning.

Problem Statement & Opportunity

The approved Campbell River RCMP detachment strength is currently 45 members, funded to 43 members. The RCMP’s calls for service remain high and are steadily increasing. Campbell River continues to grow as a community and without long-term planning for adequate police protective services, the RCMP will soon be in a position where the existing detachment strength will be not be able to sustain existing police services in relation to the population growth.

In April 2008, Council of the day adopted the City of Campbell River Crime Reduction Strategy (Res. #08-0251) (“Strategy”). Recommendation 1.2 of the Strategy stated: That the City continue its commitment to allocate resources to police services in proportion to the City’s overall growth as a minimum of 1 officer to every 715 residents or better.

To maintain a proportionate level of police services at the projected growth rate based on the current detachment strength, a steady increase of RMs over the 10-year Financial Plan would be required. Neglecting to plan for adequate provision of police services to meet population growth would gradually result in a reorganization of certain police services (eg. School Liaison Officer, Municipal Traffic Unit) to sustain the demand and calls for police service. Furthermore, if the RCMP’s ability to provide policing services in relation to the population growth becomes critical, the City may be faced with increasing police services at a significant cost that could otherwise be avoided with long-term planning.

[Link to Strategic Plan](#)

Economic growth

The City is very focused on downtown revitalization, development and growth in the community. High-crime rates can have a negative impact on attracting development and growth in a community, whereas long-term stability in a community can be a determining factor in how safe a community is.

The City supports its tourism industry in attracting visitors and business to the community. The appearance of a safe community enhances the feeling of a safe community, which makes for an enjoyable experience for visitors.

Livability

The provision of adequate and effective police protection services supports a safe and livable community.

What does success look like, from a 'results' viewpoint?

Increasing the RCMP contract strength at a per capita rate that is consistent with the projected rate of growth enables the RCMP to sustain adequate policing services as well as proactively focus on strategic initiatives within the community such as downtown revitalization. Furthermore, long-term financial planning provides the City with a consistent picture of the cost of police service demands commensurate with population growth.

Alternative Solutions

1. Allocate resources to police services in proportion to the projected rate of population growth in each year of the 10-year Financial Plan starting with two officers in 2021 and one officer for each subsequent year based on the recommended proportionate rate in the current Crime Reduction Strategy of one officer to 715 residents or less.
2. Allocate resources to police services in proportion to the projected rate of population growth in each year of the 10-year Financial Plan starting in 2021 and subsequent years based on the proportionate rate of one officer to 715 residents or more.
3. Maintain current RCMP contract strength, allocate funding to update the Crime Reduction Strategy, and adjust future requests for resources to police services accordingly.

Evaluation of Alternatives

1. Allocate resources to police services in proportion to the projected rate of population growth in each year of the 10-year Financial Plan starting with two officers in 2021 and one officer for each subsequent year based on the recommended proportionate rate in the current Crime Reduction Strategy of one officer to 715 residents or less.

Pros:

- Aligns level of police service for calls for service and proactive policing proportionate to the rate of population growth at the approved level in the City of Campbell River Crime Reduction Strategy.
- Provides a 10-year budget that reflects the projected cost of police services proportionate to the rate of population growth.
- Avoids significant cost increases in any given budget year to sustain current level of police services to the community.
- Minimizes delays in recruitment of RMs due to required contractual notice period of 1 year to the provincial/federal governments.

Cons:

- Ongoing budget increase in addition to standard RCMP contractual increases to fund additional RMs.
- Over-resourcing of police services if the rate of population growth slows or declines.

2. Allocate resources to police services in proportion to the projected rate of population growth in each year of the 10-year Financial Plan starting in 2021 and subsequent years based on the proportionate rate of one officer to 715 residents or more.

Pros:

- Provides a 10-year budget that reflects increased cost of police services.
- Avoids significant cost increases in any given budget year for police services
- Opportunity to minimize delays in recruitment of RMs due to required contractual notice period of 1 year to the provincial/federal governments.

Cons:

- Police services will not be sustained to current level of service proportionate to projected rate of population growth, impacting ability to provide proactive policing and potentially calls for service.
- Causes reactionary budget increases in response to community safety issues of the day (ie. downtown public safety).
- Delays recruitment of RMs by one year due to contractual notice period to provincial/federal governments, subsequently impacting RCMP's ability to provide police services for immediate demands.

3. Maintain current RCMP contract strength, allocate funding to update the Crime Reduction Strategy, and adjust future requests for resources to police services accordingly.

Pros:

- No change to 10-year Financial Plan except for RCMP contractual increases.
- Crime Reduction Strategy will be updated to reflect current public safety concerns.

Cons:

- Will take time to update Crime Reduction Strategy.
- Police services will not be sustainable for calls for service and proactive policing proportionate to projected rate of population growth.
- Should RCMP's ability to provide adequate and effective level of police services to the community become critical, the City will be required by the province to fund additional RMs.
- Significant cost within one/two budget years to return detachment strength to adequate level to sustain police services.
- Significant delays in recruitment of RMs due to contractual notice period to provincial/federal governments, impacting immediate needs for adequate and effective levels of police services.

Recommendation

The best solution is to allocate resources to police services in proportion to the projected rate of population growth in each year of the 10-year Financial Plan starting with two officers in 2021 and one officer for each subsequent year based on the proportionate rate of one officer to 715 residents or less. This solution enables the RCMP to meet demand for growth and to continue to provide proactive policing services to the community.

What will the easy and hard parts be?

This solution will represent a consistent increase in taxation for funding that may not be palatable to a portion of taxpayers.

What has to happen to be successful?

Communication

The cost of the RCMP contract is one of the contentious issues that Councils have faced when deliberating budgets. Messaging will be an important factor in communicating this ongoing increase as a positive decision to sustain police protection services to a growing and changing community.

Staffing

The Municipal Police Unit Agreement requires written notice from the City to the province to increase the established RCMP contract strength. The Treasury Board will increase the number of members as soon as practicable within one year from the receipt of written request from the province.

Potential risks

Communication

- Negative feedback on the ongoing increased cost of police services and the tax burden on the citizens.

Staffing

- If approved and the RCMP experiences a high rate of vacancies beyond their control (ie. maternity/parental leaves, medical leaves).

Statistics

- Rate of growth slows or decreases.
- Statistics show no change or an increase to crime rates and case load per member.

Evidence of Results

Average police calls for service will be more in line with the Provincial average amongst cities with populations over 15,000.

PROJECT TITLE: POLICE FORENSIC VIDEO SERVICES

Situation Assessment

The increasing use of security cameras by businesses and homeowners, patrol-car dashboard cameras by law enforcement, CCTV cameras at various community locations, and smartphones by the general public has exponentially increased the demand placed on the RCMP's forensic video services for evidentiary and disclosure purposes on court files. The demand far exceeds the capacity of personnel to provide this service within the approved budgeted hours and the Campbell River RCMP are no longer able to meet the judiciary demands of audio and video evidence disclosure for court files.

Problem Statement & Opportunity

During the 2016 Financial Planning process, the RCMP submitted a Service Level Change Request for full-time forensic video services representing one FTE municipal support staff at 35 hours per week. Council ultimately approved 21 hours per week for these services.

It is estimated that approximately 85% of files submitted by the RCMP to the courts involve evidentiary audio and/or video as an important element to the case. This abundance of audio and video carries two challenges:

- dealing with the wide variety of audio and video formats, each with its own proprietary characteristics and requirements; and
- handling large file sizes of video evidence

In addition to these barriers, stringent protocols must be followed to ensure that the processes used for audio and video evidence handling and processing are systematic and admissible in a court of law. In light of these barriers, the transfer, storage, redaction, disclosure, and preparation of audio and video evidence for disclosure and presentation in court has stretched forensic video services beyond the capacity of the funded 21 hours per week.

In 2018, the Forensic Video Technician processed approximately 840 hours of audio and video evidence required for police investigation files representing approximately 16.2 hours per week of the budgeted 21 hours. These hours did not include services such as assisting Members with digital file management; troubleshooting CCTV surveillance video players and files on site or at external locations for audio or video files that are not easily accessible for access; uploading and downloading video from patrol-car dashboard cameras; maintaining the records infrastructure for all audio and video evidence as required by prescribed policies and procedures; and purging records in accordance with prescribed policies and procedures.

At Q2 of 2019, audio and video processing hours were approximately 19 hours per week of the approved 21 hours leaving two hours per week to provide assistance with the abundance of other demands noted above. Trying to balance requests for audio and video processing with other service demands is causing ongoing delays in audio and video processing for court files.

Forensic Video analysts are considered to be qualified experts in their field and have been called upon to provide evidence about the conversion process used to present audio and video in a format viewable on a computer for court purposes. As such, the incumbent is required to bring a specialized technical skill set to the position. Furthermore, the RCMP funds additional comprehensive, technical and legal training to comply with statutory disclosure requirements and any other relevant legislation so that analysts may ensure the integrity of the evidence during audio and video processing. Due to the specialized education and training, there is only one qualified municipal employee in the detachment who can perform this work.

Audio and video evidence in a court case has the potential for in-court identification of the offender as the perpetrator, may capture the identified offender in the act of committing a crime, may corroborate eyewitness testimony, or may be used to impeach defense witness testimony. The absence of audio and video evidence that is readily available may result in a refusal by Crown to approve charges or a stay of charges in a court proceeding due to insufficient evidence.

[Link to Strategic Plan](#)

Economic growth

The City is focused on downtown revitalization, development and growth in the community. High crime rates have a negative impact on attracting development and growth in a community, whereas long-term stability in a community can be a determining factor in how safe a community is.

The City supports its tourism industry in attracting visitors and business to the community. The appearance of a safe community enhances the feeling of a safe community, which makes for an enjoyable experience for visitors.

Livability

The provision of adequate and effective forensic video services on police investigational files enhances the chance of criminal conviction in court cases, ultimately supporting a safe and livable community.

Results

Increasing forensic video services from part-time to full-time would enable the Forensic Video Technician to meet the exponentially increasing demands of the RCMP for audio and video evidence processing in support of criminal charges and ultimately convictions.

Alternative Solutions

1. Increase forensic video analyst services from 21 hours per week to 35 hours per week.
2. Continue to provide current level of forensic video analyst services and draw one RCMP Member from established strength of 43 to be formally trained in forensic video analyst services.
3. Continue to provide current level of forensic video analyst services and lose process on court cases due to inability to meet disclosure requirements.

Evaluation of Alternatives

1. Increase forensic video analyst services from 21 hours per week to 35 hours per week.

Pros:

- Forensic video analyst services are provided by municipal support staff rather than RCMP Members, allowing the RMs to focus on providing police protective services to the community and working on police investigational files.
- No impact on staff resources as the incumbent is in place, possesses the specialized technical qualifications, and is currently performing the work.
- Enables RCMP to meet judicial process for audio and video evidence disclosure requirements.

Cons:

- Service level increase cost of \$27,309 annually plus applicable contractual increases.
- FTE increase from 0.6 to 1.0

2. Continue to provide current level of forensic video analyst services and draw one RCMP Member from established strength of 43 to be formally trained in forensic video analyst services.

Pros:

- Municipal staff resources for forensic video services remains the same.
- Current Police Services budget remains the same.

Cons:

- RCMP draws on the current approved established strength of 43 members to fully train an RCMP member to the technical level of a qualified Forensic Video Analyst, the City bearing 90% of the cost of the training program under the RCMP contract.
- Reduction of operational front-line policing service from 43 to 42.
- The cost to the City of having a member perform the work is 46% higher than the cost of having a municipal employee perform the work.

3. Continue to provide current level of forensic video analyst services and lose process on court cases due to inability to meet disclosure requirements.

Pros:

- No Municipal staff resources for forensic video services remains the same.
- Current Police Services budget remains the same.

Cons:

- RCMP is unable to meet the current demand of audio and video evidentiary disclosure required by the judicial process.
- Charge approval may not be supported by Crown or charges may be stayed due to insufficient evidence because of lack of audio and video evidence that would otherwise be available if video processing services were in place.
- RCMP will not be able to fulfill its legislated requirement to fully investigate crimes nor to provide full disclosure of any evidence collected in the course of an investigation.

Pursuant to Municipal Police Unit Agreement, RCMP and/or the province may put the resources in place (ie. Public Service) and the City will be 100% responsible for the costs.

Recommendation

Increasing forensic video analyst services from 21 hours per week to 35 hours per week will assist the RCMP with the exponential demand for evidentiary video processing due to the growing usage of security cameras by business and homeowners, dash cameras installed in police vehicles, CCTVs installed by the City at multiple locations in Campbell River, CCVE installed in the cellblock at the Campbell River detachment, and personal cell phones used by the general public.

The incumbent is already security cleared, possesses the qualifications, is currently performing the work, and can immediately transition from 21 to 35 hours per week.

The increased hours must be posted internally as required by the CUPE Collective Agreement.

The increasing use of surveillance systems and personal cell phones increases the availability of audio and video evidence for criminal case files. Statistics will show no change or a further reduction in available forensic video service hours if the use of such systems and devices continue to grow.

Statistics will track the hours of audio and video evidence processed in relation to the available hours for other equally important forensic video support services.

**PROJECT TITLE: POLICE MAJOR CASE MANAGEMENT DISCLOSURE
& TRANSCRIPTION SERVICES**

Situation Assessment

The City currently provides municipal administrative Major Case Management (“MCM”) disclosure and transcription services to the RCMP’s Major Crime Unit (“MCU”) and General Investigation Section (“GIS”) at 35 hours per week.

As a result of ongoing judicial process changes, the demand for MCM document disclosure on major case files (eg. assaults, sex assaults, homicides, child pornography) by Crown Counsel is increasingly cumbersome to meet for these two units, and is grossly exceeding the capacity of the existing budgeted municipal administrative support to sustain. To meet the current elevated judicial electronic disclosure requirements, RCMP Members (“RMs”) of these two units are again having to supplement this service that municipal administrative support is unable to fully provide due to competing demands for transcription of statements on these major case files. The provision of this service by RMs takes them away from their police investigational files to work on preparing comprehensive electronic disclosure packages for major case files that municipal staff could otherwise perform.

Problem Statement & Opportunity

During the 2016 Financial Planning process, Council approved additional hours for administrative support to the Major Crime Unit and General Investigation Section for preparation of large-scale document disclosure packages as required by the judicial process. The purpose of this administrative support was to allow the RCMP to maximize their ability to provide proactive policing services to the community within the approved contract strength rather than performing administrative tasks that could otherwise be performed by municipal administrative support staff. These two units comprise of ten RCMP Members collectively representing 22% of the municipal establishment.

In an effort to maximize the capacity of this administrative support, the RCMP provided the incumbent with specialized RCMP electronic Major Case Management (“MCM”) disclosure training in 2017. This training is required for any staff preparing full MCM disclosure packages on these complex investigational files. This specialized training and level of disclosure is comprehensive and highly technical, and allows the RCMP to focus on their investigational files, while the incumbent’s focus is to prepare and build the electronic disclosure package of all investigational documentation for the court process. Without the capacity of this administrative support, the RCMP Members have significantly less time to focus on their investigations in lieu of the time it takes them to prepare the electronic document disclosure package for the Courts.

The provision of additional municipal transcription services will enable increased focus of municipal administrative support on MCM disclosure packages and enable the RMs to continue to focus on complex, ongoing police investigations in the community.

[Link to Strategic Plan](#)

Economic growth

The City is focused on downtown revitalization, development and growth in the community. High crime rates have a negative impact on attracting development and growth in a community, whereas long-term stability in a community can be a determining factor in how safe a community is.

The City supports its tourism industry in attracting visitors and business to the community. The appearance of a safe community enhances the feeling of a safe community, which makes for an enjoyable experience for visitors.

Livability

The provision of adequate and effective disclosure services on major case police investigational files enhances the chance of criminal conviction in court cases, ultimately supporting a safe and livable community.

What does success look like, from a 'results' viewpoint?

Providing additional part-time transcription services would enable full-time municipal administrative support dedicated to MCM document disclosure on major case files, enabling the RCMP to meet increasing judicial demands of disclosure and ensuring the RMs remain actively focussed on complex police investigations, rather than performing administrative work that can otherwise be performed by municipal support staff.

Alternative Solutions

1. Provide additional 20 hours per week for municipal administrative transcription services to allow existing resources to provide full-time administrative MCM disclosure service.
2. Provide full-time administrative MCM disclosure service with existing resources and RCMP to contract MCU and GIS transcription requests to E Division transcription services.
3. Continue to provide current level of MCM disclosure service supplemented with the provision of administrative disclosure service by RMs.

1. Provide additional 20 hours per week for municipal administrative transcription services to allow existing resources to provide full-time administrative MCM disclosure service.

Pros:

- MCM document disclosure services are provided by municipal support staff rather than RCMP Members (RMs), allowing RMs to focus on complex police investigations.
- Existing trained staff resource in place to provide full MCM disclosure services.
- Enables the RCMP to meet judicially-required MCM document disclosure and sustain transcription services required for major case files.

Cons:

- Budget increase of \$39,216 plus ongoing contractual increases to be funded from taxation.
- Increase of 0.57 FTE.

2. Provide full-time administrative MCM disclosure service with existing resources and RCMP to contract MCU and GIS transcription requests to E Division transcription services.

Pros:

- MCM document disclosure services are provided by municipal support staff rather than RCMP Members (RMs), allowing RMs to focus on complex police investigations.
- Existing trained staff resource in place to provide full MCM disclosure services.
- Enables the RCMP to meet judicially-required MCM document disclosure and sustain transcription services required for major case files.

Cons:

- Pursuant to Municipal Police Unit Agreement, will be 100% responsible for the costs of E Division transcription services which may exceed the cost of providing the same service municipally.

3. Continue to provide current level of MCM disclosure and transcription services supplemented with the provision of administrative disclosure service by RMs.

Pros:

- Municipal staff resources for MCM disclosure and transcription services remain the same.
- Current Police Services budget remains the same.

Cons:

- Reduction of available police resources to focus complex investigations.
- The cost to the City of having a member perform the work is 61% higher than the cost of having a municipal employee perform the work.

Recommendation

Providing additional transcription services of 20 hours per week will enable the RCMP to meet increased judicial requirements for document disclosure on major crime files by allocating existing municipal resources to the provision of full-time MCM document disclosure services, while ensuring RCMP resources focus on complex police investigations.

What will the easy and hard parts be?

Existing municipal staff resources are already security cleared and trained in MCM document disclosure. New municipal support for transcription services may require security clearance if not already in place resulting in a delay in the provision of these services.

What has to happen to be successful?

The approved hours must be posted internally as required by the CUPE Collective Agreement.

Potential risks

The ongoing judicial process changes related to MCM document disclosure increases the administrative demand for the provision of these services at the detachment level. If the judicial demands continue to increase and major crime files increase in Campbell River, the demand for service may eventually surpass the capacity of full-time municipal administrative support, once again requiring RMs to supplement the provision of this service.

Evidence of Results

Statistics will track the hours allocated to the provision of MCM document disclosure services and transcription services within the MCU and GIS sections, as well as any indication of RM supplementation of these services due to increase demand beyond municipal capacity.

PROJECT TITLE: FIRE STATION NO. 2 STAFFING

Situation Assessment

The fire department continues to experience challenges meeting regulatory compliance with WorkSafeBC Regulation Part 31 Firefighting “entry into buildings” outside of the current staffed daytime hours at No 2 Fire Station.

The fire department reports an increase of 35.3% in structure fire incidents over 2018 and an overall increase of 40.8% over the past three years. Structure fire incidents in the No. 2 Fire Station response area have increased 50% over 2018 and have doubled in the past three years. The department is experiencing resource challenges at structure fire incidents and major incidents requiring multiple resources where the average number of firefighters on scene to mitigate the hazardous situation is 6.15 firefighters within 8 minutes. Well below the recommended National Fire Protection Association standard of 15 firefighters in 8 minutes for a 2,000 sqft residential home fire.

Response times from the No. 1 and No. 2 Fire Station paid on call (auxiliary) firefighters are a growing concern. Fire incident data indicates 40% of the time the paid on call (auxiliary) turn out time (time call received to apparatus response leaving the station) is over 10 minutes resulting in a risk of non-compliance with legislative requirements for entry into buildings. In addition, there continues to be incidents where the paid on call (auxiliary) were not able to respond a fire truck at all.

The fire department data shows an increase in dollar loss % for fires in the south end of the City in the No. 2 Fire Station response area. Currently the dollar loss % in the No. 1 Hall response area is 3.39% loss of property value at risk compared to 13.5% dollar loss of property value at risk in the No. 2 Hall response area.

The fire department reports 3 fatalities related to fires in the past 3 years, all 3 occurred in the No. 2 Fire Hall response area.

Problem Statement & Opportunity

The City continues to grow in the south with development, with this growth comes an opportunity to improve fire services that supports the growth, meets regulatory compliance, and meets the community needs. Opportunity exists to support the future growth of the City, the Airport, First Nations and the Strathcona Regional District. Critical issues with response time in the south needs to be addressed to mitigate the risk of an undesirable consequence and to ensure a reasonable level of fire protection is provided across the community.

[Link to Strategic Plan](#)

Livability

- We will improve public safety and reduce risks with improved response levels.
- We will improve firefighter safety by providing adequate resources to all emergencies across the City.
- We will enhance environmental protection by reducing time exposure of effluents into the environment.
- We will minimize property loss with improved response times.

Economic Growth

- We will promote and foster future and ongoing economic growth with enhanced ability to meet the Limited Distance requirements of the BC Building Code. Limited Distance requirements of the BC Building Code add additional costs to builders and developers where fire department response exceeds 10 minutes.
- We will reduce plan review time by City Staff and Developers, expediting the permit process.

Management & governance

- We will reduce fleet operational costs by not having to respond a fire apparatus from downtown for incidents in the south end of the City.
- We will reduce overtime costs by utilizing the crew from No 2 Fire Station to cross-cover the City.
- We will protect community insurance grades from rising by providing a sustainable fire service to all areas of the City.

Relationships

- We will improve customer service by providing a sustainable response level to all areas of the City.
- We will improve relations with other governments, First Nations and developers through reduced costs in building code requirements.

Alternative Solutions

1. Staff No 2 Fire Station 24 hours per day, seven days a week through an incremental staffing plan that would provide 2 firefighters in 2020 to achieve day time staffing seven days a week, 2 firefighters in 2022 and 2 firefighters in 2024 to achieve a staffing level of 2 firefighters on shift 24 hours a day, seven days a week at No. 2 Fire Station.
2. Recruit 2 firefighters in 2020 to staff No 2 Fire Station during daytime hours only, seven days a week from the current 5 days a weekday time staffing.
3. Do nothing – continue with daytime staffing 5 days a week (Mon-Fri)

Evaluation of Alternatives

1. Staff No 2 Fire Station 24 hours per day, seven days a week through an incremental staffing plan that would provide 2 firefighters in 2020 to achieve day time staffing seven days a week, 2 firefighters in 2022 and 2 firefighters in 2024 to achieve staffing 24 hours a day, seven days a week.

Pros:

- Will provide a sustainable rescue team of two firefighters, meeting regulatory compliance and will improve firefighter safety by providing adequate resources to emergencies.
- Will improve public safety and reduce risks by providing improved response capabilities to all areas in the fire response boundaries.
- Will reduce overtime for coverage of multiple incidents, incidents of extended duration and training.
- Will enhance environmental protection by reducing time exposure of effluents into the environment.
- Will reduce the impacts of the Limited Distance requirements of the BC Building Code for development in the South end of the City which will reduce costs to developers and builders and promote economic growth
- No additional capital costs to accommodate staffing increase at fire station No. 2 until 24 hour coverage implemented in 2023. (New Fire Station in South will accommodate 24 hour staffing)
- No additional capital costs for apparatus.

Cons:

- Cost of staffing: 2020 = \$254,900. 2022 = \$281,400, 2024 = \$316,000

2. Recruit 2 firefighters in 2020 to staff No 2 Fire Station during daytime hours only, seven days a week from the current 5 days a week (Mon-Fri).

Pros:

- Will provide a sustainable rescue team of two firefighters, meeting regulatory compliance and will improve firefighter safety by providing adequate resources to emergencies during daytime hours seven days a week.
- Will improve public safety and reduce risks by providing improved response capabilities to all areas in the fire response boundaries.
- Will reduce overtime for coverage of multiple incidents, incidents of extended duration and training.
- Will enhance environmental protection by reducing time exposure of effluents into the environment.
- Will reduce the impacts of the Limited Distance requirements of the BC Building Code for development in the South end of the City which will reduce costs to developers and builders and promote economic growth
- No additional capital costs to accommodate staffing increase at fire station
- No additional capital costs for apparatus.

Cons:

- Cost of staffing: 2020 = \$254,900
- Does not provide incremental staffing coverage for 24 hours a day, seven days a week.

3. Do Nothing – continue with daytime staffing 5 days a week (Mon-Fri)

Pros:

- No additional costs

Cons:

- Will not improve regulatory compliance with WorksafeBC beyond the present weekday compliance.
- Will continue to have significant response time delays as growth in the City increases
- Increased risk of fire spread due to response time delays
- Will not provide the recommended firefighting resources needed on scene to safely mitigate fire incidents

Recommendation

Staff No 2 Fire Station 24 hours per day, seven days a week through an incremental staffing plan that would provide 2 firefighters in 2020 to achieve day time staffing seven days a week, 2 firefighters in 2022 and 2 firefighters in 2024 to achieve staffing 24 hours a day, seven days a week

PROJECT TITLE: SENIOR BYLAW ENFORCEMENT OFFICER

Situation Assessment

In his April 16, 2018 report, City consultant Randy Churchill brought forward seven recommendations to “lessen security and public safety pressures being felt in the downtown.” Of the seven recommendations, five have been implemented including the establishment of a downtown safety office, increased RCMP and Bylaw patrols, CPTED review of Spirit Square area, the hiring of a third bylaw enforcement officer and the establishment of a safer downtown working group. One of Mr. Churchill’s recommendations that was not brought forward for consideration involved re-classifying an existing bylaw enforcement position as a lead or supervisory position to “. . . both perform bylaw duties while taking on a supervisory responsibility for the coordination of the work of the Bylaw Enforcement team and the functioning of the Community Policing & Services [Downtown Safety] Office.”

Mr. Churchill went on to say:

“Currently you have two (2) equal Bylaw Enforcement Officer positions. It will be increasingly necessary to have a supervisory/working position to deal with the day to day functioned of a team with the additional responsibility the downtown bylaw enforcement and the functioning of the CPSO [Downtown Safety Office] Recommendation #2 if supported. This will be vital to the success of the CPSO and providing bylaw services across the city. There are many decisions that need to be made for the day to day work involved and it requires a level of leadership with the bylaw work unit. Without this person to lead, the Safer Downtown efforts at the street level will struggle. It cannot function in an environ where daily working level decisions have to go further up the chain of command. In the absence of a manager directly responsible for public safety, you are best served by recognizing and elevating a current person to a supervisory role in my opinion.”

Since the Bylaw Enforcement’s Department four unionized staff moved into their new downtown satellite office, they have had no supervisory oversight. Day-to-day management of the bylaw enforcement function has remained with the Director of Planning who works out of City Hall.

Along with bylaw enforcement, the Director of Planning manages the Development Services Department and the Long Range Planning & Sustainability Department and has recently been given the responsibility to supervise the new Community Development Engineer position to help ensure success of the City’s development engineering function. He now has seven direct reports.

Problem Statement & Opportunity

- Reclassifying an existing position to a Senior Bylaw position will provide a resource to manage the day-to-day operation of the Bylaw Enforcement Department, similar to other bargaining unit supervisory positions in the City.
- Provide the Bylaw Enforcement Department with the ability to make more timely decisions on operational matters.
- Free up the Director of Planning’s time so that he can better focus on supporting the Development Services Department – in particular, the development engineering and planning functions

[Link to Strategic Plan](#)

Relationships

- Improved relationship between the City and both the downtown community the development community

Economic growth

- the ability to address downtown disorder in a more timely manner will lead to a more “vibrant and prosperous downtown core”.
- Improved performance of the Development Services Department has the potential to generate more investment in Campbell River and higher non-market change and property tax revenue

Livability

- Improved response times for bylaw enforcement files

Management & governance

- Greater emphasis on planning for future subdivision development will lead to lower infrastructure costs.

What does success look like, from a ‘results’ viewpoint?

- More timely decisions on operational matters will lead to shorter response times for bylaw enforcement files
- The City will begin to receive compliments from the development community on the performance of the Development Services Department as opposed to complaints
- There will be less turnover in the Development Services Department

Alternative Solutions

1. Reclassify an existing bylaw officer position a new senior bylaw enforcement officer classification (\$15K)
2. Hire a bylaw enforcement manager that works out of the Downtown Safety Office (\$90K)

Evaluation of Alternatives

1. Reclassify an existing bylaw officer position to a new classification of senior bylaw enforcement officer (\$15K).

Pros:

- No increase in FTEs
- Anticipate the increase in cost will be less than \$15K
- Refer to benefits listed under Steps 1, 2 & 8

Cons:

- Increase in cost will be less than \$15K

2. Hire a bylaw enforcement manager that works out of the Downtown Safety Office (\$90K)

Pros:

- The Bylaw Enforcement Department will function at a higher level, will get more accomplished and will improve the livability of Campbell River
- Free up the Director of Planning's time so that he can make more positive change occur in the Development Services Department.

Cons:

- It costs \$90K

Recommendation

Reclassify an existing position to a senior bylaw enforcement officer (\$15K) for the reasons listed above.

What will the easy and hard parts be?

Hard part

- Convincing senior management and City Council to allocate the additional \$15K needed to create the Senior Bylaw Enforcement Officer position.

Easy part

- Filling the position of Senior Bylaw Enforcement Officer internally with qualified staff

What has to happen to be successful?

- Create job description for Senior Bylaw Enforcement Officer
- Negotiate a rate of pay with the Union
- Post and fill for Senior Bylaw Enforcement Officer

How will you know if the project risks are materializing?

- If the new incumbent fails in their duties as Senior Bylaw Enforcement Officer which creates more work for the Director of Planning.

Evidence of Results

- Bylaw Enforcement staff performance and moral will improve because they will have daily supervisory oversight
- Reduced number of active bylaw enforcement files
- The City will begin to receive compliments from the development community on the performance of the Development Services Department as opposed to complaints
- There will be less turnover in the Development Services Department

PROJECT TITLE: NVEC SEPTAGE RECEIVING STATION IMPROVEMENTS

Situation Assessment

There is an increasing number of used needles and other sharps discarded in outhouses and inappropriate areas within the City of Campbell River. Many of these needles are collected by contractor and city vacuum trucks then are being disposed of into the existing septage receiving station and/or the septic truck clean out bay at NVEC. The septage receiving station solids are then removed by city staff via the city owned vac truck, then stockpiled on site at NVEC. This current method of needle and solid waste handling by city staff and contractors endangers the health of those workers, poses a long-term risk to those that may come in contact with the stockpiled material in the future, and does not follow best practice for solid waste disposal.

The installation of an automated septage screening system, with screened solids and rock separation, that discards the solids into separate disposal bins for offsite disposal significantly reduces health risks and allow for proper disposal of solid waste products extracted at the NVEC.

Problem Statement & Opportunity

Needles and sharps that are discarded into outhouses get mixed with all of the other solid waste products in outhouses, the solids are removed via vacuum truck, then discharged into a rock trap (settling tank) at NVEC. When the rock trap is full city staff remove the solids via the city owned vacuum truck, then dump them into a pit to dewater, the solids are then stockpiled on the NVEC property.

There are package septage receiving stations available on the market that mitigate the risk of exposure and separate the heavier solids (rocks) from the lighter debris in the waste stream to allow for efficient and economical solids disposal options.

Link to Strategic Plan

Management & governance

- Meets regulatory requirements for solid waste disposal
- Protects the health and safety of staff, contractors and the public

What does success look like, from a 'results' viewpoint?

Staff do not handle sanitary solid waste products after disposal at NVEC, odours at NVEC are reduced, solid waste is disposed of in manner that meets regulatory compliance, and effluent discharge quality to the marine receiving environment is improved.

Alternative Solutions

1. Install an automated, self-contained septage screening system at the existing NVEC septage receiving station.
2. Install an open slab septage dump station at NVEC as proposed and approved in the 2019 budget process.
3. Status Quo

Evaluation of Alternatives

1. Install an automated septage receiving station at NVEC

Pros:

- Significantly reduction of contaminated waste products by city staff, contractors and the public;
- Reduced site contamination at NVEC
- Meets regulatory requirements for disposal of contaminated waste products at the NVEC site
- Reduced odours at NVEC site
- System separates contaminated waste from rocks and sand. Only the contaminated waste needs to be landfilled, reducing hauling and disposal costs.
- System dewateres (compacts the screened waste), reducing volume to be hauled to the landfill
- Improved solids removal improves wastewater treatment quality
- Reduced wear and tear on the City owned Vac truck
- Frees up vac truck and operator time for their intended uses

Cons:

- Capital Cost of Approx. \$625,000 (\$75k Engineering, \$400k Equipment, \$150k Installation)
- Additional waste hauling and electrical costs that would be offset by vac truck and operator time

2. Install an open slab septage dump at NVEC

Pros:

- Reduced site contamination at NVEC
- Meets regulatory requirements for disposal of contaminated waste products at the NVEC site
- Lower capital cost than option 1 at \$125,000
- Funds are approved and accounted for in the 2019 Budget

Cons:

- Increases staff exposure to contaminated waste
- This system doesn't have a means of separating contaminated waste from rocks and sand, which increases disposal costs as compared to option 1
- The open air, open slab system will have increased odours compared to option 1

3. Status Quo

Pros:

- No capital cost
- On site disposal reduces operating costs

Cons:

- Significant health risk to city staff, contractors and the public
- Contaminated waste disposal does not meet regulatory requirements
- Reduced effluent discharge quality
- Unnecessary wear and tear of the City owned vac truck
- Vac truck and operator time being used for unintended purposes
- Creates odour issues

Recommendation

Option 1 – Installation of an automated, self-contained septage screening system at the existing NWEC septage receiving station. Although this option comes with a greater capital cost than the other options it is a small price to pay to; protect the health and safety of the people that work for and live in our community; to meet regulatory requirements for contaminated waste disposal; and to improved environmental stewardship. None of which are accomplished with options 3 and only a few are accomplished with option 2.

What will the easy and hard parts be?

Preliminary design is already complete for option 1.

The most difficult part of this task is to deliver the project amongst all of the other capital projects already approved for 2020. To mitigate this risk, the plan is to combine this project with three other significant projects that are scheduled for NWEC over the next 3 years; digester upgrade, generator upgrade, and electrical upgrade, and combine them into one large project, with design in 2020 and construction in 2021. This will significantly reduce staff efforts to deliver these projects and should result in capital and design cost savings.

What has to happen to be successful?

2020 - Detailed design and tender preparation.

2021 – Construction

Potential risks

The only risk is equipment failure. To mitigate this risk the existing system will remain in place to be utilized while the new system is out of commission for repair.

Evidence of Results

There will no longer be needles and other foreign material from the sewer system in the septage receiving station, the septic truck clean out bay, NWEC grounds and/or stockpiles on the NWEC property.

PROJECT TITLE: SL-RAT PURCHASE

Situation Assessment

The current method of scheduling and implementing sewer and drainage flushing programs is based off historical blockage records, video inspection data, and timelines set out in the City of Campbell River Risk Management Program.

The current method is effective in preventing sewer and drainage blockages. However, a lot of City resources are wasted in this process cleaning pipes that are not dirty or no longer have obstructions. It is estimated that 70% of pipes that are flushed do not require cleaning.

The SL-Rat is a two part tool; an acoustic transmitter that sits over one manhole, and a receiver that sits over the next manhole. By sending an acoustic signal back and forth between the transmitter and the receiver, it can determine, in 3 mins, whether there are any obstructions, the severity of the obstruction, and where in the pipe the obstruction is situated. With this information, City Staff can determine whether the pipe requires cleaning.

Problem Statement & Opportunity

Excessive flushing and/or root cutting can severely damage pipes. In some cases in the City of Campbell River, we have determined through video inspection that root cutters have damaged vulnerable pipes to the point that they may not be candidates for pipe-lining, meaning that they will need to be excavated to repair. The cost to excavate to repair vs line is approx. \$1000/meter vs \$250/meter, respectively.

The City currently has a program in place to line all compromised sanitary pipes, where possible, before they are no longer structurally sound enough to be lined, and to eliminate root intrusions. If the pipes can be lined before they are too severely compromised, we can repair approx. 4km/yr. If excavation is required, we can only repair approx. 1km/yr.

With the use of an acoustic technology, we can determine when flushing and root cutting are needed and take a condition-based approach at these maintenance programs. This will save significant amounts of operator time, reduce wear and tear on the vacuum truck and sanitary and storm infrastructure.

Link to Strategic Plan

Livability

- Reduces environmental impact
- Reduces sewer and storm blockages

Management & governance

- Reduces staff and heavy equipment time

What does success look like, from a 'results' viewpoint?

Less sanitary and storm flushing and root cutting takes place resulting in the City owned vacuum truck being more available for other meaningful tasks for the wastewater, water, and drainage departments that may otherwise be contracted out.

Alternative Solutions

1. Purchase an SL- Rat
2. Status Quo

Evaluation of Alternatives

1. Purchase an SL-Rat

Pros:

- Reduced flushing and root cutting
- Reduced damage to sanitary and storm linear assets
- Reduced contract vacuum truck use
- Reduced flagging expenses

Cons:

- Capital expenditure of \$40,000

2. Status Quo

Pros:

- None

Cons:

- Unnecessary flushing of clean sanitary and storm pipes
- Unnecessary damage to sanitary and storm pipes
- Unnecessary traffic disruptions and flagger costs

Recommendation

Option 1 – Purchase an SL-Rat

The purchase of the SL-Rat will significantly reduce operating costs and free up the City owned vacuum truck for more meaningful tasks rather than blindly cleaning pipes that don't require it. If the use of the SL-Rat only prevented the damage of 40 meters of pipe it will have paid for itself.

What will the easy and hard parts be?

The SL-Rat will quickly pay for itself in operating time savings alone with the added benefit of not creating unnecessary wear and tear on one of the City's most expensive fleet equipment and sanitary and storm linear assets.

What has to happen to be successful?

- Purchase the SL-Rat
- Implement a program that will include using the SL-Rat to pre-assess the sewer and storm linear asset conditions in the annual flushing program zones.

Potential risks

There are no risks associated with the recommended option.

Evidence of Results

Less sewer and storm lines will be flushed each year, and less damage will be created allowing for a more successful pipe-lining program.

PROJECT TITLE: WASTEWATER UTILITIES RESOURCING

Situation Assessment

In 2004, the City of Campbell River's Risk Management Policy for video inspection of sanitary sewers was developed using an industry best practices model for uninspected sanitary sewers. At that time, the City owned and operated its own sewer inspection equipment that was nearing the end of its useful life. In 2006, the wastewater department conducted a study to determine whether it was more cost effective to renew the equipment and continue an in-house program vs contracting out the program, and determined that it was more cost effective to contract the work out.

Since 2006 the wastewater department has delivered a relatively successful contractor based program that requires minimal field work, but is extremely demanding from an administrative perspective. With only modest budget increases over the 12 years of the program the City has been forced to deliver the program on a lowest cost basis, which has translated to lower quality workmanship by the Contractors. With better administrative practices and inflation, the costs to deliver the same volume of service at acceptable levels has drastically increased the cost of the program.

In 2018 the wastewater department reassessed the usefulness of an in-house inspection program vs a contractor delivered program. The department found a number of factors that have evolved since the initial assessment done in 2006 that, when taken together, significantly increase the viability of an in-house sewer inspection program: Modern inspection equipment has greatly improved in quality and functionality with little increase to cost; The City now owns and operates a far more effective and efficient flusher truck that delivers a higher quality preventative maintenance program; and Contractor rates have risen significantly over the last 12 years, lessening the appeal and value of a contractor delivered system.

Problem Statement & Opportunity

Contractor Service Quality

The City currently relies on contractor equipment and expertise to inspect and analyze the conditions of the City's underground infrastructure. To keep costs down the City has completed this work using the low cost approach which often translates to lower quality workmanship.

Having an in-house program with an in-house expert in charge of the program, the City will get higher quality workmanship for a lower cost to tax payers, consistent analysis, real time data, and rehabilitation and maintenance programs derived from both industry and City standards and ideals that align with council's strategic plan. Consultant's standards, in contrast, are driven solely by industry standards.

Program Output Quantity

The amount of sewer system that can be inspected each year with the current contractor based system is limited by the increased costs of program implementation. To increase the volume of output to meet the CCR Risk Management

Policy, and Provincial and Federal legislative requirements requires a significant increase in the annual wastewater operating budget. Significantly more inspection volume can be accomplished with an in-house inspection program than with the use of contractors for less cost, allowing the wastewater department to more quickly identify and rectify issues in the collection system that contribute to significant infiltration, exfiltration and inflow. This will lower the risk of system inundation, which will reduce raw sewage spills to the environment, as well as increase the quality of the effluent discharged from the treatment facility.

Addition of Service Inspections

Approximately half of the City owned collection system infrastructure is in the form of services, which until recently have not been included in the annual contractor delivered inspection program. When the program was first implemented video inspection of services from commercial and residential properties was only possible if access was provided from the property, which wasn't viable. Current technology provides camera access to the services from the sewer main. With greater than 3000 service connections in the City, and a contractor cost of \$495 to inspect each service, a contractor based program is not feasible.

Link to Council's Strategic Plan

Relationships

By developing an Engineer Technologist III position in the wastewater department to focus primarily on managing and maintaining the City's wastewater linear assets. That knowledge could be utilized to enhance the linear asset management programs in the other utilities departments that have similar type assets that are in need of an enhanced asset management program.

Economic Growth

Improved asset management of the City's linear assets ensures that resources are properly allocated where they are needed by analyzing the true condition of the assets, as opposed to a life cycle replacement approach.

Livability

Improved asset management of the City's sanitary sewer collections system will reduce sewer backups, reduce exfiltration of sewage to the environment, by reducing infiltration of storm water to the sanitary sewer system.

The equipment and personnel required for this enhancement program will compliment the drainage department in identifying and rectifying issues related to sea level rise concerns in the City's low elevation areas of the City.

Management and Governance

Improved asset management of the City's sanitary sewer collections system will provide more cost effective and efficient wastewater services to the community, and meet the requirements of the City's Risk Management Policy, and Environment Canada and Ministry of Environment legislation.

Alternative Solutions

1. *Shift resources from contracted services to a full time Engineering Technician III with Increased Service Levels and an In-house Inspection Program*

Increase the sewer inspection program to meet regulatory requirements, and add the inspection of sewer service with the replacement of the City's antiquated sewer inspection equipment with new equipment capable of performing both sewer main and sewer lateral inspections. Use the existing sewer inspection contracted services budget of \$135,000/year to fund the position of an Engineering Technician III to manage the enhanced service levels, and to cover costs of the in-house program.

2. *Increased Service Levels with a Contractor Program*

Maintain the use of contractors to deliver the same level of service identified in alternative 1 by increasing the sewer inspection contracted services budget from \$135,000/year to \$308,000/year.

3. *Status Quo*

Continue to reduce the level of service to match budget availability, and reactively deal with increased sewer

Evaluation of Alternatives

1. *Shift resources from contracted services to a full time Engineering Technician III with Increased Service Levels and an In-house Inspection Program*

Pros:

- No additional cost to the taxpayer,
- Sewer main inspection program that meets the CCR Risk Management Policy requirements and Provincial and Federal regulations,
- Additional technical resource to assist with and improve wastewater department programs, meet growing demands, and absorb some work load from senior staff,
- Improved wastewater asset management program,
- Develop a sewer lateral inspection program,
- Technical knowledge and inspection equipment can be utilized to enhance the drainage departments linear infrastructure asset management program,
- Increased access to inspection equipment for emergency scenarios for all City departments,
- Acquired inspection certification training will enhance the skill sets of current wastewater collections staff,
- Consistent data recording and analysis and,
- Cost neutral to current status quo.
- Creation of a Wastewater Utility Operator III position adds depth and succession opportunities in the wastewater department. Supervisory responsibility begins at the Operator III level in our job descriptions. Without an Operator III role in the wastewater department there is no opportunity for our operators to achieve the necessary skills to advance to the Foreman position

Cons:

- Requires 100% FTE increase between the water and wastewater departments. Water and Wastewater currently share (50/50) an Eng. Tech III position. At a rate of \$101,900 for an Engineer Tech III position, each department will reallocate existing funds of \$50,950.38 to offset this expense.
- The outcome of the creation of the Wastewater department's new Eng Tech III will leave a half funded Utilities Eng Tech III position in the Water Department. This position would then become a 100% funded Water Eng Tech III position leaving the Wastewater 50% to be financed through the Water department base budget and various contracted services accounts by similarly shifting resources from contracted services to this position. The additional 'Water' hours would enable the Eng Tech III to be responsible to design and implement various preventative maintenance programs such as main flushing, valve exercising, leak detection, cathodic protection and other administrative plans such as the emergency response plan.
- The addition of the in-house sewer inspection program requires skills and leadership expectations above those currently expected of the wastewater operations staff. A wastewater operator I position would be reclassified to a wastewater operator III position after training and certification is achieved by existing staff that would qualify them for the, creating a successive training and advancement opportunity within the department. The \$12,741 increase in wages is offset by reduced contracted services expenses. The training will be covered by the existing wastewater training budget.
- The recommended additional sewer inspection program requires 0.76 wastewater department FTE hours. The department is only recommending an increase of 0.5 FTE hours and reclassification of a Utilities Operator I position to a Utility Operator III position. Reduced contract administration time, higher skilled operations staff, and improved program planning by the addition of a full-time Engineer Technician III and the Utilities Operator III will create efficiencies in workload across the entire department that will absorb the 0.26 FTE hours shortfall.
- Capital Expenditure - The City ran a request for offers completion (RFO) for a used inspection camera truck that closed Oct 19, 2018. Three bids were received that met the specifications of the RFO; VIMAR \$343,998; Westvac \$336,755; and Rollins Machinery \$264,500. These units are no longer available so a new competition will be required. The wastewater department has budgeted \$500,000 and recommends purchasing a unit from funding available in the 2019 sewer main replacement budget.

2. Increased Service Levels with a Contractor Program

Pros:

- Sewer main inspection program that meets the CCR Risk Management Policy requirements and Provincial and Federal regulations,
- Improved wastewater asset management program and,
- No equipment to purchase and manage.

Cons:

- Requires an annual budget increase of \$65,000/year to meet the service level requirements of the CCR Risk Management Policy,
- Requires an annual budget increase of \$173,000/year to meet the recommended risk based service level of 10 years' inspection rotation of sanitary mains and 20 years' inspection rotation of sanitary services,
- Inconsistent data recording and analysis by contract inspection crews and consultants,
- Onerous and time consuming program to manage with limited wastewater technical staff and,
- Limited accessibility to inspection equipment for emergency inspections (nearest contractor is from Nanaimo).

3. Status Quo

Pros:

- No equipment to purchase and manage

Cons:

- Requires an annual budget increase of \$88,000/year to meet the CCR Risk Management Policy service level of 10 years' inspection rotation of sanitary mains,
- Sewer main inspections program does not meet the CCR Risk Management Policy requirements and Provincial and Federal regulations,
- Increased liability risk due to sewer backups,
- Increased flows resulting in: reduced system capacity, increased pumping and treatment costs, and risk of pump station overflows.
- Inconsistent data recording and analysis by contract inspection crews and consultants,
- Onerous and time consuming program to manage with limited wastewater technical staff and,
- Limited accessibility to inspection equipment for emergency inspections (nearest contractor is from Nanaimo).

Recommendation

Recommendation – Acquire the necessary inspection equipment, hire a Wastewater Engineer Technologist III and reclassify a Wastewater Utility Operator I role to a Wastewater Operator III role to provide an enhanced wastewater collection system asset management program, using existing funds.

A successful program will be evident by an increased volume of sewer infrastructure condition assessments, reduced operating costs, reduced sewer flows, improved wastewater records management, and reduced reactive maintenance events in both the wastewater and drainage systems.

PROJECT TITLE: PARKS AND RECREATION STRATEGIC PLAN

Situation Assessment

The most recent formal, strategic plan created for the recreation department is dated 1979 – 40 years ago! The latest version of the parks strategic plan was updated in 2012 and many of the recommendations are complete. Needless to say, both departments require current strategic plans. Strategic Planning is essential to set direction based on good information, develop action plans and guide responsible and targeted investment.

Problem Statement & Opportunity

A strategic plan can assist Council to respond to community changes, requests, trends and issues, to make decisions, prioritize projects, and take advantage of various opportunities such as, grants, partnerships, event hosting invitations, etc. In the absence of a strategic or long-range plan, decisions can be reactive, short-sighted and opportunities can be missed. In this case, the timing with respect to the Housing Growth Review and associated OCP update is an opportunity to align a new strategic plan with a freshly updated direction for housing growth over the next ten years.

Recreation

The most recent strategic plan found in Recreation Department files is dated 1979. This 40-year-old planning document is definitely obsolete. In 2014, Recreation Department staff conducted a large-scale service delivery review and community consultation. Implementation of the recommendations have resulted in thriving programs and community special events. Although service delivery was addressed, recreation facility and infrastructure needs, population growth and demographic changes were not.

Parks

10-year Strategic Parks Plan was completed in 2006, and updated in 2012. As a guiding document, the plan was instrumental in enhancing and developing the parks system. The ability to leverage sources of funding with the Parks Parcel tax, combined with the commitment of local community groups, allowed the City to realize the completion of 40+ parks projects and leverage more than \$4 million in funding. Many of the recommendations have been complete and the plan is now due for an update.

A Growing Community

Campbell River is experiencing strong and steady growth that is expected to continue, as evidenced by the current Housing Growth Review being conducted by the City. In order to maintain a high quality of life for current and future residents, and continued investment in business and development, the parks and recreation system must grow and evolve and keep pace with community growth. Parks and recreation are integral to the long term health of a community.

[Link to Strategic Plan](#)

Relationships

Services provided through parks and recreation are for, and often in partnership with, our local community. This serves to enhance relationships by working with a diverse array of demographics including first nations, new immigrants, children, youth, adults, seniors, physically challenged, mentally challenged, etc.

Economic growth

Research has demonstrated that a strong parks and recreation system supports a healthy community, serving tourists, residents and businesses, which all contribute to a strong economy.

Livability

Access to quality recreational and cultural amenities contributes to a healthy, vibrant and livable community.

Management & governance

The planning process allows the opportunity for community input and results in a strategic plan that addresses long-term capital and maintenance costs of critical infrastructure, and development of a sustainable service delivery model.

Alternative Solutions

1. *Parks and Recreation Strategic Plan (preferred)*
2. *Parks Strategic Plan*
3. *Recreation Strategic Plan*

Evaluation of Alternatives

1. Parks and Recreation Strategic Plan - \$150,000

Pros:

- will provide a more comprehensive analysis by considering parks and recreation needs in tandem, and all forms of recreation important to the community – indoor and outdoor
- will provide a guiding document for parks and recreation needs of the future
- will allow for one public engagement process, rather than two separate processes for each department which could cause public engagement fatigue
- will provide cost efficiencies by developing one comprehensive plan rather than two separate plans
- will provide a collaborative financial strategy that considers and supports the implementation of recommendations for both systems
- will assist Council with future decision-making in respect to parks and recreation
- has the potential to stimulate community and economic growth as the provision of parks and recreation amenities and services have been identified as key to creating healthy and livable community people want to live in and visit

Cons:

- process may take longer than focussing on separate plans for parks and recreation

2. Parks Strategic Plan - \$100,000

Pros:

- process could be expedited (estimated 1 year process)
- will focus on parks, trails, and outdoor recreation facilities, infrastructure, and services
- will provide a guiding document for the parks department capital plan, land acquisition strategy and service provisions
- will provide a plan to meet the parks needs of the future based on existing parks inventory and performance, land use analysis and population growth
- will provide a financial strategy to support the implementation of recommendations including parcel tax and Development Cost Charge considerations
- will assist Council with future decision-making in respect to parks
- has the potential to stimulate community and economic development as the provision of parks and recreation amenities and services have been identified as key to creating a healthy and liveable community, that people want to live in and visit

Cons:

- will not provide a comprehensive and coordinated look at recreation programming and facilities, amenities and infrastructure for indoor and outdoor recreation
- will require a separate public engagement process
- will be less cost-effective than a joint plan

3. Recreation Strategic Plan - \$100,000

Pros:

- process could be expedited (estimated 1 year process)
- will focus on recreation facilities, infrastructure, and services
- will provide a guiding document for the recreation department
- will provide a plan to meet the recreation needs of the future
- will provide a financial strategy to support the implementation of recommendations
- will assist Council with future decision-making in respect to recreation
- has the potential to stimulate community and economic growth as the provision of parks and recreation amenities and services have been identified as key to creating a healthy and liveable community, that people want to live in or visit

Cons:

- will not provide a coordinated or comprehensive look at all parks and recreation facilities, amenities and infrastructure for indoor and outdoor recreation
- will require a separate public engagement process
- will be less cost-effective than a joint plan

Recommendation

A joint parks and recreation strategic plan is the recommended solution. This will provide a more holistic strategy for achieving the vision and recommendations for a parks and recreation system that meets the needs of the community for present day, and into the future. This will also align with the City's current Housing Growth Review, able to tailor parks and recreation provision towards the areas where growth is identified and planned, and to existing areas that are under-served from a livability perspective.

What does success look like, from a 'results' viewpoint if the recommended option is approved?

If funding for the creation of a joint parks and recreation strategic plan is approved the City will have a guiding document, with prioritized projects, and an associated funding strategy to help guide decision-making. Further, with the anticipated housing growth, this document will respond right away in giving implementation effect to the OCP's objectives for the next ten-year period. This will result in a thriving and sustainable parks and recreation system that supports a healthy, livable community.

Appendix 7 Financial Policies



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.



**RESERVE AND SURPLUS POLICY
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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
APPENDIX**

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
APPENDIX**

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
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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
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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
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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.

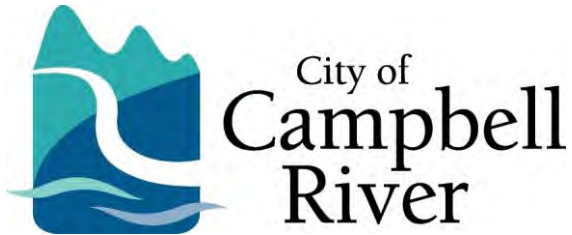
6.3 STABILITY

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.

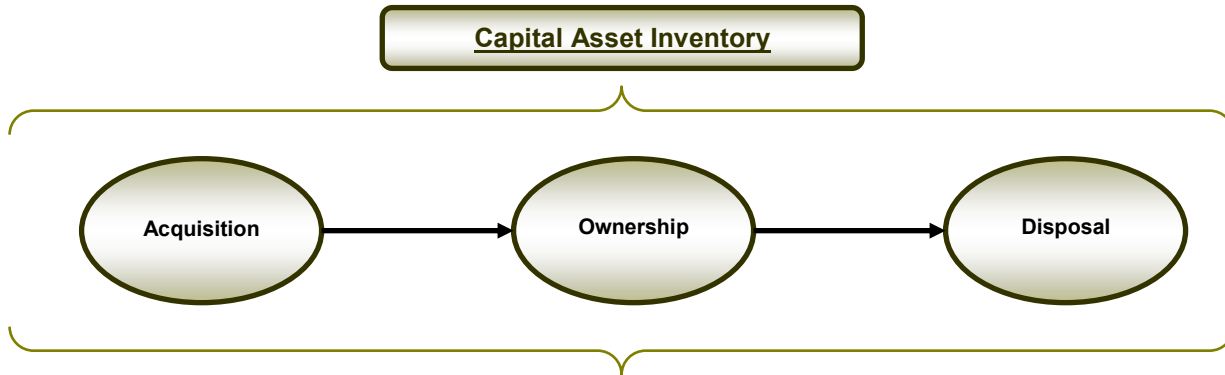
1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold) 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.

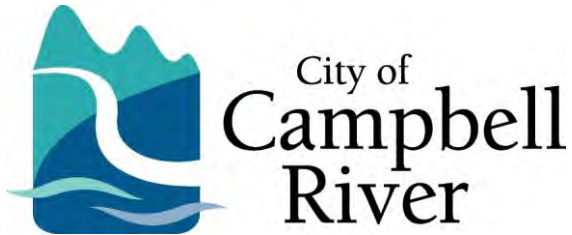
Improvements are capitalized or expensed in accordance with PSAB 3150.

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

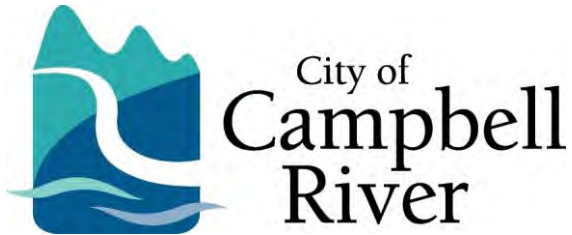
The water system components may be segmented by asset type, for example water mains, valves, hydrants and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

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

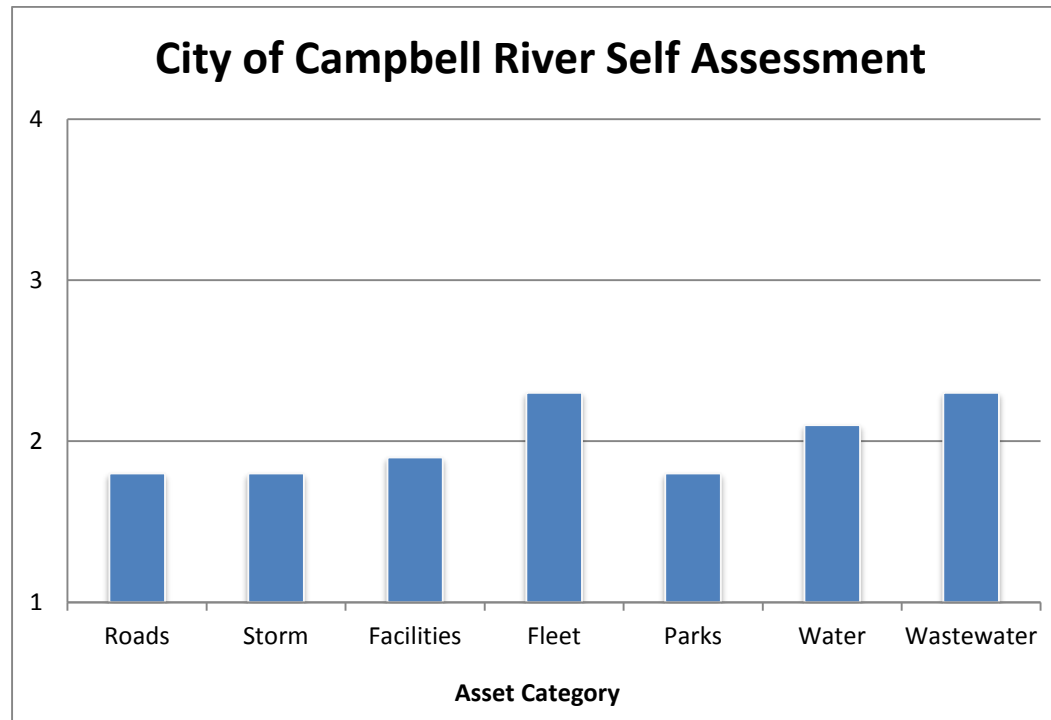
- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management 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.

Appendix 8 Financial Reports

Projected 2019 Operating Surplus

GOVERNANCE	
Legal fees under budget	(10,000)
Contracted Services under budget	(41,785)
Miscellaneous	3,374
GOVERNANCE TOTAL	(48,411)
RCMP	
Police contracted services under budget	(51,332)
Police Protection/Victim Services - labour vacancies	(32,100)
Prisoner detention revenues & traffic fine sharing revenues under budget	85,690
Miscellaneous	(26,292)
RCMP TOTAL	(24,034)
FIRE	
Fire revenues (contract & other) higher than budget	(55,342)
Fire wages & benefits over budget (long term absences)	240,057
Contracted services under budget	(50,920)
Materials supply over budget	27,612
Miscellaneous	24,497
FIRE TOTAL	185,904
CORPORATE SERVICES	
Labour vacancies	(287,056)
Contracted services & materials over budget	153,078
Legal & Insurance Fees under budget	(39,455)
Miscellaneous	8,812
CORPORATE SERVICES TOTAL	(164,621)
ECONOMIC DEVELOPMENT & TOURISM	
MRDT revenue under budget	143,504
Contracted services under budget	(148,504)
Miscellaneous	3,118
ECONOMIC DEVELOPMENT & TOURISM TOTAL	(1,882)
COMMUNITY DEVELOPMENT	
Labour vacancies	(35,858)
Building & Development permit fee revenues over budget	(71,561)
Contracted services & materials over budget	68,692
Advertising costs over budget	39,503
Miscellaneous	4,889
COMMUNITY DEVELOPMENT TOTAL	5,665
ASSETS & OPERATIONS	
Wages & benefits over budget	31,695
Contracted services & supplies under budget	(11,142)
Miscellaneous	11,237
ASSETS & OPERATIONS TOTAL	31,790
UTILITIES	
Labour vacancies	(22,580)
Contracted services under budget	(64,517)
Solid Waste user fee revenues over budget	(16,836)
Materials under budget	(23,479)
Miscellaneous	(7,489)
UTILITIES TOTAL	(134,901)
GENERAL FISCAL SERVICES	
Property tax revenues over budget	(231,337)
Investment Interest revenues over budget	(240,000)
Grants in Aid awarded under budget	(94,085)
Interest paid on tax prepayments over budget	37,522
Transfers between reserves	39,831
Transfer to Airport over budget	201,152
GENERAL FISCAL SERVICES TOTAL	(286,917)
2019 PROJECTED OPERATING SURPLUS	(437,407)

Council Agenda Information

COTW [Click and type date of meeting] Regular Council March 09, 2020



City of Campbell River Report/ Recommendation to Council

Date: February 24, 2020
 Submitted by: Finance Department
 Subject: Quarterly Financial Report – Q4, 2019

Purpose / Introduction

Council receives a quarterly financial report for information to ensure that Council has the relevant financial information to provide governance and oversight to the City of Campbell River.

Recommended Resolutions

THAT the report dated February 24, 2020 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2019 be received for information.

Background

The Quarterly Financial Report provides regular and timely information to Council on the progress of the work plan approved during Financial Planning. This report also ensures that the actual results are aligning with approved budgets and any variances are investigated and explained. The report includes the three core components of the budget, which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2019 was originally adopted in early December 2018 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.

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2019

February 24, 2020

Discussion**Overview**

The financial report for 2019 indicates how well the City performed relative to the prior year and to the financial plan approved by Council. The financial results for the year ended December 31, 2019 indicates of the 164 projects approved in the financial plan that: 89 projects were completed (2018 – 84), 15 are ongoing as multi-year projects and 60 have either been delayed until next year or have been cancelled (2018 – 53). The operational budget analysis indicates the City's performance during the last twelve months is consistent with the financial plan for the year.

The City's 2019 capital plan focused heavily on renewal of core assets and continued planning for the upgrades to Highway 19A between Simms Creek and the Big Rock Boat Ramp through an integrated waterfront project. This extensive three-year project includes the next phase of Highway 19A improvements between Rockland road and the southern limit of the Big Rock Boat Ramp site, as well as renewal of the waterfront sewer forcemain and several key lift stations between Rockland Road and the Maritime Heritage Centre. The first phase of the waterfront sewer forcemain work, up to 1st Avenue, was completed in the fall of 2018. During the year the construction of the waterfront forcemain continued south from 1st Avenue toward Rockland Road. The design for Highway 19A continued and construction on this project commenced in 2019 and will continue through 2020.

The operational budget analysis indicates the City's expenditures for the year are consistent with the financial plan for 2019. Revenues for the year were 99.54% of the budget while operating expenditures were 94.54% of the financial plan.

2020 is expected to be another busy year, and the overall 10-year Financial Plan ensures funding, employees, tools and equipment, programs and services to support community development and advancement, and plans ahead to spread out the costs of modest service enhancements.

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 2018, as well as the variance to the approved 2019 budget. There are no material financial concerns identified in the operating sections. Overall, City revenues are 99.54% (2018 – 99%) of budget and expenses are 94.54% (2018 – 82%) of budget.

It is important to note that the 2019-2029 Financial Plan Bylaw was amended in November 2019 and reported budgets have been updated accordingly.

Report/Recommendation to Council

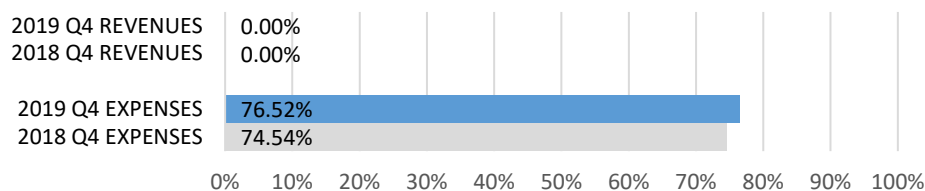
Quarterly Financial Report – Q4, 2019

February 24, 2020

	2018 Q4	2018 Budget	2019 Q4	2019 Budget	2019 Variance \$	2019 Variance %
REVENUE						
FISCAL SERVICES	(48,726,920)	(48,487,792)	(50,524,067)	(51,543,214)	(1,019,147)	98.02%
GOVERNANCE	-	-	-	-	-	0.00%
CORPORATE SERVICES	(394,987)	(402,487)	(432,301)	(414,663)	17,638	104.25%
RCMP	(751,418)	(764,743)	(706,659)	(761,263)	(54,604)	92.83%
FIRE	(1,816,643)	(1,780,668)	(1,901,644)	(1,845,973)	55,671	103.02%
ASSETS & OPERATIONS	(1,115,091)	(1,041,849)	(1,255,347)	(1,077,551)	177,796	116.50%
UTILITIES	(17,718,174)	(16,508,413)	(17,747,772)	(17,088,105)	659,667	103.86%
COMMUNITY DEVELOPMENT	(2,476,418)	(2,269,506)	(2,455,442)	(2,215,789)	239,653	110.82%
ECONOMIC DEV. & TOURISM	(503,997)	(355,000)	(483,260)	(504,000)	(20,740)	95.88%
AIRPORT	(1,971,883)	(2,102,871)	(1,698,582)	(2,113,387)	(414,805)	80.37%
REVENUE TOTAL	(75,475,532)	(73,713,329)	(77,205,075)	(77,563,945)	(358,870)	99.54%
EXPENSE						
FISCAL SERVICES	15,546,601	21,031,669	21,009,374	23,120,852	2,111,478	90.87%
GOVERNANCE	976,908	1,310,555	968,895	1,266,143	297,248	76.52%
CORPORATE SERVICES	4,740,667	4,844,264	4,575,222	4,869,166	293,944	93.96%
RCMP	8,938,715	9,758,167	9,437,665	9,875,966	438,301	95.56%
FIRE	6,238,154	6,099,914	6,469,638	6,234,082	(235,556)	103.78%
ASSETS & OPERATIONS	10,315,335	10,590,163	11,470,863	11,115,932	(354,931)	103.19%
UTILITIES	8,953,727	9,617,983	9,136,476	10,390,906	1,254,430	87.93%
COMMUNITY DEVELOPMENT	6,282,632	7,234,633	6,864,331	7,373,046	508,715	93.10%
ECONOMIC DEV. & TOURISM	1,052,985	999,758	1,360,721	1,164,938	(195,783)	116.81%
AIRPORT	1,993,405	2,226,223	2,034,602	2,152,914	118,312	94.50%
EXPENSE TOTAL	65,039,128	73,713,329	73,327,788	77,563,945	4,236,157	94.54%
GRAND TOTAL	(10,436,404)	-	(3,877,287)	-	3,877,287	0.00%

Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the year of 2019 and 2018 for comparative purposes.

1 – GOVERNANCE – Expenses incurred for the year were lowered than budget due to less spending on contracted services for operating projects and under spending on Council Contingency.



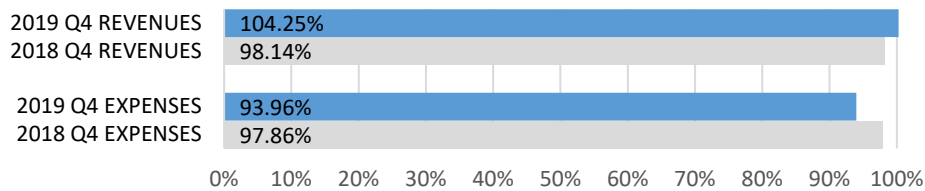
Report/Recommendation to Council

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February 24, 2020

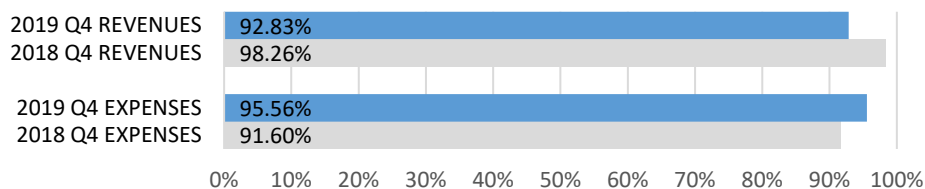
2 – CORPORATE SERVICES – Revenues are higher than budget and 2018 comparatives because of the addition of the Information Technology Service Agreement with the RCMP and increased property revenue received.

Overall expenses were lower than 2018 by approximately \$165,000. The main drivers leading to the reduction of costs in the current year are attributable to vacancies as well as the recognition of costs associated with a contaminated site in the prior year. Expenses in 2019 were lower than the budget as actual results associated with legal fees, staffing and software and licences were lower than expected.



3 – RCMP – Overall revenue was lower than 2018 in the current year by approximately \$45,000, which was mainly due to a reduction in prisoner detention fees.

Actual expenses for the year increased by approximately \$498,000 over 2018, as a result of the increase to the RCMP contract. Expenses for the year were lower than budget as actual costs associated with the RCMP contract and prisoner detention services were lower than budgeted.



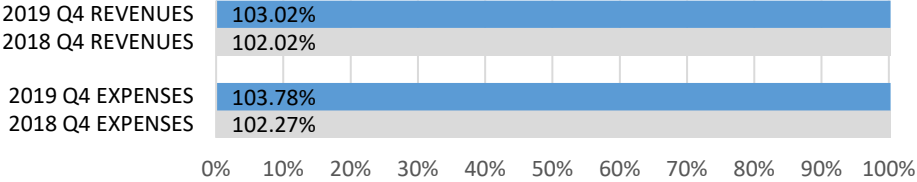
4 – FIRE – Revenue increased in 2019 by approximately \$85,000. The increase in revenue for the year and the cause of the variance from budget is attributable to the recovery of costs associated with services provided outside City boundaries and for training and development.

Costs in the current year have increased by approximately \$231,000. Expenses were higher than the prior year and budget due increased costs to cover sick leaves and the additional overtime paid to handle higher call volume during the year.

Report/Recommendation to Council

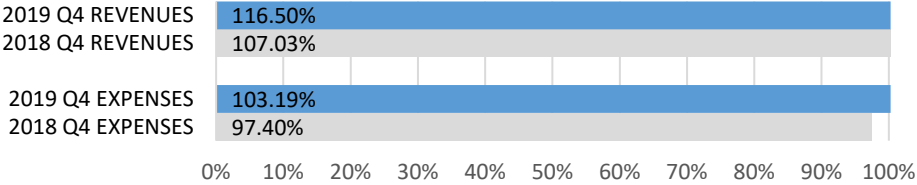
Quarterly Financial Report – Q4, 2019

February 24, 2020



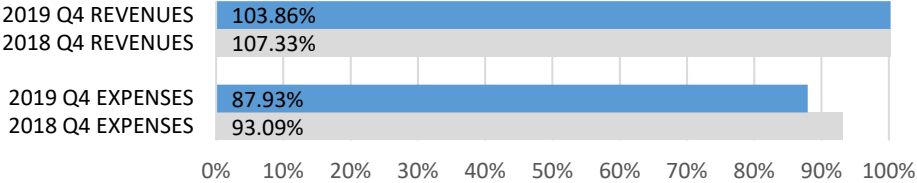
5 - ASSETS & OPERATIONS – Revenues have increased by approximately \$140,000 over 2018 and were higher than budgeted. This is mainly attributable to increased transit revenue and roads maintenance grants in 2019.

Expenses for the year are higher than 2018 and over budget mainly because of increased spending in fleet and facility contracted services.



6 – UTILITIES – Revenue was comparable to 2018 and higher than budgeted. Increases to utility user fees were offset by a billing correction to two major customers in 2019.

Expenses for 2019 were \$1.25M less than the financial plan, which is largely attributable to staff vacancies, a reduction in contracted services, and lower than expected office leasing costs.



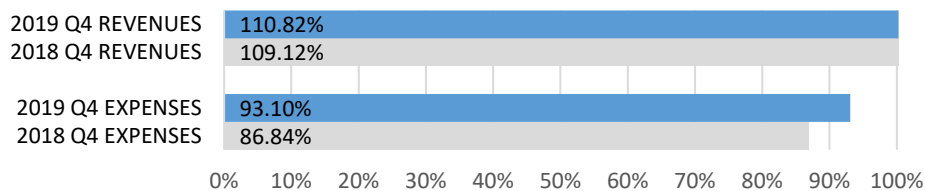
Report/Recommendation to Council

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February 24, 2020

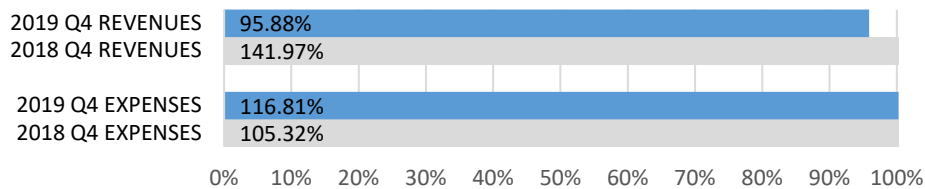
7 - COMMUNITY DEVELOPMENT – Revenue was consistent with 2018. Actual results for 2019 exceeded the financial plan by approximately \$239,000 with the largest variances being caused by increased revenue associated with building and application fees, building permits and increased recreation fees.

Expenses for the year were lower than budgeted. Costs were trending higher than 2018 by approximately \$581,000, due to the addition of a third bylaw officer, a third building inspector and the 2018 City reorganization.



8 – ECONOMIC DEV. & TOURISM – Revenues for the year have decreased by approximately \$45,000 which is due to a timing difference of when MRDT revenue is received. It is anticipated once received that the revenues for the year will be higher than budgeted and 2018 figures.

Actual expenses increased by approximately \$305,000 from the prior year. The majority of the increase in the year was attributable to a timing difference as the last quarter invoice for 2018 from Destination Think! was recorded in 2019 (\$201,000). With the removal of the 2018 last quarter invoice from 2019, the actual results would be consistent with the financial plan.



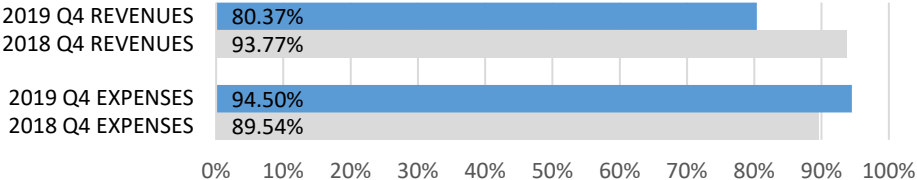
9 – AIRPORT – Revenues in the current period were approximately \$270,000 less than 2018. The main factor behind the reduction in revenue for the year and the variance from the financial plan is attributable to weaker fuel sales and a reduction in airport service fees.

Overall expenses are consistent with the prior year. The expected reduction in costs due to reduced fuel sales has been offset by increases in contracted services, supplies and wages. The net profit margin for fuel sales was 36%, which is consistent with past results.

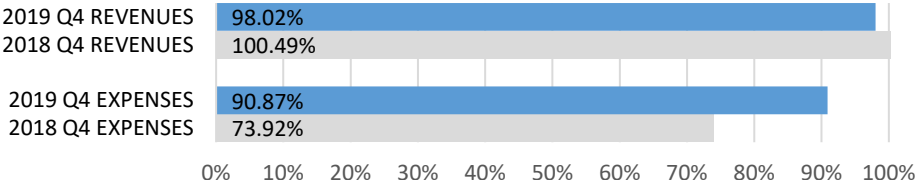
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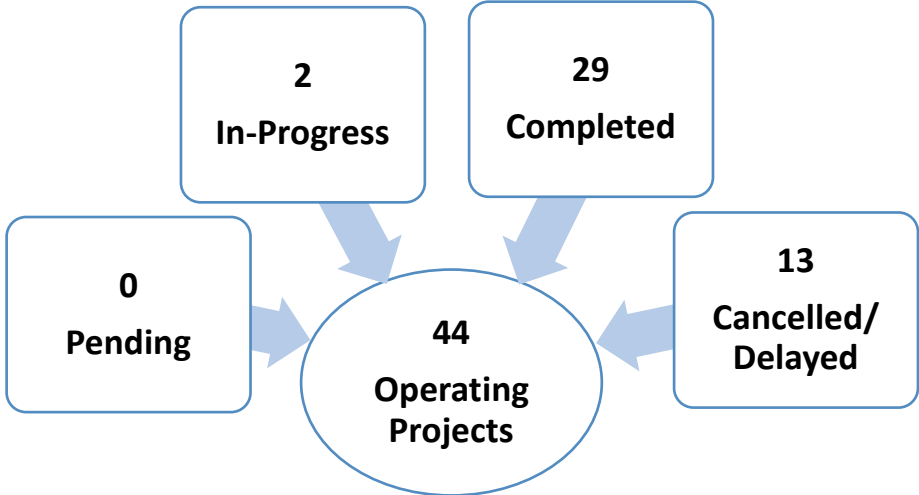


0 - FISCAL SERVICES – Revenue and expense actuals to budget are lower than anticipated due to outstanding reserve transfers that will be made as part of year end reconciliations. Actual expenses for 2019 were lower than budgeted by approximately \$450,000 as a result of interest and debt payments being lower than forecasted.



Operating Projects

There were 44 operating projects with a total budget of \$2.33M in 2019 as approved during Financial Planning. The total spend to the end of the year on operating projects was \$1.17 million (2018 - \$1.3M) or 50.5% (2018 – 44%) of budget. Of the 44 planned projects, 2 are currently in progress as they are multi-year projects, 29 have been completed and 13 have been delayed or cancelled until next year. Appendix 3 provides the detail on the status for each operating project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, and red projects have been delayed or cancelled.



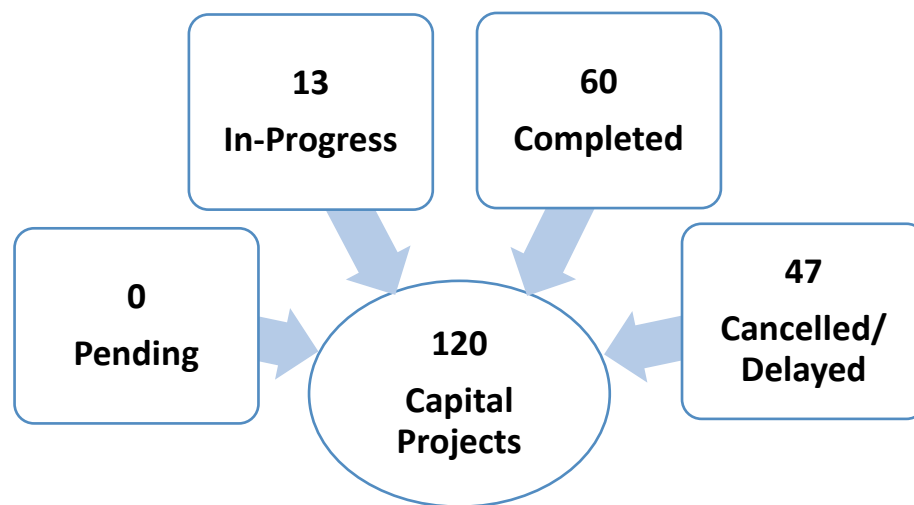
Report/Recommendation to Council

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February 24, 2020

Capital Projects

There were 120 capital projects with a total budget of \$32.5 in 2019. The most significant capital works being undertaken in 2019 were the waterfront projects for the Highway 19A upgrades and renewal of the waterfront sewer forcemain. The total spend to the end of the year on capital projects was \$16.42M or 50.6% (2018 – 47%) of budget. Overall, 13 are currently still underway as they were identified as multi year projects, 60 have been completed and 47 have been delayed or cancelled until next year. 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, yellow projects could be delayed, 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

Financial results for the City's departmental operating budget for the year ended December 31, 2019 are consistent with the financial plan for the year. Actual revenues for the year were 99.54% of budget while expenditures were 94.54%

The City's operating and capital project's budget funded 164 projects in 2019. Of the projects funded for 2019 89 were completed in the year while another 15 are still ongoing as multi year projects. The remaining 60 projects have either been delayed to 2020 or have been cancelled as the project is no longer warranted or supported by Council.

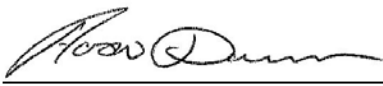

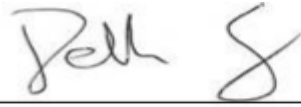
Report/Recommendation to Council

Quarterly Financial Report – Q4, 2019

February 24, 2020

Attachments:

- 1. Appendix 1 – Operating Departmental Budget Segments
- 2. Appendix 2 – Operating Projects (Q4, 2019)
- 3. Appendix 3 – Capital Projects (Q4, 2019)

Prepared by:		Reviewed by:	
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Reviewed for Form and Content / Approved for Submission to Council:			
 <hr/> Deborah Sargent, MCIP, RPP City Manager			
Corporate Review			Initials
Finance			RB

FINANCIAL STATEMENTS

The enclosed audited financial statements present the City's financial position as at December 31, 2018 and are prepared as prescribed by Canadian public sector accounting standards and pursuant to sections 98 and 167 of the British Columbia Community Charter.

City of Campbell River | **FINANCIAL STATEMENTS—REPORTS****REPORT FROM THE CHIEF
FINANCIAL OFFICER &
FINANCE MANAGER**

May 16, 2019

We are pleased to present the City of Campbell River's audited consolidated financial statements for the year ended December 31, 2018, 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 for governments and have provided an unqualified opinion on the City's 2018 consolidated 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 aspects, the consolidated financial position of the City of Campbell River as at December 31, 2018, and the results of the consolidated operations and its consolidated cash flows for the year then ended 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 supervision 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 sound through ongoing monitoring of all financial affairs for the City.

The City's 2018 consolidated 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 \$13 million increase to accumulated surplus, for a total of \$304.6 million in 2018. 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 and strategic initiatives, and the City's net value of infrastructure assets that provide service to the community including sewer, water, roads, storm water, parks, facilities, airport, and information technology. The \$13 million increase represents the economic resources gained by the City in 2018, which is mainly a result of the net increase to capital infrastructure 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 \$71 million were comparable to 2017 and expenses at \$58 million were slightly under budget due to vacancies, multi-year projects, and/or projects being delayed or completed under budget.

The audited financial statements demonstrate close alignment between actual financial results and the City's 2018 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 Program, which ensures funding is available to maintain and upgrade the City's significant infrastructure. 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 of our community are met. For 2018, the City has also expanded its financial health and key performance indicators as part of the annual reporting to provide important information on trends for the City.

FORWARD FACING

The City is committed to continually improving its financial position to ensure cost-effective service today and in the future. The City is undertaking various initiatives to support this:

- The Financial Stability & Resiliency Program establishes a long-term framework that focuses on providing ongoing stable funding, without the need for large tax rate increases in any one year. This provides stability to the City, while maintaining services and investing in critical infrastructure, and smooths out large swings in taxation. Under the City's budget parameters, the annual tax rate increase will be between two and three per cent, which provides funding to maintain base service inflationary increases, fund 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 services.
- By maintaining a fair and equitable property tax policy, which strives to maintain tax rates for all classes within the provincial average, each class is allocated the same tax percentage increase, unless realignments are required. Any realignments occur over a multi-year period to reduce volatility for taxpayers. A five-year utility rate structure ensures adequate funding to maintain services, and upgrade infrastructure as required under the 10-year capital plan.
- Taxing 0.63% or \$190,000 to invest in critical infrastructure ensures ongoing replacement and renewal of critical infrastructure.
- The City is in the process of gaining a better understanding of the life-cycle costs of infrastructure through the development of a comprehensive asset management implementation plan. This will provide a better understanding of its asset inventory, condition and risk assessment levels, as well as a formal determination of service levels at the City. This plan will not only provide a comprehensive framework for guiding long-term decision making for funding needs, as well as ensure the City upgrades the highest priority needs and efficient use of assets. The knowledge gained will result in significant operational efficiencies through the development of standard operating procedures and inter-departmental working groups.
- Investigating ways to increase other sources of revenue to reduce the City's reliance on residential property taxes.
- As a coastal community, the City is undertaking significant work on sea level rise in the coming years for consideration of downtown revitalization, ongoing development, the seawalk, storm drain infrastructure, and parks assets. City investment leveraged with external grants are providing a \$505,000 budget for a comprehensive plan to provide a strategy to inform future decisions.
- The City's reserve policy maximizes use of resources, with funds available for cash flow, risks/emerging opportunities, capital infrastructure, and strategic initiatives and enhancements. While the City is focused on asset renewal, the financial plan also allocates funds to ensure Council can continue to enhance service levels to meet community demand with high priority projects that align with Council's strategic plan.

City of Campbell River | **FINANCIAL STATEMENTS—REPORTS**

Campbell River continues to be an attractive place to live, work and play, resulting in ongoing 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, and development services. It also demonstrates the need for even longer-term planning, especially asset management and investment to maintain critical infrastructure through asset renewal and replacement.

The City of Campbell River continues to deliver more than 100 services, including building and maintaining critical infrastructure such as roads, water and sewer systems and delivering essential services like emergency response and garbage, recycling and yard waste collection. The City also takes care of parks, sports fields, trails and the seawalk, along with the outdoor pool and recreation and cultural facilities.

Through development of the Financial Stability & Resiliency Program, related financial policies and procedures, and long-term financial planning has enabled the City to continue 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 Officer's Association award-winning budget, the City has a transparent process explaining the status of priorities and an accountable decision making process to ensure stable service delivery today and in the future.

Working collaboratively, the City is committed to continually improving its long term financial situation 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,



Ron Bowles
Chief Financial Officer



Alaina Maher, CPA, CMA, BCom
Finance Manager



CHIEF FINANCIAL OFFICER RON BOWLES



FINANCE MANAGER ALAINA MAHER

OVERVIEW OF THE FINANCIAL STATEMENTS

The 2018 consolidated 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, 2018 with comparatives to the 2017 fiscal year. The financial statements include:

- **Statement of Financial Position** - summarizes year end balances of financial assets, liabilities, and non-financial assets.
- **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 increase its net financial assets and improve its financial position from the previous year, the City strengthens its ability to meet service demands.

Financial assets have increased to \$93 million from \$83 million in 2017; this is primarily a result of an increase in cash and investments. Financial liabilities for the City have also increased from the previous year; total liabilities increased from \$45 million in 2017 to \$49 million in 2018. This can mostly be attributed to increases in long-term debt for the waterfront sewer forcemain project.

The City's short and long-term debt balance increased to a combined \$13 million from \$9 million. Debt has helped fund the significant multi-year water supply capital project and leverage more than 75 per cent of the funding for this project from BC Hydro, as the project itself is a result of the John Hart dam upgrade. The City is accessing \$15 million of approved borrowing bylaws for water and sewer capital renewal and capacity upgrades.

Non-financial assets consist primarily of the City's capital infrastructure and have increased to \$260 million in 2018 from \$252 million in the previous year. In 2018, \$3.4 million of assets were contributed to the City through new subdivisions, an increase from \$2.7 million in 2017. It is important to note that the City invested \$10.9 million in capital renewal and enhancement projects in 2018, which helps to address the infrastructure deficit that many Canadian municipalities, currently face. Following public sector accounting standards, the City amortizes existing infrastructure over its estimated service period, which decreases the net book value of the City's assets over time; the amortization expense for 2018 was \$9 million and is similar to the 2017 expense. To maintain the 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 Program directs a portion of the annual tax increase approved in the 10-year Financial Plan to capital funding to ensure ongoing service delivery and investment to maintain the City's infrastructure. This funding will also help to mitigate the City's infrastructure deficit.

City of Campbell River | **FINANCIAL STATEMENTS**

The accumulated surplus or net equity position of the City is \$304.6 million for 2018 as compared to \$291.6 million in 2017. This \$13 million annual surplus increase is mainly a result of the \$8 million increase in tangible capital assets (TCA) for fiscal 2018 as discussed earlier. While TCA increased by \$8 million overall, the City's debt to support these projects increased by \$4.3 million for a net increase of \$3.7 million to the investment in TCA. 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)	\$ 6,046,452
Reserves	51,268,641
Investment in tangible capital assets	<u>247,316,118</u>
ACCUMULATED SURPLUS	\$ <u>304,631,211</u>

STATEMENT OF OPERATIONS

The statement of operations summarizes the financial activities or revenues and expenses for 2018 as compared to both budget and the previous 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 2018 were \$71 million, which was comparable to 2017, versus a budget of \$67 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 2018 were \$58 million as compared to a budget of \$60 million and 2017 expenses of \$56 million. Overall, expenses for each core City service are under budget due to vacancies, multi-year projects, and/or projects being delayed or completed under budget.

The annual surplus represents the economic resources gained by the City in 2018. As noted on the statement of financial position, the annual surplus of \$13 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 2018 there was significant expenditure from the sewer reserve for large projects, including the Larwood-Erickson sewer upgrade and waterfront sewer forcemain.

The \$13 million of annual surplus consists of the following:

Net decrease in unappropriated surplus	\$ (3,548)
Net increase in tangible capital assets	3,718,096
Net increase in general reserves	2,558,260
Net decrease in sewer reserve	(599,722)
Net increase in water reserve	<u>7,386,998</u>
TOTAL INCREASE (ANNUAL SURPLUS)	\$ <u>13,060,084</u>

City of Campbell River | **FINANCIAL STATEMENTS**

As summarized on the previous page, the annual operating surplus resulted from a combination of higher revenues and lower department expenditures. As part of the City's Financial Stability & Resiliency Program, through the waterfall system, the \$1.8 million general operating surplus flows 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 flows into to capital reserves to fund the 2019-2028 capital plan, which includes 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.

Investment interest & other income higher than budget	\$ 768,476
Loss on disposal of tangible capital assets	(56,772)
Materials and contracted services expenses over budget	(560,456)
RCMP contract under budget & vacancies	706,784
Additional property taxation & PILT revenue	24,789
Recreation user fees & development permit revenue higher than budget	515,781
CRIB servicing agreement less than budget	(28,514)
Labour vacancies	590,372
Interest on debt & tax prepayments higher than budget	(12,844)
Net transfer between reserves less than budget	(114,013)
Other miscellaneous items	(4,042)
2018 GENERAL OPERATING SURPLUS	\$ 1,829,561

City of Campbell River | **FINANCIAL STATEMENTS****STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**

The statement of changes in net financial assets highlights the City's acquisition of tangible capital assets decreased from \$20.2 million in 2017 to \$17.5 in 2018 due to a significant capital project for the City's water supply facility being completed.

The City continues to invest in infrastructure to maintain service levels. With ongoing development and growth, the City received \$3.5 million of contributed assets from developers (2017 - \$2.7million) 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's overall net financial assets increased \$5.1 million from 2017; the balance is \$43.8 million up from \$38.7 million in 2017.

STATEMENT OF CHANGES IN CASH FLOWS

The statement of changes in cash flows identifies an increase in cash and investments of \$10.1 million; \$77.5 million in 2017 up to \$87.6 million in 2018. The annual surplus for general, sewer, and water make up \$9.4 million of this increase; these funds were transferred to reserve to be utilized in the City's 10-year financial plan to fund risks such as RCMP major crime investigations, insurance claims, and legal claims, which reduces the need for one-time large tax rate increases to fund these potential events. Additionally, these funds are used for capital infrastructure upgrades and maintenance to maintain service levels for sewer and water utilities, as well as maintain roads, streetlights, and parks and recreation facilities. The City also collected \$1.3 million of development cost charges, which will be used to upgrade infrastructure in the future as the community continues to grow. The City increased its accounts payable and accrued liabilities by \$1.1 million to pay for future obligations.

CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL REPORTING RESPONSIBILITY FOR THE YEAR ENDED DECEMBER 31, 2018

The preparation and presentation of the Consolidated Financial Statements is the responsibility of the management of the City of Campbell River. The Consolidated Financial Statements have been prepared pursuant to Section 167 of the Community Charter and in accordance with Canadian public sector accounting standards. The financial information contained herein necessarily involves the use of estimates and judgments, which have been based on careful assessment of the data, made available through the City's information systems. The City maintains a system of internal accounting controls designed to safeguard our assets and provide reliable financial information.

MNP LLP has been appointed by Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Consolidated Financial Statements.



Alaina Maher, CPA, CMA
Finance Manager



Ron Bowles
Chief Financial Officer

INDEPENDENT AUDITORS' REPORT

To the City of Campbell River:

Opinion

We have audited the consolidated financial statements of the City of Campbell River (the "City"), which comprise the consolidated statement of financial position as at December 31, 2018, and the consolidated statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2018, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

In preparing the consolidated financial statements, management is responsible for assessing the 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.

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITORS' REPORT

- 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 consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Campbell River, British Columbia

May 13, 2019

MNP **LLP**

Chartered Professional Accountants

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2018**

	2018	2017
FINANCIAL ASSETS		
Cash and investments (note 2)	87,586,763	77,502,234
Accounts receivable (note 4)	5,529,421	5,696,809
Inventory held for sale	60,608	35,284
	93,176,792	83,234,327
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 5)	9,920,323	9,093,117
Deposits and holdbacks	3,733,740	4,140,309
Development cost charges (note 6)	10,885,296	9,556,225
Deferred revenue (note 6)	11,769,378	12,933,221
Short-term debt (note 7)	4,800,000	4,300,000
Long-term debt (note 8 & schedule 1)	8,319,927	4,535,344
	49,428,664	44,558,216
NET FINANCIAL ASSETS	43,748,128	38,676,111
NON FINANCIAL ASSETS		
Inventory of supplies	375,302	316,483
Prepays	71,767	145,169
Tangible capital assets (schedule 2)	260,436,041	252,433,364
	260,883,110	252,895,016
ACCUMULATED SURPLUS (note 10)	304,631,211	291,571,127

See Contingent liabilities Note 11.



Alaina Maher, CPA, CMA
Finance Manager



Ron Bowles
Chief Financial Officer

CONSOLIDATED STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2018

	2018 Budget (see note 13)	2018 Actual	2017 Actual
REVENUE			
Taxes & parcel taxes (note 12)	32,644,546	32,528,517	31,245,700
Payments in lieu of taxes	617,700	716,817	695,387
Sale of services	23,984,590	24,535,635	24,066,511
Services provided to other governments	1,709,643	1,681,129	1,669,146
Transfers from other governments	5,914,460	5,986,445	9,538,502
Investment and other income	526,302	1,536,179	1,037,683
Other revenue	241,197	262,653	249,632
Development cost charges recognized	1,083,031	152,834	43,343
Contributed tangible capital assets	-	3,350,027	2,699,892
Loss on disposal of tangible capital assets	-	(72,536)	(14,626)
	66,721,469	70,677,700	71,231,170
EXPENSES			
General government	6,891,441	6,760,561	7,043,186
Protective services	17,107,354	16,572,269	15,597,148
Transportation services	12,597,346	12,000,146	12,203,639
Environmental health services	2,682,919	2,604,117	2,465,339
Public health services	183,255	148,775	161,069
Development services	2,618,467	2,226,581	1,829,845
Parks, recreation and cultural services	8,038,192	8,184,428	8,029,730
Sewer utility services	4,245,931	3,779,109	4,151,845
Water utility services	5,458,373	5,341,630	4,625,822
	59,823,278	57,617,616	56,107,623
ANNUAL SURPLUS	6,898,191	13,060,084	15,123,547
Accumulated Surplus, Beginning of Year	291,571,127	291,571,127	276,447,580
ACCUMULATED SURPLUS (note 10)	298,469,318	304,631,211	291,571,127

See Budget legislative compliance Note 13.

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2018

	2018 Budget (see note 13)	2018 Actual	2017 Actual
ANNUAL SURPLUS	6,898,191	13,060,084	15,123,547
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(31,767,993)	(14,160,160)	(17,507,149)
Contributed tangible capital assets	-	(3,350,027)	(2,699,892)
Proceeds on disposal of tangible capital assets	-	16,145	14,364
Loss on disposal of tangible capital assets	-	72,536	14,626
Writedown of tangible capital assets	-	37,241	-
Amortization	8,798,500	9,381,615	8,903,210
	(22,969,493)	(8,002,650)	(11,274,841)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory of supplies	-	(58,819)	(7,715)
(Increase)/decrease in prepaids	-	73,402	(38,572)
	-	14,583	(46,287)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(16,071,302)	5,072,017	3,802,419
NET FINANCIAL ASSETS, BEGINNING OF YEAR	38,676,111	38,676,111	34,873,692
NET FINANCIAL ASSETS, END OF YEAR	22,604,809	43,748,128	38,676,111

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2018**

	2018	2017
OPERATING ACTIVITIES		
Annual surplus	13,060,084	15,123,547
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(100,568)	(103,957)
Contributed tangible capital assets	(3,350,027)	(2,699,892)
Loss on disposal of tangible capital assets	72,536	14,626
Writedown of tangible capital assets	37,241	-
Amortization expense	9,381,615	8,903,210
Decrease in inventory of supplies	(58,819)	(7,715)
(Increase)/decrease in prepaids	73,402	(38,572)
Changes in financial assets and liabilities:		
Accounts receivable	167,388	1,963,829
Inventory held for resale	(25,324)	12,411
Accounts payable and accrued liabilities	827,206	(1,929,281)
Deposits and holdbacks	(406,569)	982,430
Development cost charges	1,329,071	1,668,878
Deferred revenue	(1,163,843)	3,829,886
	19,843,393	27,719,400
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	16,145	14,364
Acquisition of tangible capital assets	(14,160,160)	(17,507,149)
	(14,144,015)	(17,492,785)
FINANCING ACTIVITIES		
Debt proceeds	4,800,000	4,300,000
Debt principal repaid	(414,849)	(308,156)
	4,385,151	3,991,844
INCREASE IN CASH AND INVESTMENTS	10,084,529	14,218,459
CASH AND INVESTMENTS BEGINNING OF YEAR	77,502,234	63,283,775
CASH AND INVESTMENTS, END OF YEAR	87,586,763	77,502,234
INTEREST RECEIVED	1,130,366	643,204
INTEREST PAID	397,407	282,736

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

The City of Campbell River ("City") was incorporated as a municipal district in 1947 under the provisions of the *British Columbia Municipal Act*, and was reinforced as a city by letters patent in 2005. Its principal activities are the provision of local government services to the residents of the City, as governed by the *Community Charter and the Local Government Act*.

The notes to the Consolidated Financial Statements are an integral part of these statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis for these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the Consolidated Financial Statements.

1. Significant accounting policies

a) Basis of presentation

The Consolidated Financial Statements of the City are the representations of management prepared in accordance with Canadian public sector accounting standards. Budget information has been aggregated to comply with these reporting standards.

b) Reporting entity

The Consolidated Financial Statements reflect the assets, liabilities, revenues, expenses and changes in financial position of the reporting entity which comprises all the organizations that are accountable for the administration of their financial affairs and resources to Council and are owned or controlled by the City. All inter-fund balances and transactions are eliminated.

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

c) Accrual accounting

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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, 2018.

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 2.80% to 5.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

g) Financial instruments

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

h) Non-financial assets

The City's non-financial assets consist of inventory of supplies, prepaids, and tangible capital assets. Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

i) Tangible capital assets

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use. In the year of addition amortization is calculated at one-half and no amortization is recorded in the year of disposal.

The estimated useful lives that the City uses to amortize its tangible capital assets are:

Asset	Useful life (yrs)
Land	N/A
Buildings	20-60
Furniture, machinery & equipment	3-25
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water infrastructure	20-60

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions of tangible capital assets are recorded at fair value at the date of contribution.

ii) Inventory

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

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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, 2018.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

k) Adoption of new accounting standards

i) PS 3210 Assets

Effective January 1, 2018, the City adopted the recommendations relating to PS 3210 Assets, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

There was no material impact on the consolidated financial statements from adopting the new Section.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

ii) PS 3320 Contingent Assets

Effective January 1, 2018, the City adopted the recommendations relating to PS 3320 Contingent Assets, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

The new Section establishes disclosure standards on contingent assets. The main features of this standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur.

Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

There was no material impact on the consolidated financial statements from adopting the new Section.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

iii) PS 3380 Contractual Rights

Effective January 1, 2018, the City adopted the recommendations relating to PS 3380 Contractual Rights, as set out in the CPA Canada Public Sector Accounting Handbook. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

There was no material impact on the consolidated financial statements from adopting the new Section.

iv) PS 2200 Related Party Disclosures

Effective January 1, 2018, the City adopted the recommendations relating to PS 2200 Related Party Disclosures, as set out in the CPA Canada public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

This new Section defines a related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

There was no material impact on the consolidated financial statements from adopting the new Section.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

2. Cash and investments

	2018	2017
General operating fund	73,092,872	63,604,773
Development cost charges deferred revenue	10,771,077	9,556,225
Capital lending reserve fund	1,907,408	2,797,795
Parks acquisition & development reserve fund	1,158,995	906,797
Parkland acquisition reserve fund	504,712	487,488
Other bank investments	151,699	149,156
	87,586,763	77,502,234

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 2018 was 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 Consolidated Financial Statements and are comprised of the following:

	December 31, 2017	Collections	Expenses	December 31, 2018
CR Municipal Cemetery	322,420	2,998	-	325,418
Elk Falls Memorial Cemetery	233,284	7,770	-	241,054
	555,704	10,768	-	566,472

4. Accounts receivable

	2018	2017
Property taxes	1,531,384	1,502,163
Due from other governments	967,747	2,457,681
Other	3,030,290	1,736,965
	5,529,421	5,696,809

Other receivables includes from one customer an amount of \$599,580 (2017 - \$652,133) 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

5. Accounts payable and accrued liabilities

	2018	2017
Trade accounts payable	2,750,447	2,142,971
Due to other governments	2,564,046	2,497,419
Accrued liabilities	449,294	317,220
Accrued wages and benefits	4,096,496	4,086,993
Accrued interest	60,040	48,514
	9,920,323	9,093,117

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 (2017 - \$190,000) based on

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, 2018 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:

	2018	2017
Employee future benefits	1,581,600	1,586,000
Vacation liability	1,329,690	1,215,079
Banked overtime liability	276,016	264,112
Wages and other accruals	909,190	1,021,802
	4,096,496	4,086,993

Employee future benefits:

	2018	2017
Accrued benefit obligation - beginning	1,586,000	1,568,300
Current service cost	129,600	127,200
Interest cost	47,600	53,500
Benefits paid	(98,900)	(87,100)
Recognition of Actuarial loss/gain	(82,700)	(75,900)
	1,581,600	1,586,000

Discount rate	2.90%	2.90%
Inflation rate	2.50%	2.50%

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

6. Deferred revenue

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

The funded DCC's are disclosed as short-term investments in Note 2 (2018 - \$10,771,077, 2017 - \$9,556,225).

	December 31, 2017	Transfers	Collections	December 31, 2018
Development cost charges				
Park development	701,082	-	103,444	804,526
Parkland acquisition	413,363	-	214,918	628,281
Roads	3,717,027	128,613	312,144	3,900,558
Sanitary sewer	693,282	34,044	207,804	867,042
Storm drains	964,991	-	276,965	1,241,956
Water	3,066,480	-	376,453	3,442,933
	<u>9,556,225</u>	<u>162,657</u>	<u>1,491,728</u>	<u>10,885,296</u>
Deferred revenue				
Future local improvements	2,630,928	(26,744)	-	2,604,184
Prepaid property taxes	2,288,365	(3,871,948)	3,935,145	2,351,562
Community Works Fund	4,387,923	(2,757,911)	1,468,534	3,098,546
Parkland acquisition	487,488	-	37,124	524,612
Other	3,138,517	(386,212)	438,169	3,190,474
	<u>12,933,221</u>	<u>(7,042,815)</u>	<u>5,878,972</u>	<u>11,769,378</u>
	<u>22,489,446</u>	<u>(6,880,158)</u>	<u>7,370,700</u>	<u>22,654,674</u>

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 2018 the rate averaged at 2.21% (2017 - 1.52%). Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate. The outstanding short-term debt balance at the end of 2018 will be transferred to long-term in spring of 2019.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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
2019	84,846	49,891	387,119	521,856
2020	84,846	49,891	387,119	521,856
2021	84,846	49,891	387,119	521,856
2022	84,846	49,891	387,119	521,856
2023	84,846	49,891	387,119	521,856

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2019	51,964	162,308	282,650	496,922
2020	51,964	162,308	282,650	496,922
2021	125,854	162,308	282,650	570,812
2022	125,854	162,308	282,650	570,812
2023	123,277	162,308	282,650	568,235

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:

	2018	2017
General	22,830	42,065
Sewer	12,525	12,258
Water	73,776	29,428
	109,131	83,750

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

10. Accumulated surplus

	2018	2017
Unappropriated surplus		
General	4,396,452	4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	<u>6,046,452</u>	<u>6,050,000</u>
Non-statutory reserves		
General	12,705,722	9,744,381
Airport	545,540	407,055
Sewer	16,052,644	16,652,366
Water	18,801,709	11,414,711
	<u>48,105,615</u>	<u>38,218,513</u>
Statutory reserves		
Capital lending	2,104,031	2,797,795
Parkland acquisition & development	1,058,995	906,797
	<u>3,163,026</u>	<u>3,704,592</u>
Investment in tangible capital assets	<u>247,316,118</u>	<u>243,598,022</u>
Total	<u><u>304,631,211</u></u>	<u><u>291,571,127</u></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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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, 2017, the plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 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, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1.927 billion was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Campbell River paid \$1,875,948 (2017 - \$1,768,964) for employer contributions, while employees contributed \$1,516,169 (2017 - \$1,398,399) to the Plan in fiscal 2018. The City of Campbell River expects to pay \$1,825,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

b) Regional District debt

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District 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, 2018 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 \$230,103 (2017 - \$132,229) has been recorded for these claims.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

12. Property taxation

	2018	2017
Municipal Taxation:		
General municipal property taxes	30,368,917	29,302,461
Local service taxes	85,206	79,421
Parcel taxes	1,554,614	1,381,136
1% utility tax	519,780	482,682
Total municipal taxation	32,528,517	31,245,700
Collections for Other Taxing Authorities:		
BC Assessment Authority	290,961	278,662
Comox Strathcona Regional Hospital District	4,183,915	4,221,769
Comox Strathcona Regional Solid Waste Board	972,306	976,520
Municipal Finance Authority	1,269	1,116
Provincial School Levy	15,462,174	14,528,668
Strathcona Regional District	5,893,843	5,842,546
Regional Library	1,460,947	1,462,850
Total collections for other taxing authorities	28,265,415	27,312,131
Payments to other taxing authorities	(28,265,415)	(27,312,131)
Net taxation for municipal purposes	32,528,517	31,245,700

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 14, 2017, to the exception of the amounts noted below.

Adjustments to the 2019-2028 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	6,898,191
Adjustments for non-cash item:	
Amortization offset	8,798,500
Debt proceeds	7,443,793
Debt principal repayments	(715,150)
Capital expenses	(31,767,993)
Net transfer from reserves & unappropriated surplus	9,342,659
	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

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
2019	390,751	1,289,000	81,353
2020	149,273	1,333,000	81,353
2021	148,173	1,378,000	81,353
2022	145,986	-	81,353
2023	145,986	-	81,353
Thereafter, to completion	-	-	325,412
Total Contractual Rights	980,171	4,000,000	732,178

15. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

Development services - activities related to economic development, community planning and development.

Parks, recreation & cultural services - activities related to all recreation and cultural services including the maintenance of parks, recreation and fitness programs as well cultural facilities including the museum.

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

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

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2018**

16. Government transfers

	2018	2017
Federal	3,530,747	1,337,517
Provincial	1,535,698	8,145,690
Regional	920,000	55,295
	5,986,445	9,538,502

17. Comparative figures

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

CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES AS AT DECEMBER 31, 2018

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2017	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2018
Long-term debt								
General								
3303	Issue #103	23/04/23	5.00	91,693	-	9,713	4,111	77,870
2964	Issue #104	20/11/18	5.00	70,478	-	49,516	20,962	-
2966	Issue #104	20/11/18	5.00	77,827	-	54,681	23,146	-
3074	Issue #104	20/11/18	5.00	28,452	-	19,990	8,462	-
3301	Issue #104	20/11/23	5.00	323,204	-	34,235	14,492	274,477
3302	Issue #104	20/11/23	5.00	235,742	-	24,971	10,570	200,201
3302	Issue #106	10/13/24	4.00	72,078	-	6,668	2,458	62,952
3301	Issue #112	06/10/25	4.00	112,279	-	9,260	2,926	100,093
				<u>1,011,754</u>	<u>-</u>	<u>209,034</u>	<u>87,127</u>	<u>715,593</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	4.00	272,498	-	22,474	7,100	242,924
3345	Issue #117	10/11/26	3.00	367,139	-	27,418	7,274	332,447
				<u>639,637</u>	<u>-</u>	<u>49,892</u>	<u>14,374</u>	<u>575,371</u>
Water								
3518	Issue #141	04/07/32	3.00	2,900,000	-	155,923	-	2,744,077
3518	Issue #145	04/23/33	3.00		4,300,000	-	-	4,300,000
				<u>2,900,000</u>	<u>4,300,000</u>	<u>155,923</u>	<u>-</u>	<u>7,044,077</u>
Accrued actuarial adjustment				<u>(16,047)</u>	<u>-</u>	<u>-</u>	<u>(933)</u>	<u>(15,114)</u>
Total long-term liabilities				<u><u>4,535,344</u></u>	<u><u>4,300,000</u></u>	<u><u>414,849</u></u>	<u><u>100,568</u></u>	<u><u>8,319,927</u></u>

CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE AS AT DECEMBER 31, 2018

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2018	Total 2017
COST							
Opening balance	33,228,595	36,633,890	21,892,455	325,251,943	28,824,403	445,831,288	425,976,036
Additions	-	804,121	3,549,133	3,269,962	6,536,944	14,160,160	17,507,149
Contributed tangible capital assets	-	-	-	3,350,027	-	3,350,027	2,699,892
Construction completed	-	5,790,866	3,503,440	18,659,866	(27,954,172)	-	-
Writedowns	-	-	(462,090)	(97,505)	(37,241)	(37,241)	-
Disposals	-	-	-	-	-	(559,595)	(351,790)
Closing balance	33,228,595	43,228,877	28,482,938	350,434,293	7,369,934	462,744,637	445,831,288
ACCUMULATED AMORTIZATION							
Opening balance	-	20,827,738	13,978,763	158,591,422	-	193,397,923	184,817,513
Amortization current year	-	1,128,164	1,111,511	7,141,941	-	9,381,615	8,903,210
Amortization from disposals	-	-	(432,624)	(38,319)	-	(470,944)	(322,800)
Closing balance	-	21,955,902	14,657,650	165,695,044	-	202,308,596	193,397,923
NET BOOK VALUE	33,228,595	21,272,975	13,825,288	184,739,249	7,369,934	260,436,041	252,433,364
NET BOOK VALUE (2017)	33,228,595	15,806,153	7,913,692	166,660,521	28,824,403		

City of Campbell River | FINANCIAL STATEMENTS

CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING FOR THE YEAR ENDED DECEMBER 31, 2018

SCHEDULE 3
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
REVENUE												
Taxes & parcel taxes (note 12)	30,896,375	29,784,436	-	-	337,799	176,574	-	-	-	-	73,669	68,636
Payments in lieu of taxes	716,817	695,387	-	-	-	-	-	-	-	-	-	-
Sale of services	321,545	485,289	1,923,153	1,910,819	2,715,606	2,915,901	2,377,319	2,358,340	52,989	82,008	1,661,363	1,443,848
Services provided to other governments	1,123,441	1,224,754	487,899	383,919	-	-	-	-	69,789	60,473	-	-
Transfers from other governments	2,078,350	858,588	379,099	380,250	3,486,883	1,777,620	15,285	54,500	-	-	-	-
Investment and other income	1,214,486	808,590	-	-	292	656	-	-	-	-	-	-
Other revenue	-	-	-	-	193,571	198,336	27,550	16,114	-	-	2,416	15,395
Development cost charges recognized	-	-	-	-	118,790	3,808	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	1,469,736	1,860,126	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	(56,772)	(3,157)	-	-	-	-	-	-
	36,351,014	33,827,044	2,790,151	2,674,988	8,265,905	6,929,864	2,420,154	2,428,954	122,778	142,481	1,737,468	1,527,879
EXPENSES												
Amortization	308,444	275,436	499,394	484,783	4,229,938	4,234,251	-	-	9,030	4,392	-	779
Interest & debt issue expenses	14,789	13,420	-	-	157,369	180,320	-	-	-	-	-	-
Operating expenses	911,761	1,244,789	8,761,543	8,382,929	5,237,117	5,550,577	2,503,981	2,367,409	37,723	32,553	1,285,321	976,349
Wages & benefits	5,525,567	5,509,541	7,311,332	6,729,436	2,375,722	2,238,491	100,136	97,930	102,022	124,124	941,260	852,717
	6,760,561	7,043,186	16,572,269	15,597,148	12,000,146	12,203,639	2,604,117	2,465,339	148,775	161,069	2,226,581	1,829,845
ANNUAL SURPLUS (DEFICIT)	29,590,453	26,783,858	(13,782,118)	(12,922,160)	(3,734,241)	(5,273,775)	(183,963)	(36,385)	(25,997)	(18,588)	(489,113)	(301,966)

See Note 15 for description of Segment Reporting categories.

CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING
FOR THE YEAR ENDED DECEMBER 31, 2018

SCHEDULE 3
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
REVENUE										
Taxes & parcel taxes	512,256	509,897	31,820,119	30,539,543	708,398	706,157	-	-	32,528,517	31,245,700
Payments in lieu of taxes	-	-	716,817	695,387	-	-	-	-	716,817	695,387
Sale of services	1,163,693	1,183,315	10,215,668	10,349,520	6,033,765	5,983,832	8,286,202	7,733,159	24,535,635	24,066,511
Services provided to other governments	25,309	5,859	1,681,129	1,669,146	-	-	-	-	1,681,129	1,669,146
Transfers from other governments	-	-	5,984,926	3,076,817	-	-	1,519	6,461,685	5,986,445	9,538,502
Investment and other income	-	-	1,214,778	809,246	188,822	134,244	132,579	94,193	1,536,179	1,037,683
Other revenue	39,116	16,787	262,653	246,632	-	3,000	-	-	262,653	249,632
Development cost charges recognized	-	-	118,790	3,808	34,044	39,535	-	-	152,834	43,343
Contributed tangible capital assets	-	-	1,469,736	1,860,126	1,478,564	390,392	401,727	449,374	3,350,027	2,699,892
Loss on disposal of tangible capital assets	-	-	(56,772)	(3,157)	-	-	(15,764)	(11,469)	(72,536)	(14,626)
	1,740,374	1,715,858	53,427,844	49,247,068	8,443,593	7,257,160	8,806,263	14,726,942	70,677,700	71,231,170
EXPENSES										
Amortization	1,540,118	1,450,169	6,586,924	6,449,810	1,260,373	1,281,693	1,534,317	1,171,707	9,381,614	8,903,210
Interest & debt issue expenses	-	-	172,158	193,740	39,004	34,628	209,295	73,279	420,457	301,647
Operating expenses	2,685,207	2,548,461	21,422,653	21,103,067	1,430,354	1,848,907	1,900,420	1,783,768	24,753,427	24,736,742
Wages & benefits	3,959,103	4,031,100	20,315,142	19,583,339	1,049,378	986,617	1,697,598	1,597,068	23,062,118	22,167,024
	8,184,428	8,029,730	48,496,877	47,329,956	3,779,109	4,151,845	5,341,630	4,625,822	57,617,616	56,107,623
ANNUAL SURPLUS (DEFICIT)	(6,444,054)	(6,313,872)	4,930,967	1,917,112	4,664,484	3,105,315	3,464,633	10,101,120	13,060,084	15,123,547

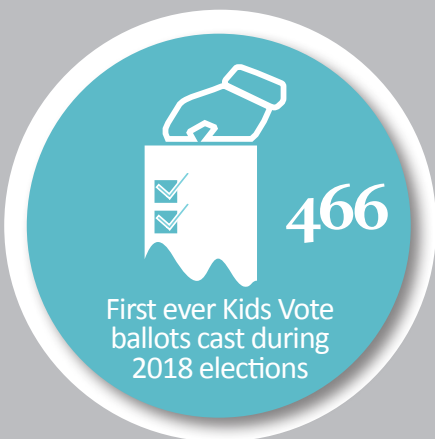
See Note 15 for description of Segment Reporting categories.

Appendix 9 Performance Measures

CITY SCORECARD



CITY SCORECARD HIGHLIGHTS 2018





Multiple awards,
see page 178



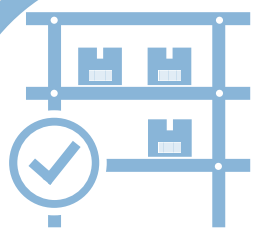
540

Finger prints submitted
and processed



117

Capital projects



Stores inventory
valuation
\$319,217



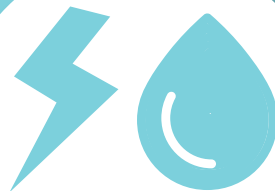
85

Trees planted

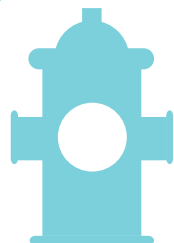


1,800+

Roads service requests



Installation of
emergency power at
six lift stations



Approximately
1,100 fire hydrants
inspected



16,700

Yearly plane
movements
at YBL



More than 300
Building permits
processed



11 Electric charging
stations at six
locations, including
one fast charger



165,000

Annual visits to
programs
and events



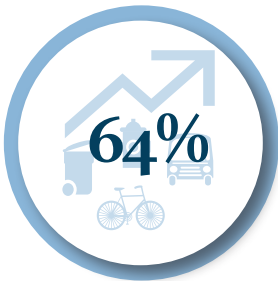
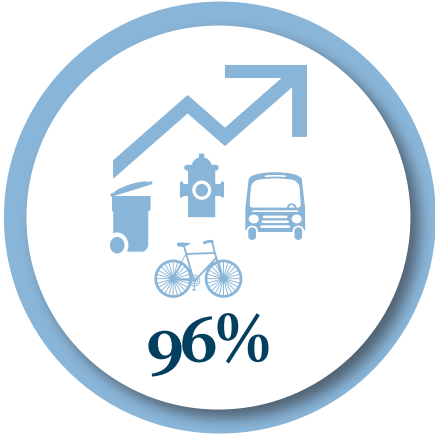
City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council's Strategic Plan as well as departmental operational and master plans. The scorecard helps illustrate the type of service delivered, set standards and share results. The following key performance indicators are samples of City service measurements.

CITY MANAGER

2016

2013

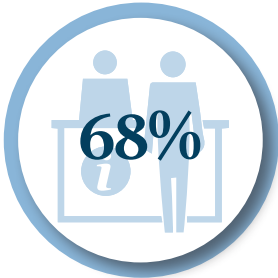
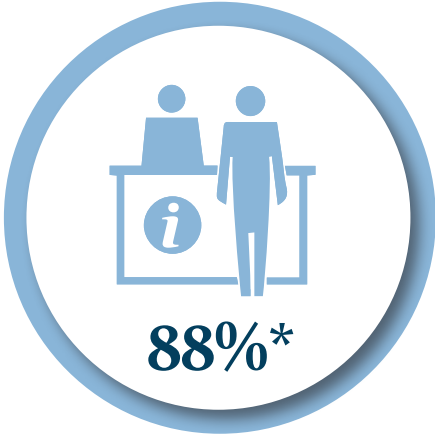
2006



CITY SERVICES QUALITY



VALUE FOR TAXES



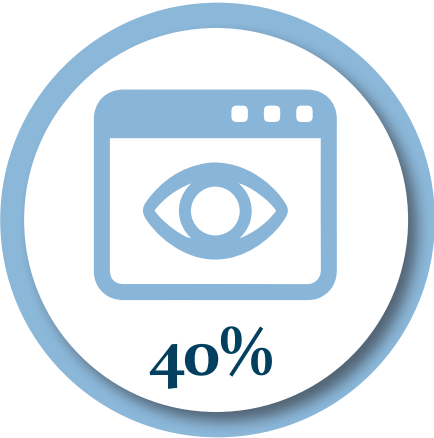
CUSTOMER SERVICE
*SOURCE: CITIZEN SATISFACTION SURVEYS

COMMUNICATIONS

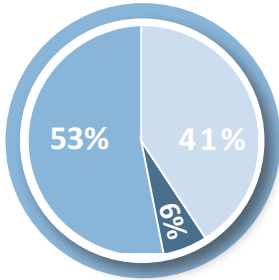
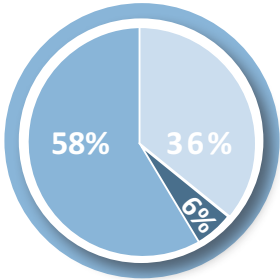
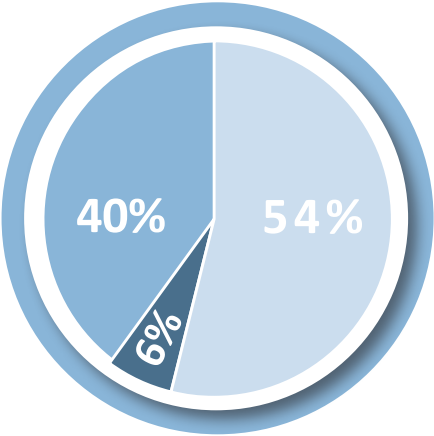
2018

2017

2016

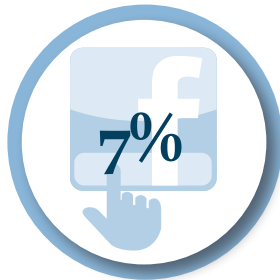


UNIQUE WEBSITE PAGE VIEWS



NEWS COVERAGE

- Positive
- Neutral
- Negative



FACEBOOK FOLLOWERS PERCENTAGE OF POPULATION

FINANCE

2018

2017

2016



AUTOMATED TAX PAYMENTS



ONLINE HOME OWNER GRANTS



PERCENTAGE TAX INCREASE

PURCHASING

2018

2017

2016



NUMBER OF PROJECTS



AWARDED PROJECT VALUE



SAVINGS ACHIEVED

PROPERTY SERVICES

2018

2017

2016



NUMBER OF REVENUE-GENERATING PROPERTIES



LEASES TO COMMUNITY GROUPS



WATERFRONT OWNERSHIP

FIRE

2018

2017

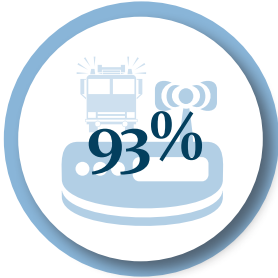
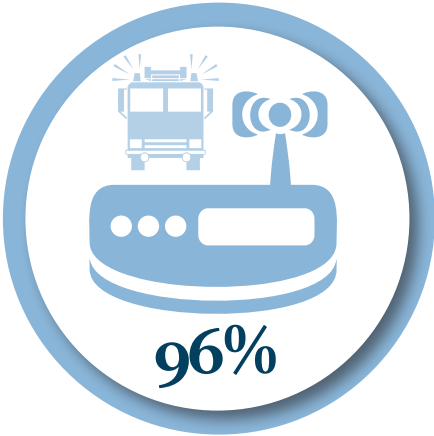
2016



TOTAL EMERGENCY CALLS



TOTAL FIRE INCIDENTS



FIRE DISPATCH CALL PROCESSING TIME WITHIN 60 SECONDS

FIRE



2018

2017

2016



VALUE OF BUILDINGS SAVED FROM FIRE



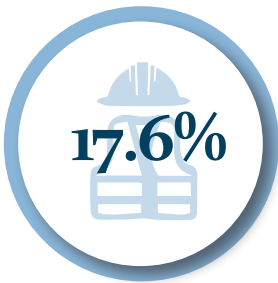
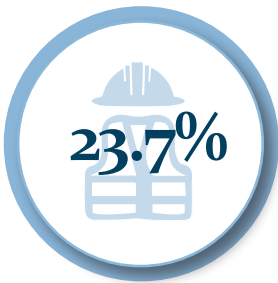
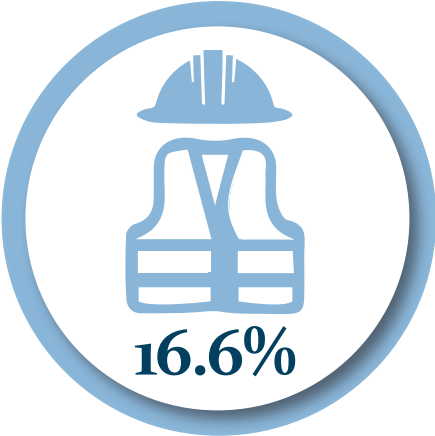
FOR EVERY \$ SPENT ON FIRE PROTECTION, INSURANCE COSTS SAVED BY CAMPBELL RIVER PROPERTY OWNERS

HUMAN RESOURCES

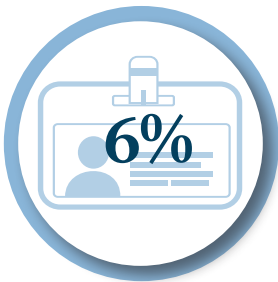
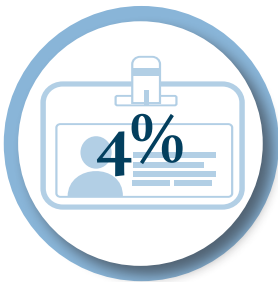
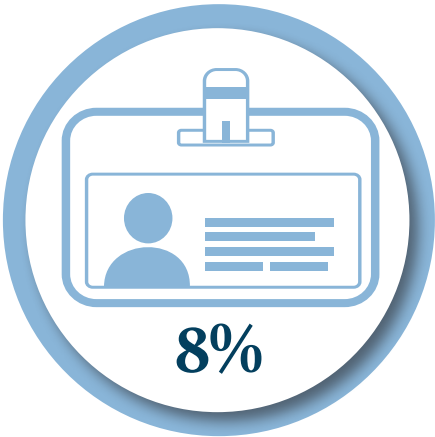
2018

2017

2016



PERCENTAGE DISCOUNT ON COMPENSATION PREMIUMS COMPARED TO OTHER B.C. COMMUNITIES WITH SIMILAR-SIZED LOCAL GOVERNMENT WORKFORCE



EMPLOYEE TURNOVER



INTERNAL PROMOTIONS

INFORMATION TECHNOLOGY

2018



2017



2016



NUMBER OF
HELPDESK
SUPPORT
REQUESTS

POLICE SERVICES



2018

2017

2016



ANNUAL FILE COUNT



POLICE INFORMATION CHECK APPLICATIONS



TOTAL FINGER PRINTS

CAPITAL WORKS

2018

2017

2016



CONSTRUCTION PROJECTS COMPLETED



CONSTRUCTION PROJECTS COMPLETED ON TIME



CONSTRUCTION PROJECTS COMPLETED ON BUDGET

FLEET & FACILITIES

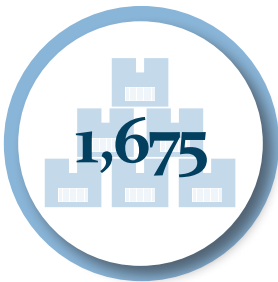
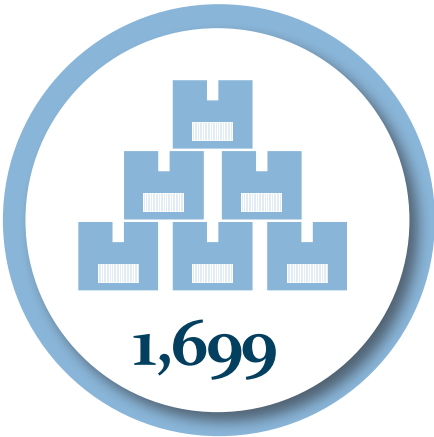
2018

2017

2016



STORES INVENTORY VALUE



STORES STOCK ITEMS



DOGWOOD OPERATIONS CENTRE NUMBER OF EXTERNAL SERVICE REQUESTS

FLEET & FACILITIES

2018

2017



FLEET



FACILITIES

PARKS



2018

2017

2016



TOTAL HOURS BOOKED ON FIELDS



DOG POOP BAGS



INTERMENTS

PARKS

2018

2017

2016



SERVICE REQUESTS



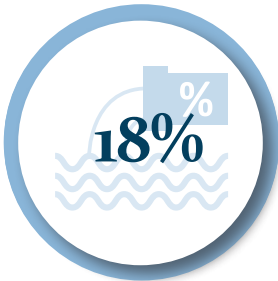
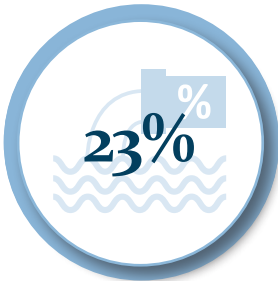
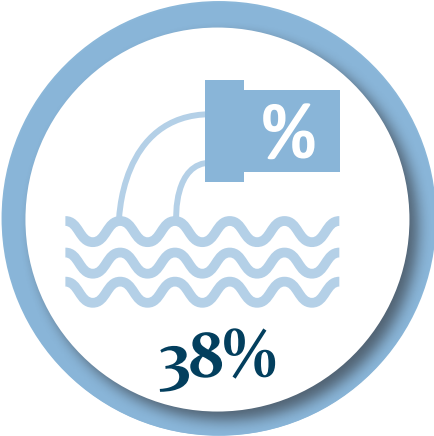
VANDALISM COSTS

WASTEWATER

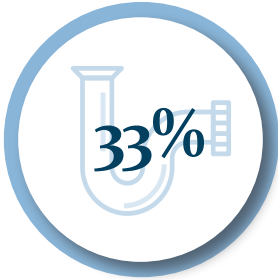
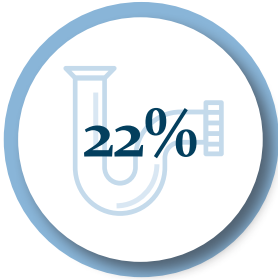
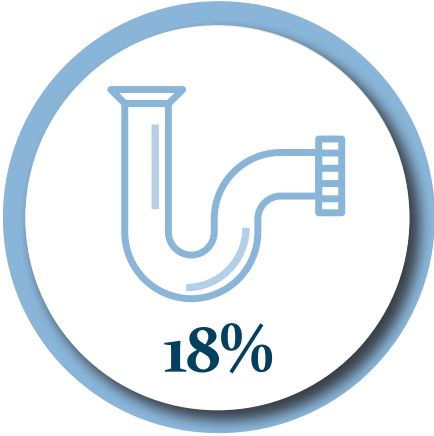
2018

2017

2016



DISCHARGE TO ENVIRONMENT
PERCENTAGE OF ALLOWABLE LIMIT



PERCENTAGE OF SEWER LINES FLUSHED

WATER



2017

2016

2015



AVERAGE DAILY WATER CONSUMPTION LITRES PER CAPITA



WATER LOSS LITRES PER CONNECTION PER DAY



CUSTOMER COMPLAINTS PER 1000 PEOPLE SERVED

BYLAW ENFORCEMENT

2018

2017

2016



BYLAW OFFENCES



PUBLIC NUISANCE BYLAW OFFENCES



DOWNTOWN PARKING ENFORCEMENT TOTAL NUMBER OF TICKETS ISSUED

BYLAW ENFORCEMENT

2018



2017



2016



CALLS FOR ANIMAL CONTROL SERVICE INCLUDES AGGRESSIVE, AT LARGE, BARKING, CONFINED, UNLICENSED DOGS AND DECEASED ANIMAL REMOVAL

AIRPORT

2018

2017

2016



PASSENGER
COUNT



PLANE
MOVEMENTS



JET FUEL \$
VALUE

AIRPORT

2018

2017

2016

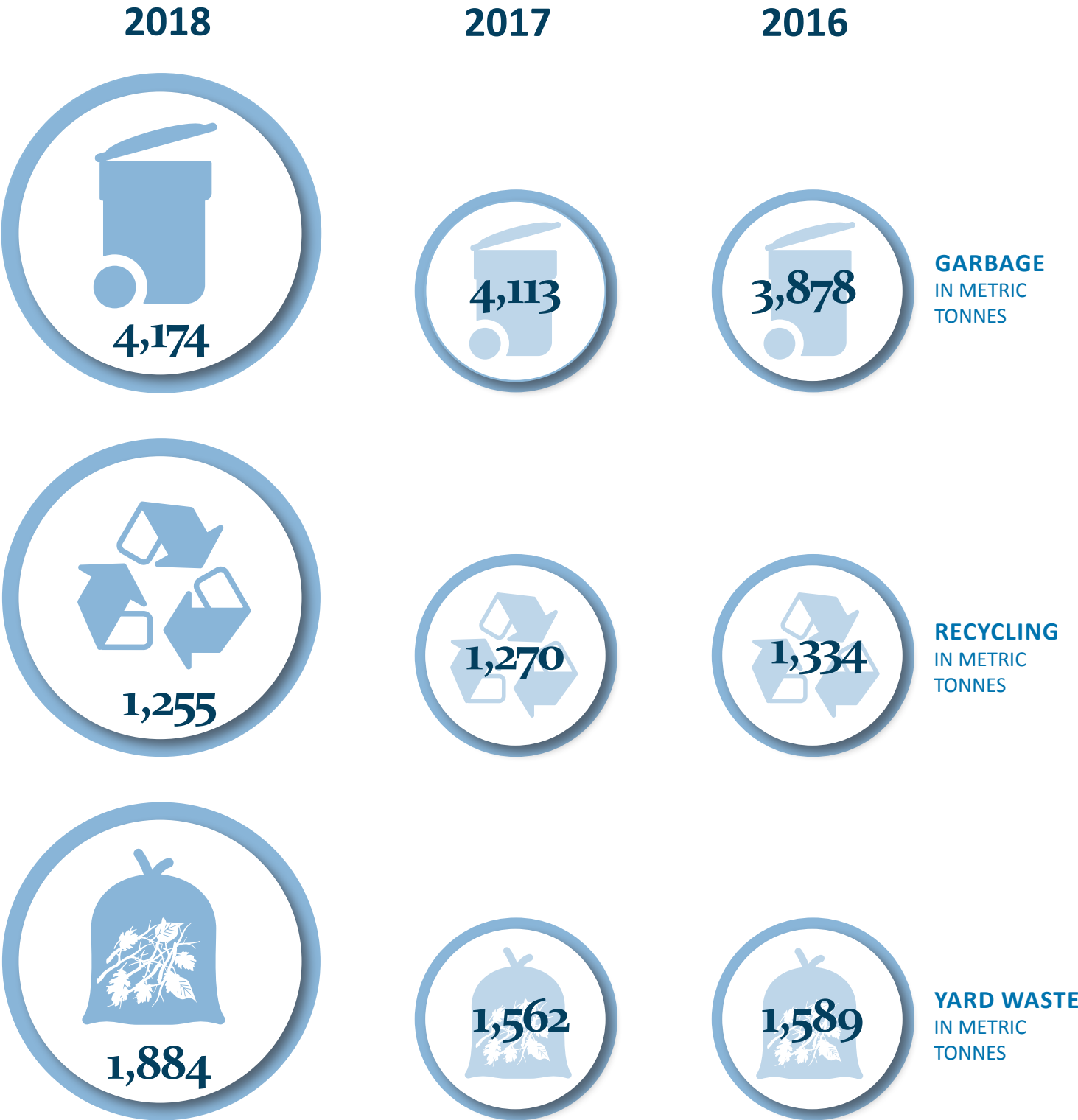


PROPERTY
AIRPORT
LEASE VALUE



AIRPORT
VEHICLE
PARKING
\$ VALUE

CURBSIDE SOLID WASTE COLLECTION



LONG RANGE PLANNING & SUSTAINABILITY

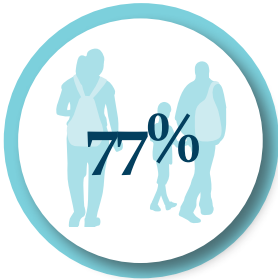
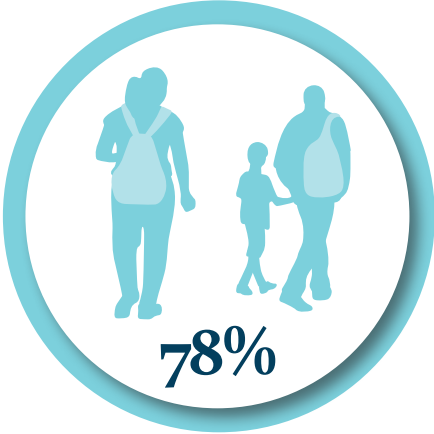
2018

2017

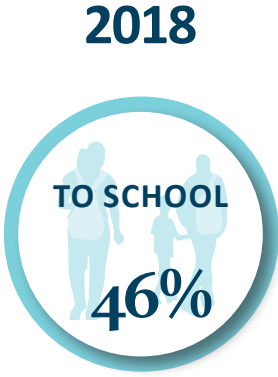
2016



HOUSING DENSITY
 UNITS PER HECTARE
 (REDUCES SERVICE COSTS AND ENVIRONMENTAL IMPACTS)



WALKABILITY
 PERCENTAGE OF RESIDENCES WITHIN 800 METRES TO FOOD OR RETAIL



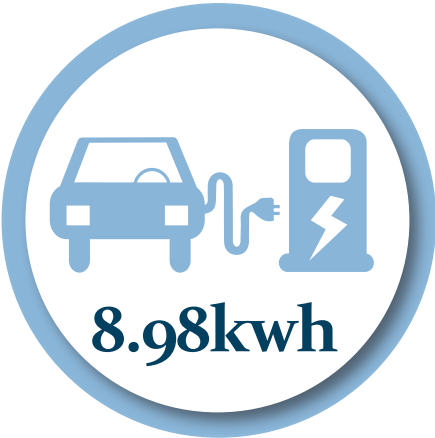
WALKABILITY 2018
 PERCENTAGE WITHIN 800 METRES

LONG RANGE PLANNING & SUSTAINABILITY

2018

2017

2016



ELECTRIC VEHICLE CHARGING AT COMMUNITY CHARGING STATIONS MEASURED IN KILOWATT HOURS

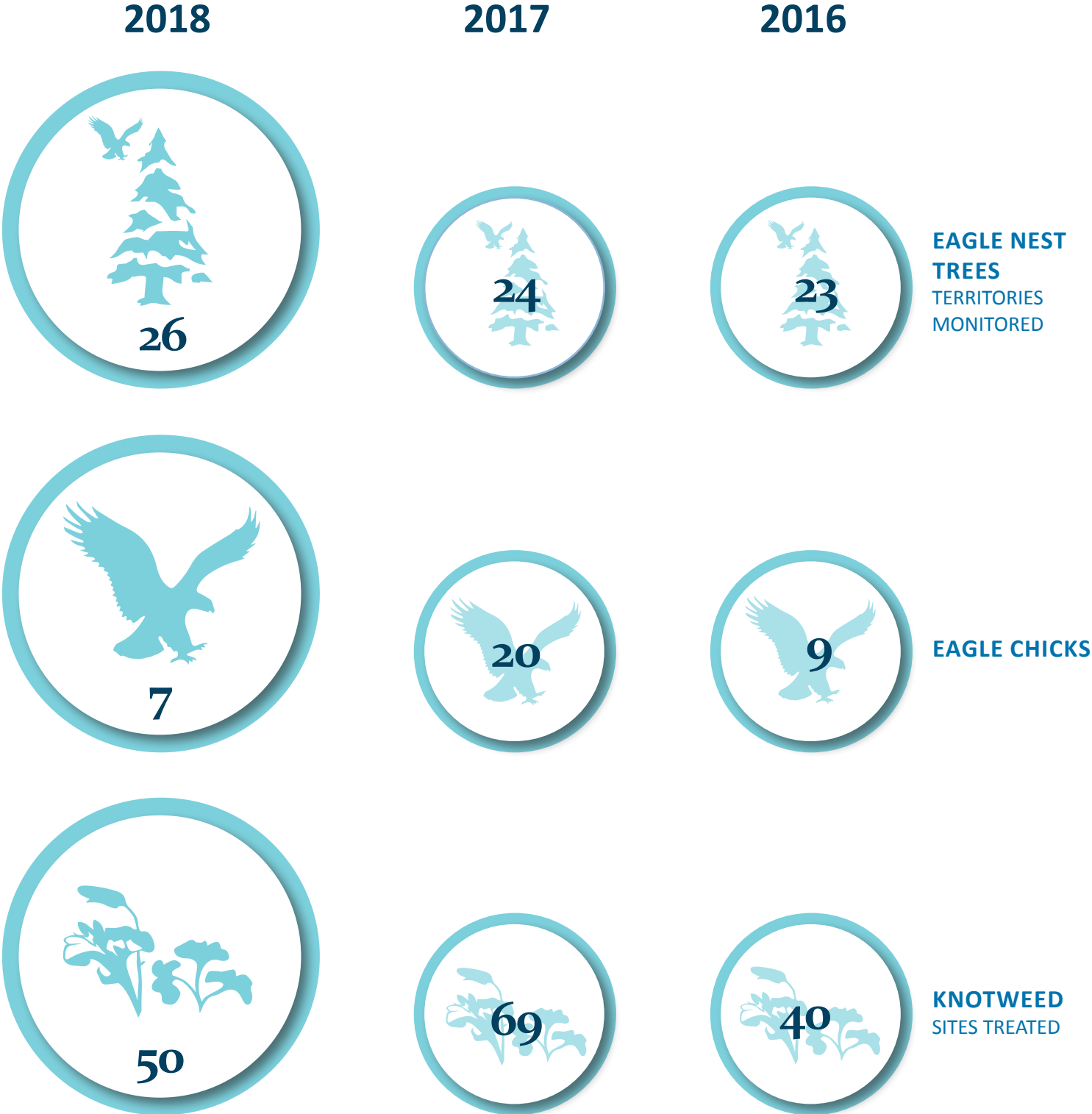


AIR QUALITY
 NUMBER OF DAYS FINE PARTICULATE EXCEEDED PROVINCIAL HEALTH OBJECTIVE AVERAGE OF 25 MICROGRAMS PER CUBIC METRE

HIGHEST:
 AUG. 21 – 146.9 MG/M3

HIGHEST:
 AUG. 5 – 60.5 MG/M3

LONG RANGE PLANNING & SUSTAINABILITY



RECREATION & CULTURE 2018

CHILD, YOUTH & FAMILY PROGRAM VISITS



OUTDOOR POOL VISITS



50-PLUS PROGRAM VISITS



ADULT AND SPECIALTY PROGRAM VISITS



FITNESS AND WEIGHT ROOM VISITS



**LIFE PROGRAM
LEISURE INVOLVEMENT FOR EVERYONE SUBSIDIES**



TOTAL RECREATION VISITS



TOTAL MEMBERSHIPS

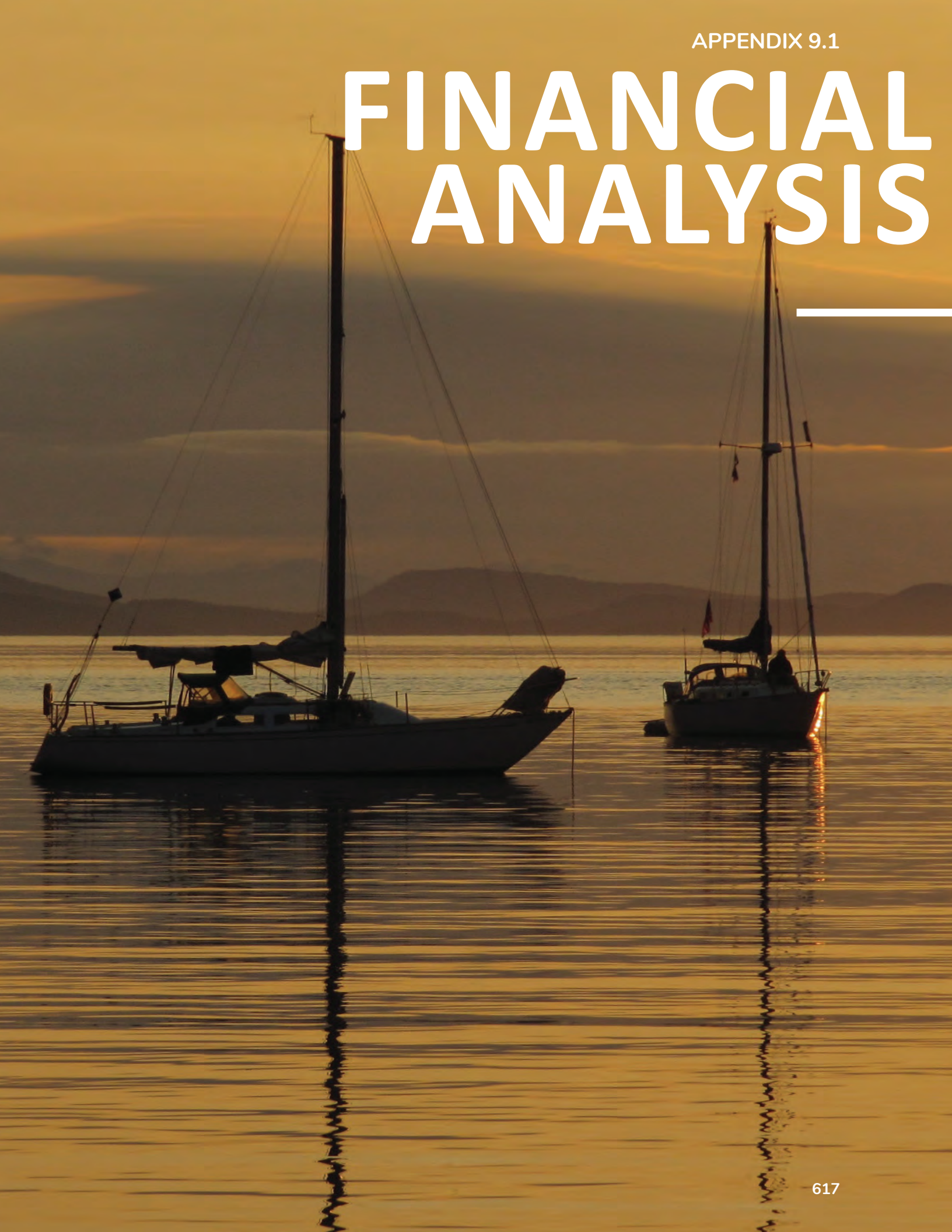


EVENT VISITS





FINANCIAL ANALYSIS



FINANCIAL STATEMENTS—REPORTS

FINANCIAL INDICATORS

The City is committed to continued improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2018 annual report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios, and to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators illustrate certain trends that are occurring, which form an important consideration as part of the long-term financial plan and Financial Stability & Resiliency Program. The SORP KPIs provide information of the City's financial condition by demonstrating how the City may be able to respond to economic changes.

- Sustainability indicators provides 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 increased accounts payable, and accrued liabilities and development cost charges that will be used to fund future 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 per cent 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 balances the use of internal reserves, external debt, and government grants when funding the 10-year capital plan, which ensures that the tax rate and utility user fee increases are stable and incremental following the City's Financial Stability & Resiliency Program.

City of Campbell River | **FINANCIAL STATEMENTS—REPORTS**

THE SUMMARY BELOW OF FINANCIAL INDICATORS CONSIDERED DEMONSTRATES THE IMPROVED FINANCIAL CONDITION OF THE CITY.

SORP RATIO	WHAT DOES THIS MEAN?	2018	2017	2016	2015	2014
FINANCIAL SUSTAINABILITY (ASSETS / LIABILITIES)	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 is lower in 2018 due to additional debt financing for sewer projects.	7.16	7.54	8.65	9.8	9.26
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 is lower in the last three years due to additional debt financing for water and sewer projects.	1.89	1.87	1.97	2.14	1.94
FINANCIAL SUSTAINABILITY (NET DEBT / TAXABLE ASSESSMENT)	Provides a measure of sustainability of the municipal fiscal policies. If the ratio is increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.	0.0084	0.0086	0.0082	0.0084	0.0073
FINANCIAL SUSTAINABILITY (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 may not be sustainable.	0.0110	0.0124	0.0129	0.0126	0.0129
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.	0.0094	0.0105	0.0104	0.1020	0.0100

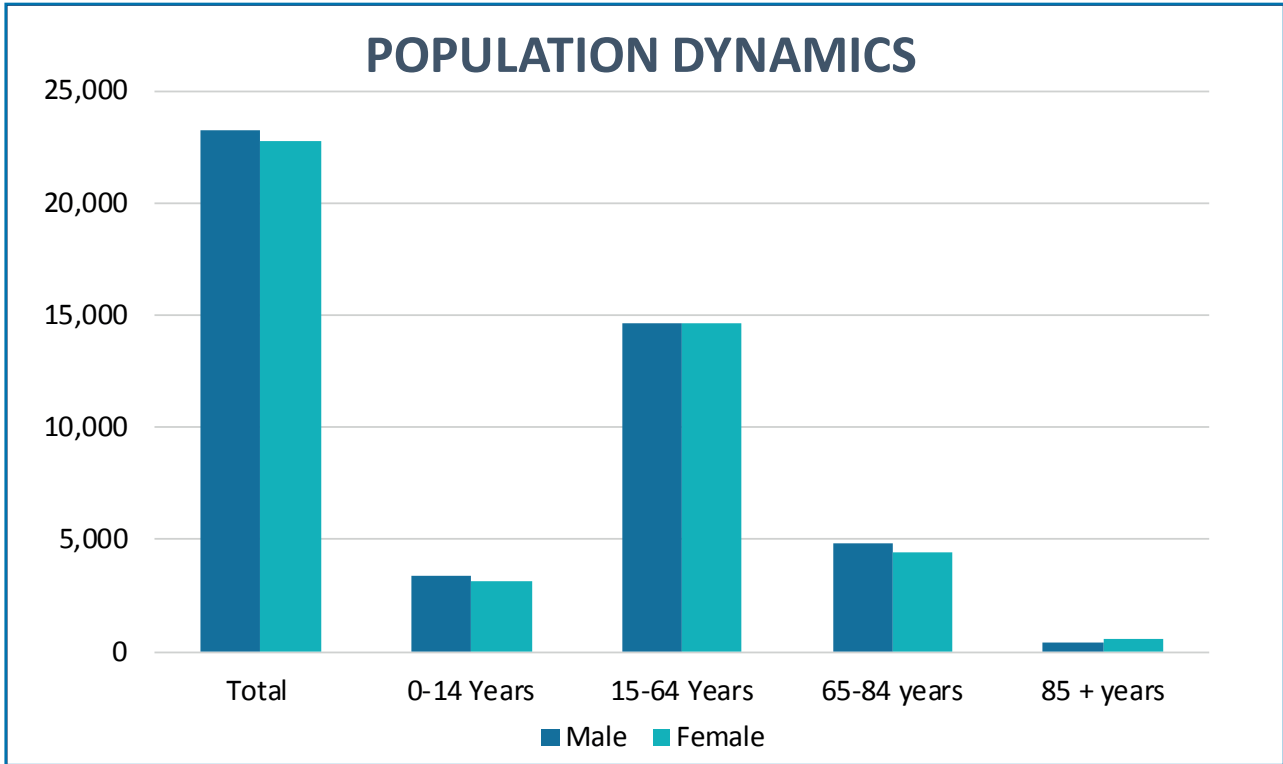
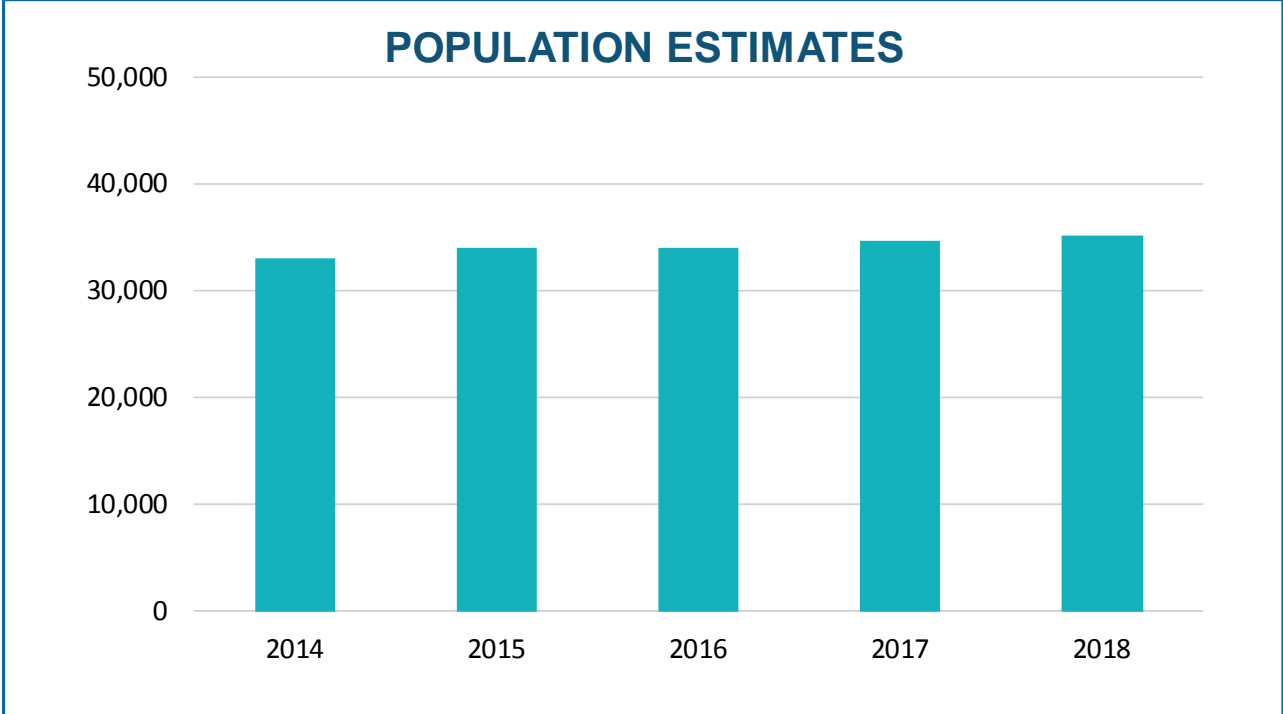
City of Campbell River | **FINANCIAL STATEMENTS—REPORTS**

SORP RATIO	WHAT DOES THIS MEAN?	2018	2017	2016	2015	2014
FINANCIAL FLEXIBILITY (NET DEBT / REVENUE)	Provides a measure of the future revenue required to pay for past transactions and events. The increasing trend indicates that more time to eliminate net debt will be necessary.	0.12	0.07	0.03	0.04	0.07
FUTURE FOCUSED FINANCIAL FLEXIBILITY	This shows the percentage of the estimated useful life of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City is trying to address the decreasing ratio by investing in its critical infrastructure (\$190K or 0.6% of taxation was specifically invested in critical infrastructure in 2018).	0.56	0.57	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 due to fewer grants received in 2018 as a result of the completion of the water supply project completion.	0.09	0.13	0.15	0.12	0.08

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.

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>



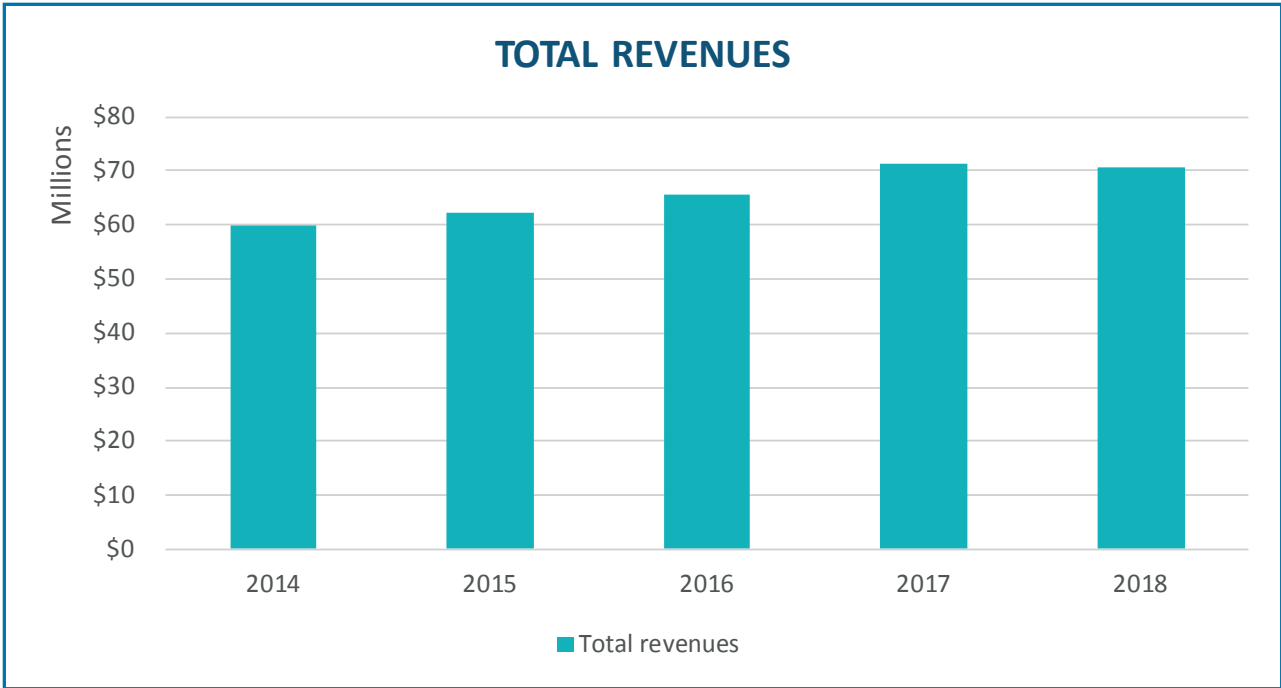
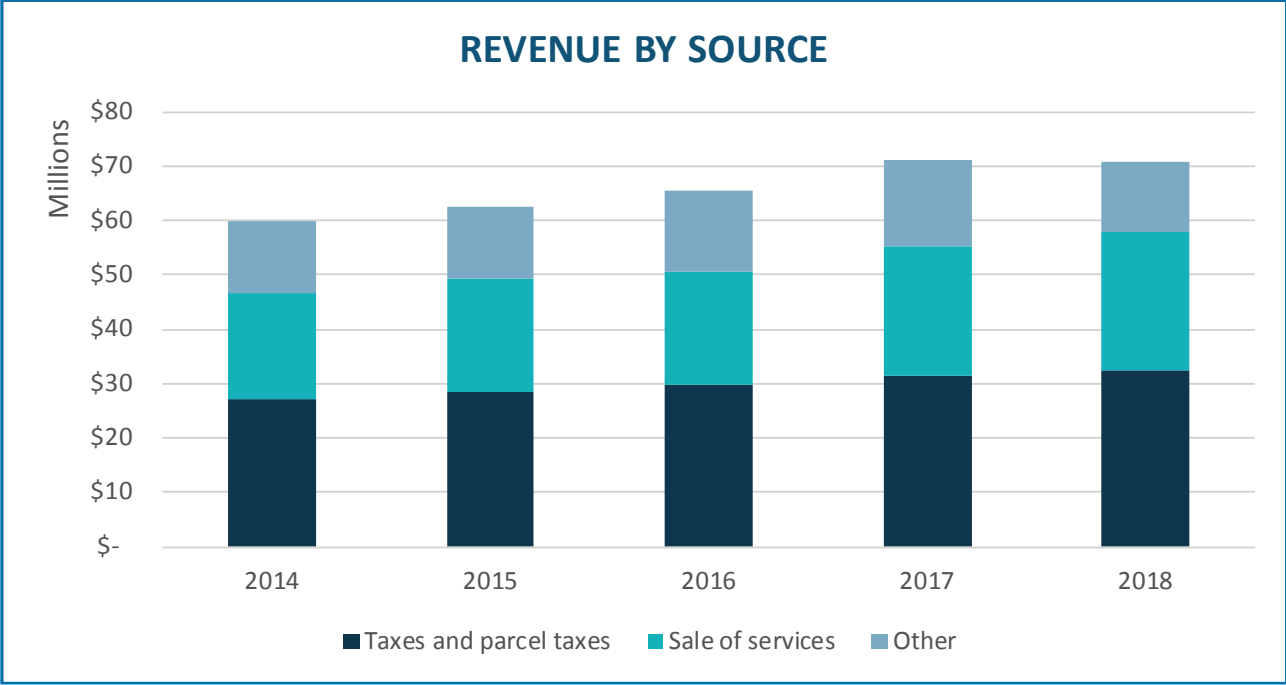
REVENUES BY SOURCE

Source: Finance Department

	2014	2015	2016	2017	2018
Taxes and parcel taxes	\$ 27,227,568	\$ 28,391,778	\$ 29,598,161	\$ 31,245,700	\$ 32,528,517
Payments in lieu of taxes	569,140	590,540	624,287	695,387	716,817
Sale of services	19,287,076	20,710,274	21,026,411	24,066,511	25,405,635
Services provided to other governments	1,510,112	1,624,517	1,675,204	1,669,146	1,681,129
Transfers from other governments	3,332,656	7,392,526	9,555,306	9,538,502	4,966,445
Investment and other income	1,080,288	905,236	885,063	1,037,683	1,536,179
Other revenue	1,395,744	865,134	418,551	249,632	262,653
Development cost charges recognized	286,628	1,200,316	369,205	43,343	152,834
Contributed tangible capital assets	5,294,573	382,907	1,354,840	2,699,892	3,500,027
Gain/(loss) on disposal of tangible capital assets	(24,925)	268,994	74,126	(14,626)	(72,536)
Total revenues	\$ 59,958,860	\$ 62,332,222	\$ 65,581,154	\$ 71,231,170	\$ 70,677,700

REVENUES BY SOURCE

Source: Finance Department



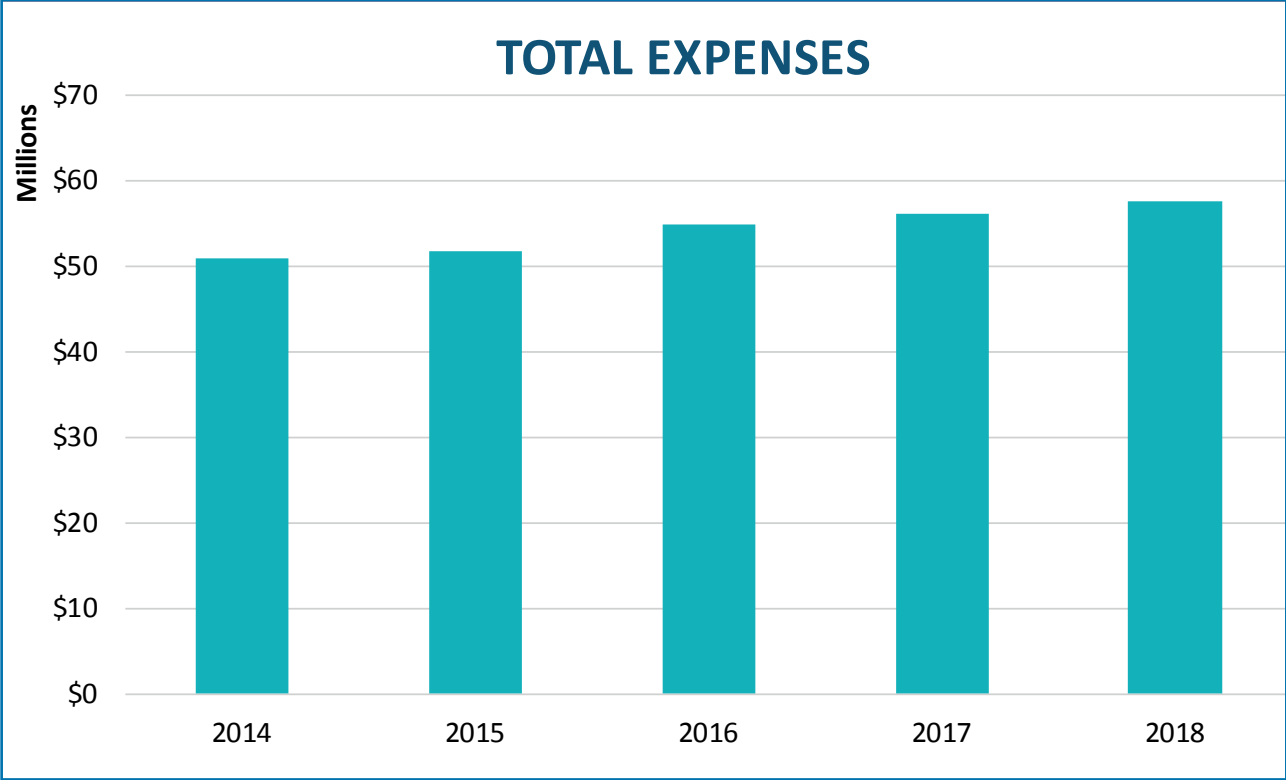
EXPENSES BY FUNCTION

Source: Finance Department

	2014	2015	2016	2017	2018
General government	\$ 6,058,115	\$ 5,693,530	\$ 6,785,640	\$ 7,043,186	\$ 6,760,561
Protective services	14,941,469	14,753,271	15,697,225	15,597,148	16,572,269
Transportation services	12,140,483	12,110,793	12,047,011	12,203,639	12,000,146
Environmental health services	2,051,050	2,264,760	2,354,701	2,465,339	2,604,117
Public health services	152,762	151,203	148,508	161,069	148,775
Development services	1,454,792	1,573,849	1,803,185	1,829,845	2,226,581
Parks, recreation and cultural services	6,783,239	7,437,259	7,778,699	8,029,730	8,184,428
Sewer utility services	3,531,645	3,728,203	3,917,430	4,151,845	3,779,109
Water utility services	3,796,049	3,963,008	4,242,758	4,625,822	5,341,630
Total expenses by function	\$ 50,909,604	\$ 51,675,876	\$ 54,775,157	\$ 56,107,623	\$ 57,617,616

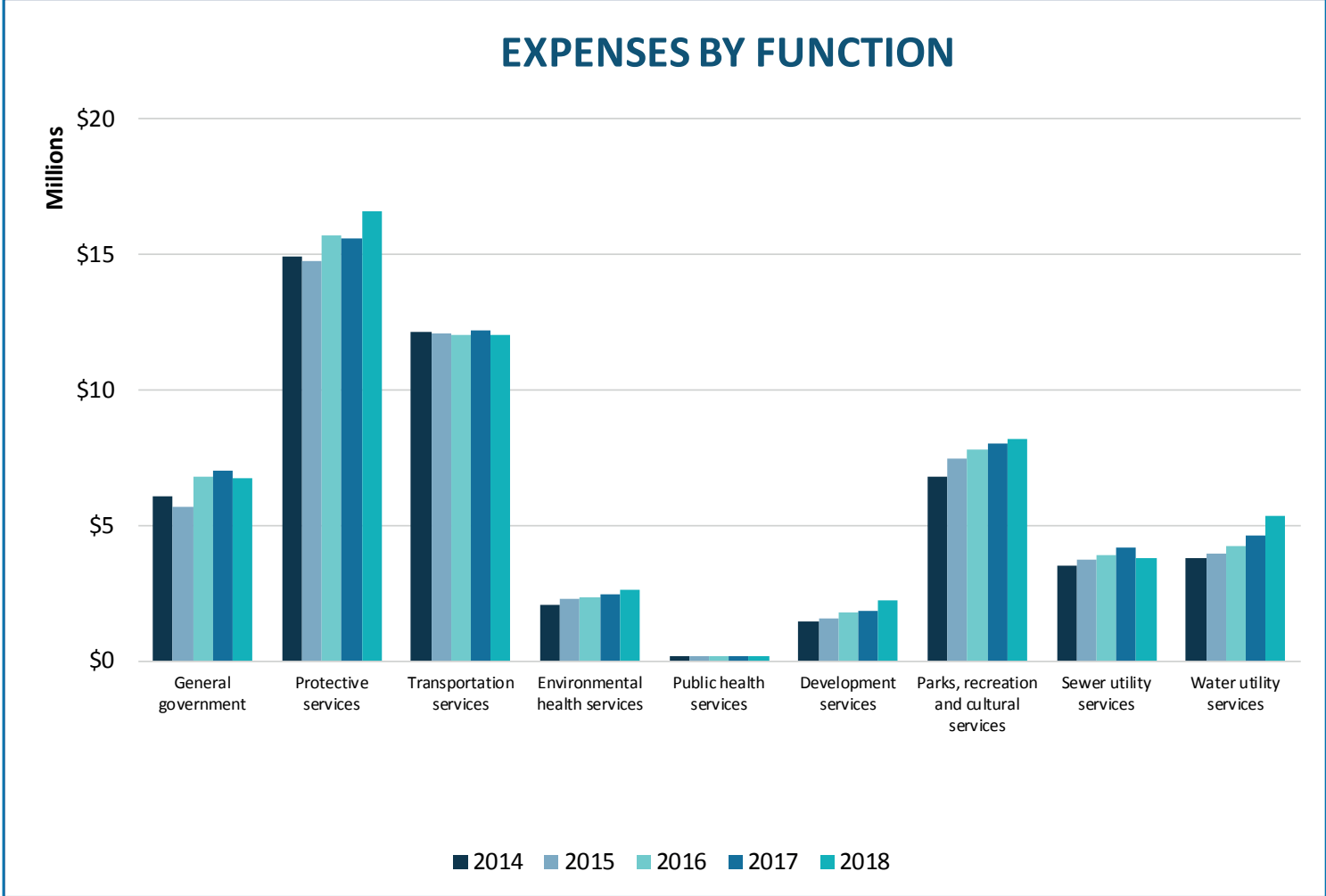
EXPENSES BY FUNCTION

Source: Finance Department



EXPENSES BY FUNCTION

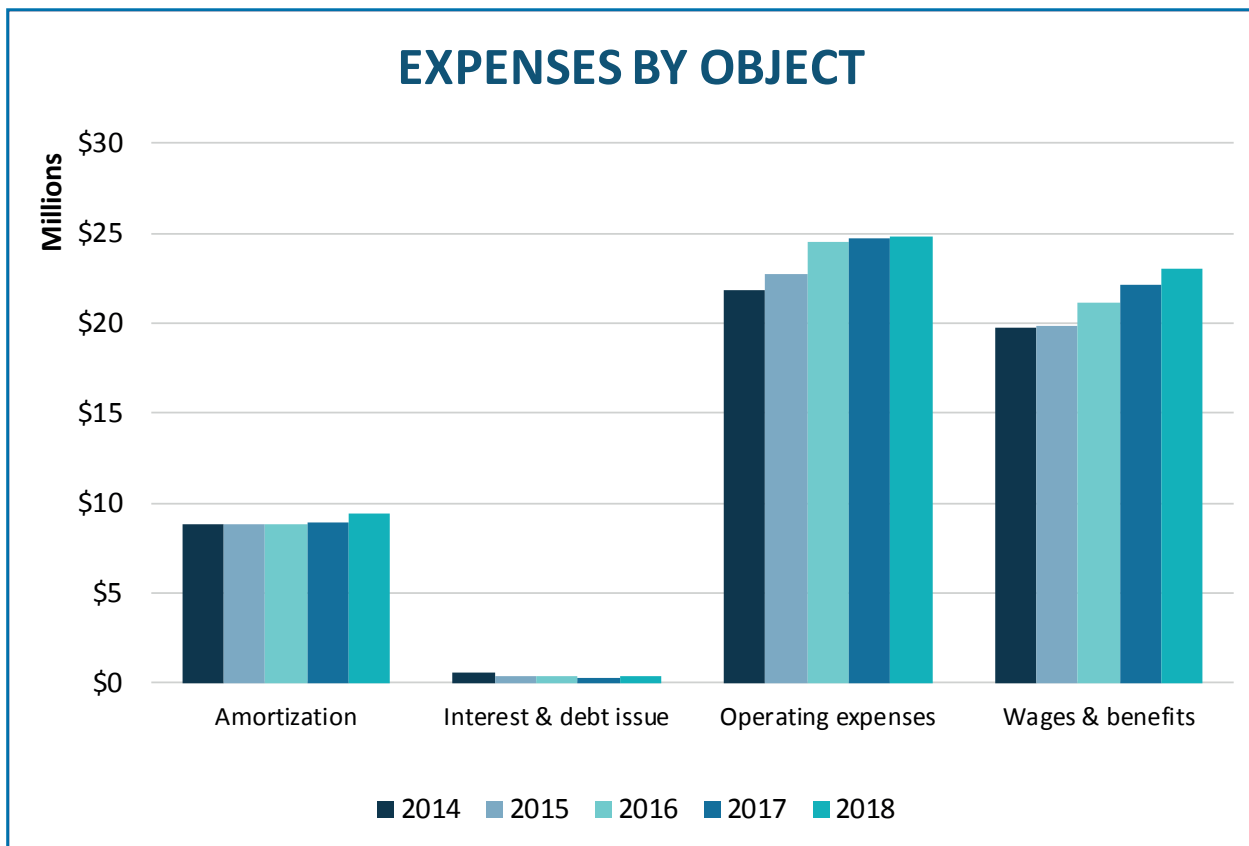
Source: Finance Department



EXPENSES BY OBJECT

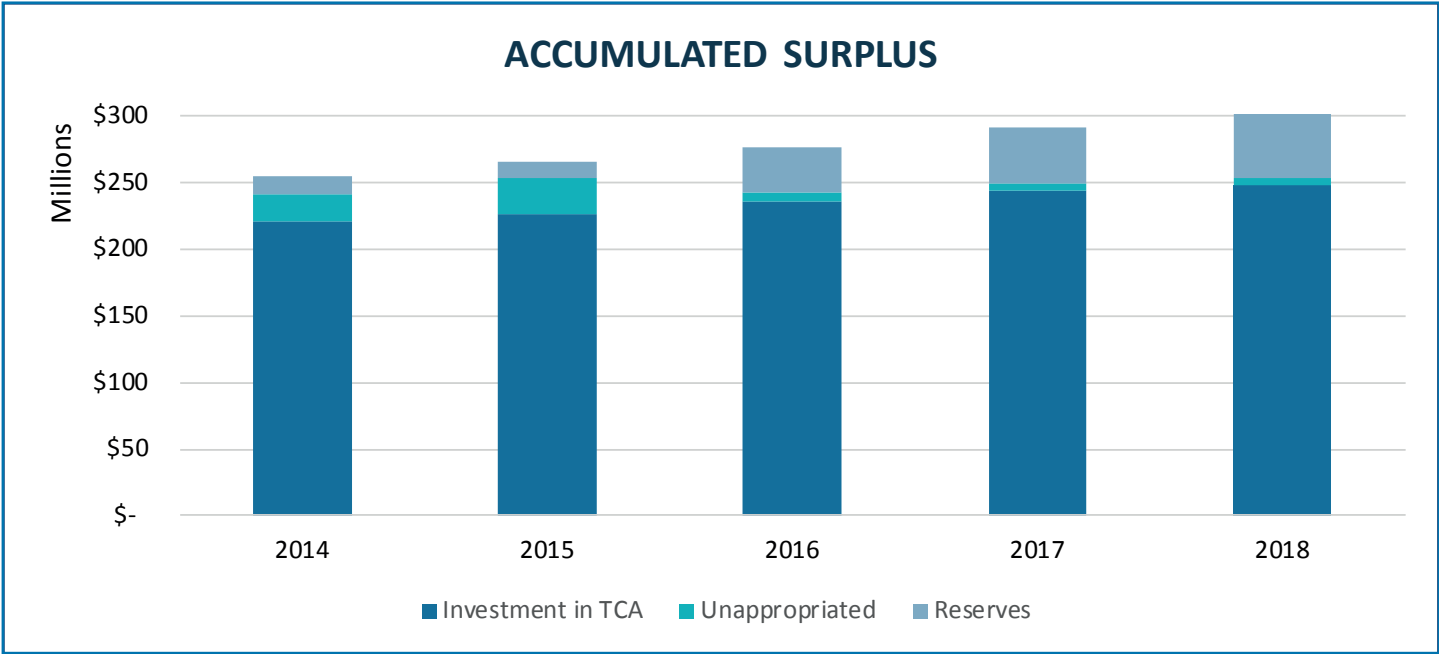
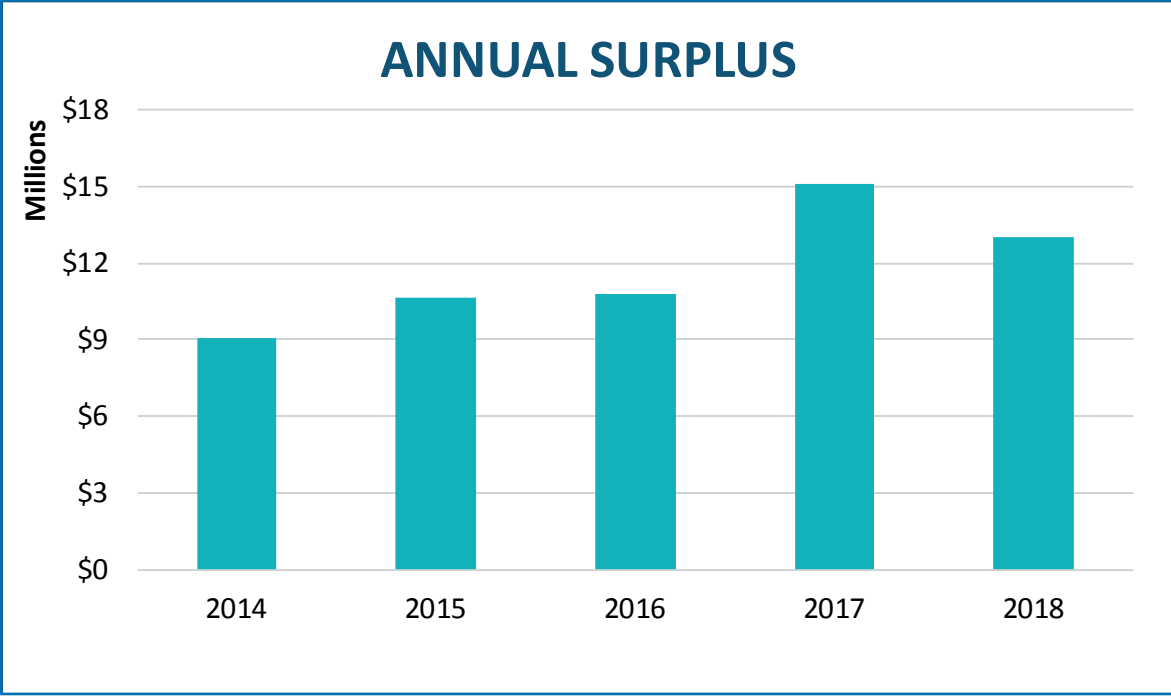
Source: Finance Department

	2014	2015	2016	2017	2018
Amortization	\$ 8,820,951	\$ 8,801,989	\$ 8,828,021	\$ 8,903,210	\$ 9,381,614
Interest & debt issue	558,935	384,631	332,803	301,647	420,457
Operating expenses	21,833,099	22,698,189	24,528,582	24,735,742	24,753,427
Wages & benefits	19,696,619	19,791,067	21,085,751	22,167,024	23,062,118
Total expenses by object	\$ 50,909,604	\$ 51,675,876	\$ 54,775,157	\$ 56,107,623	\$ 57,617,616



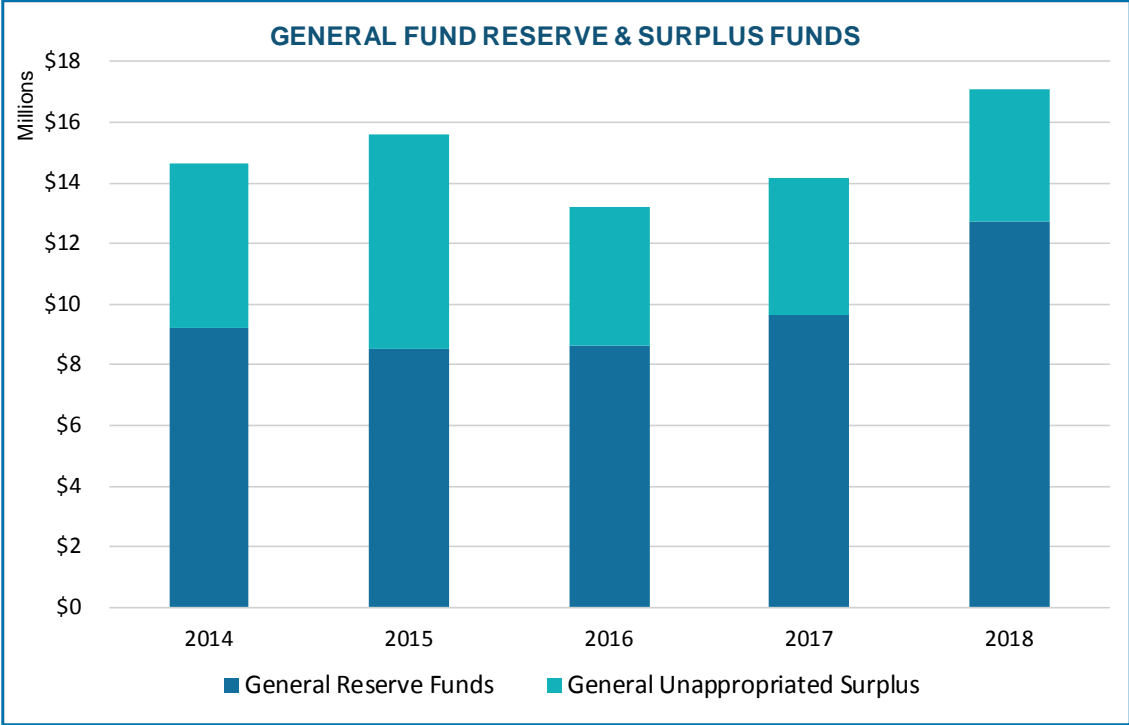
ANNUAL SURPLUS

Source: Finance Department



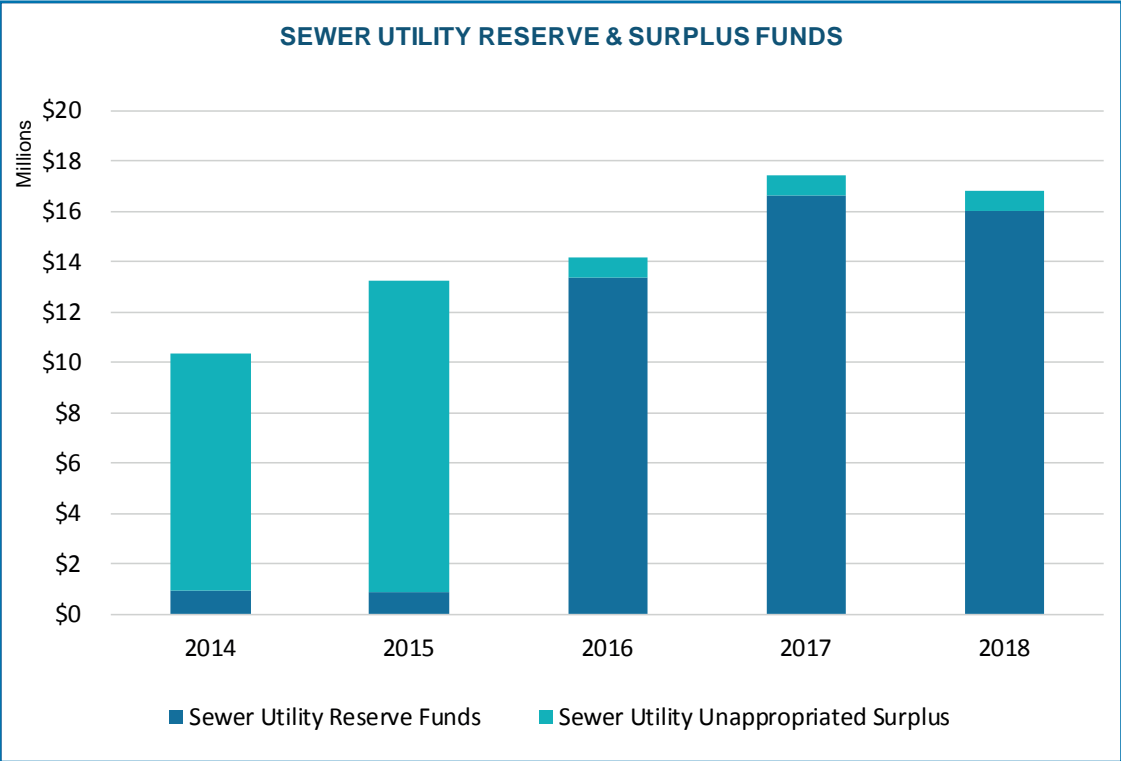
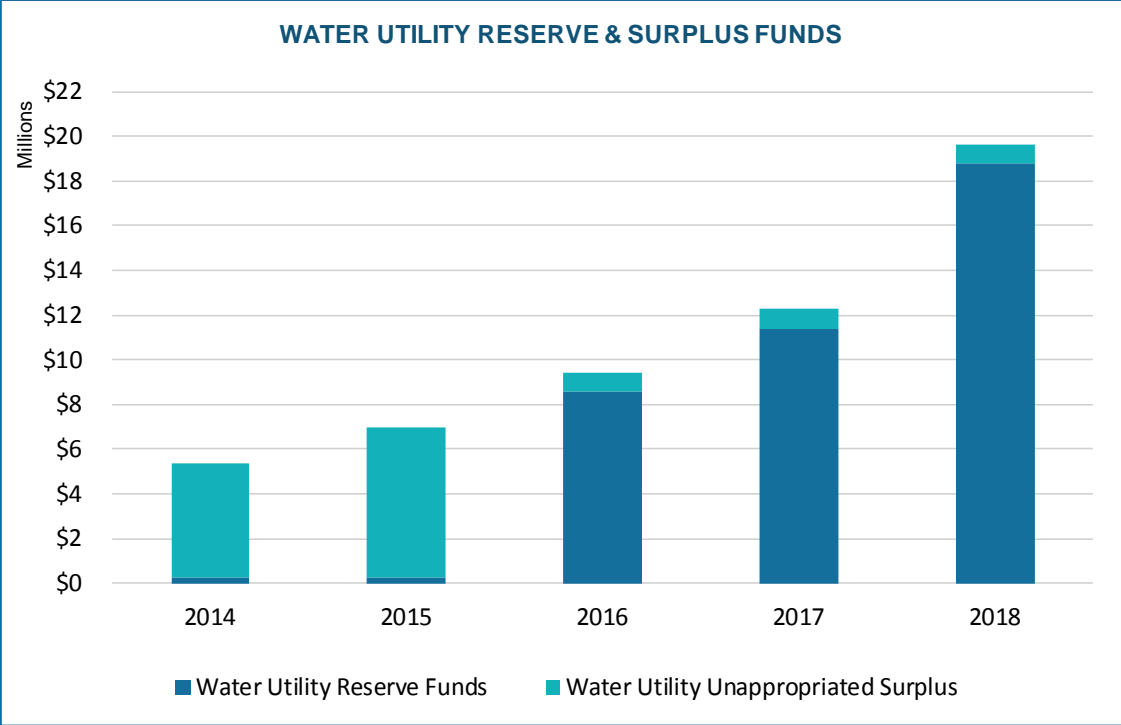
SURPLUS/EQUITY FUNDS

Source: Finance Department



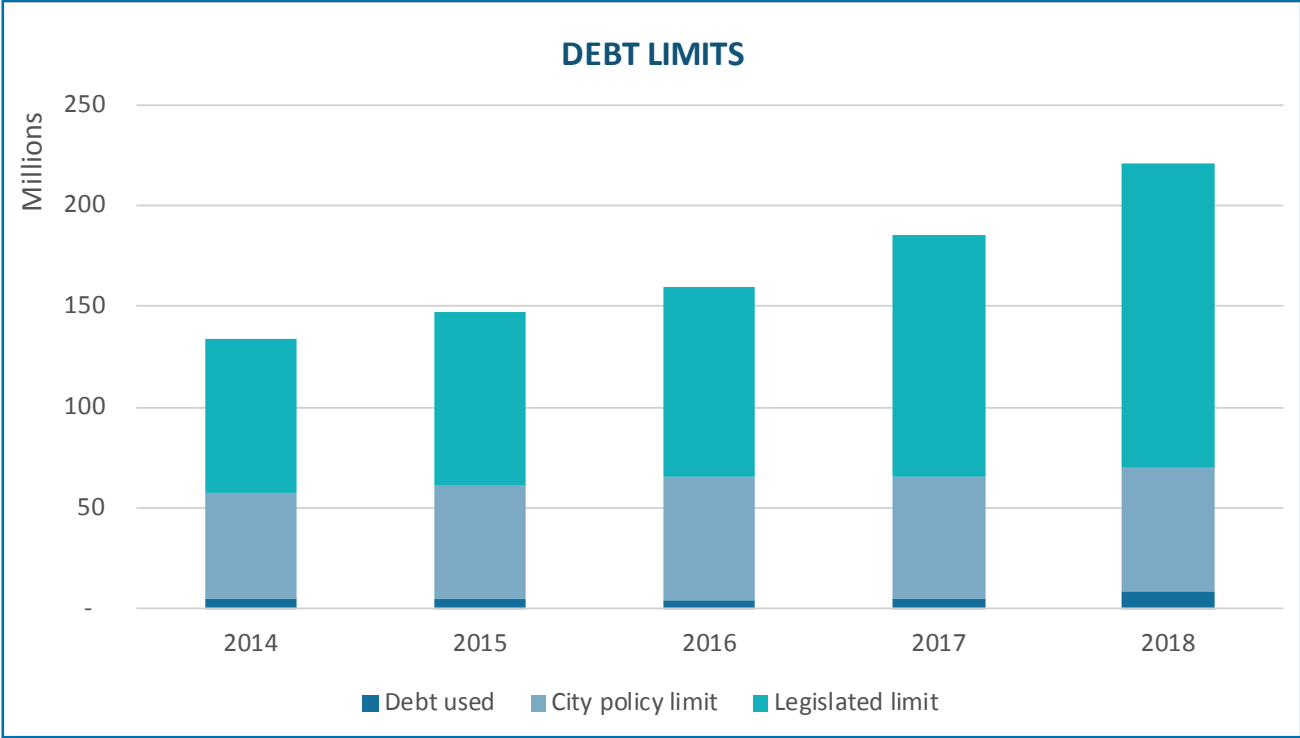
SURPLUS/EQUITY FUNDS

Source: Finance Department



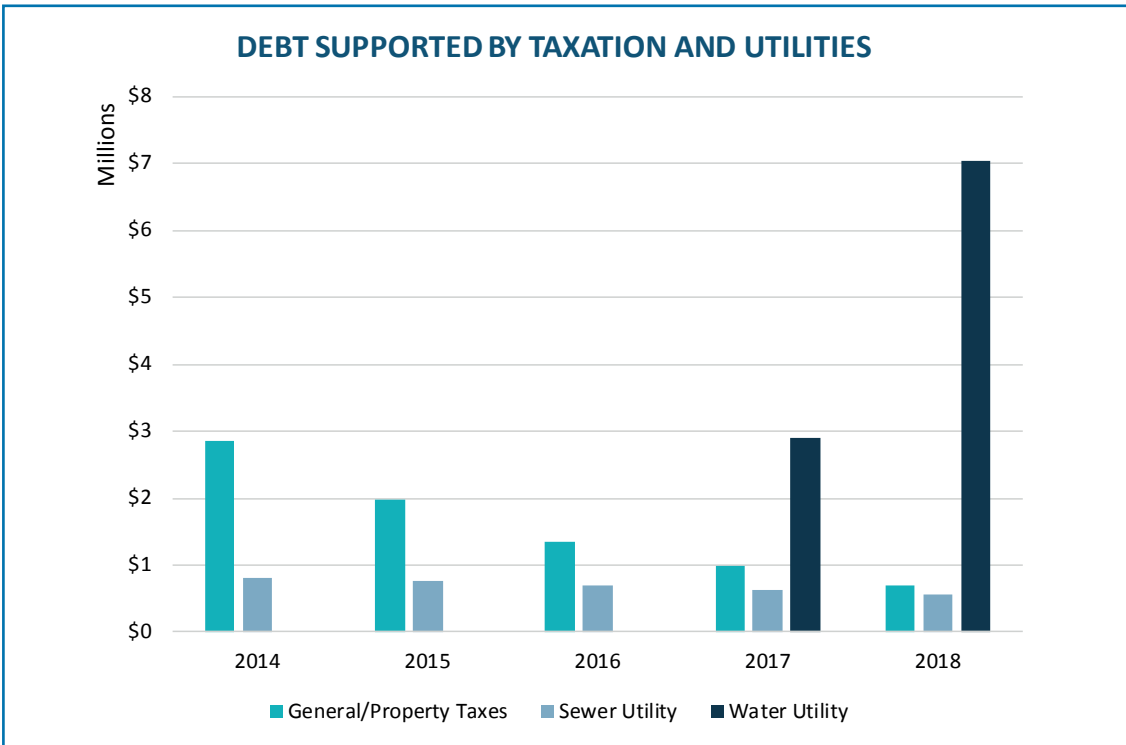
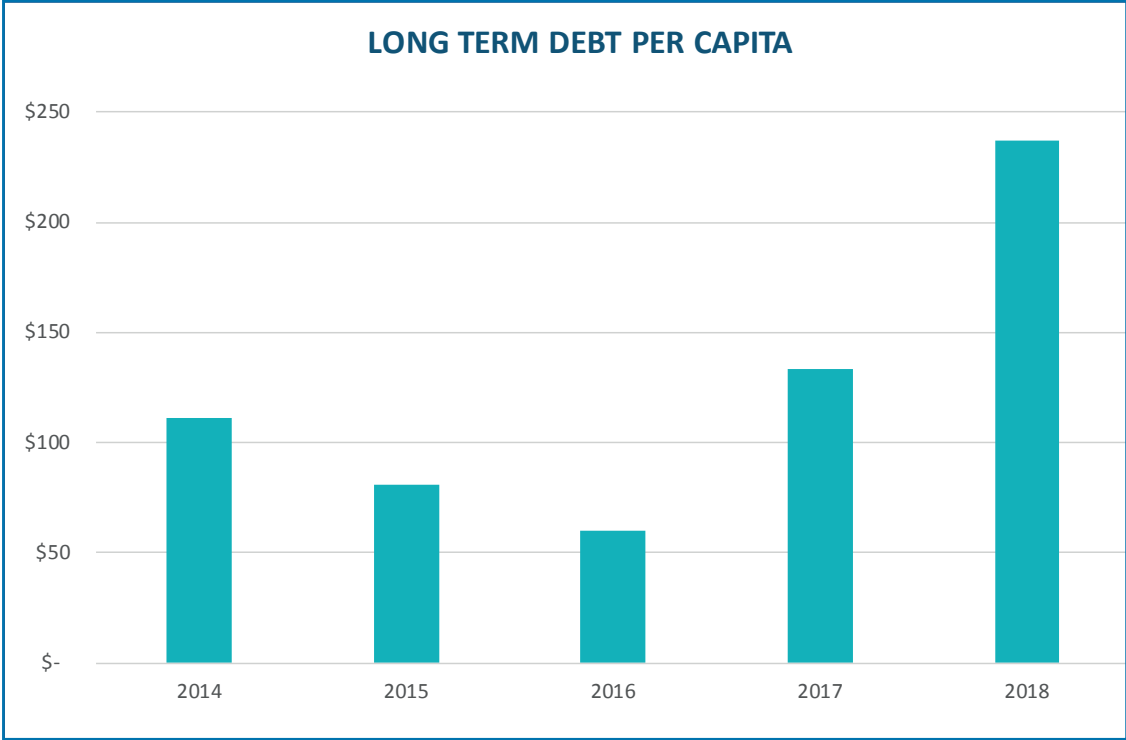
DEBT

Source: Finance Department



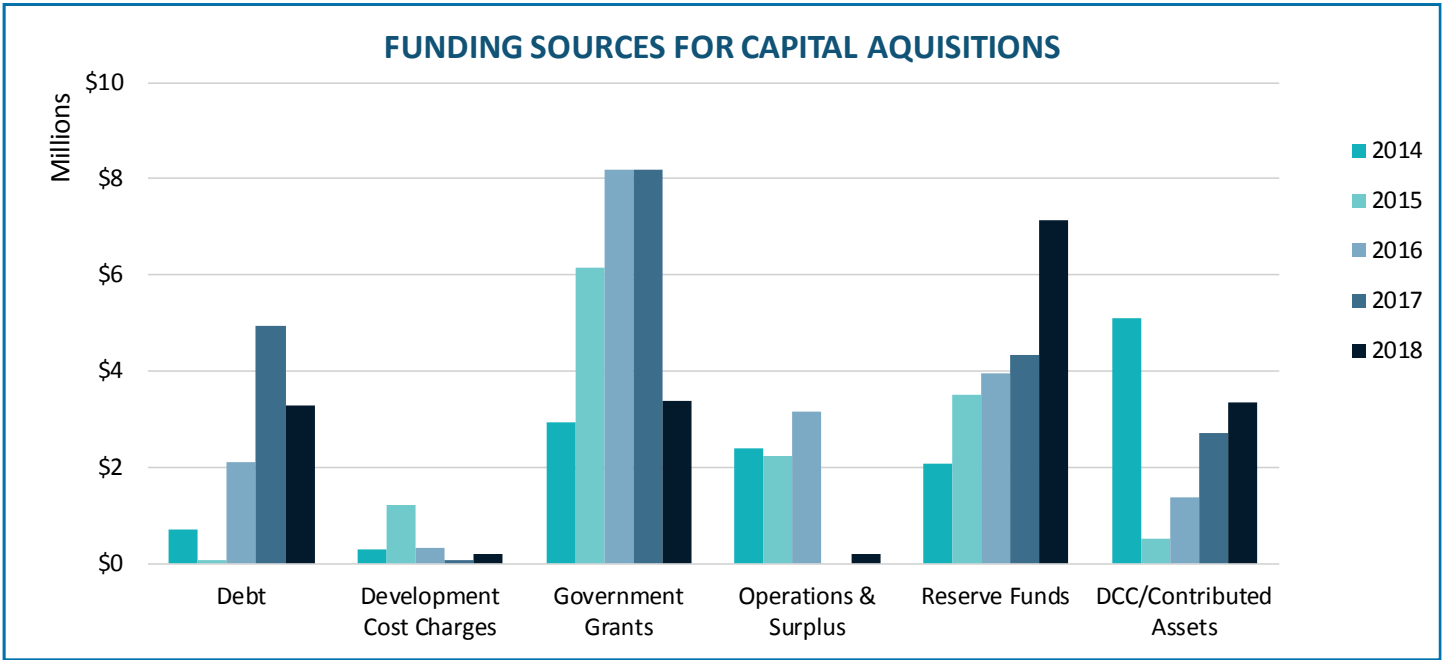
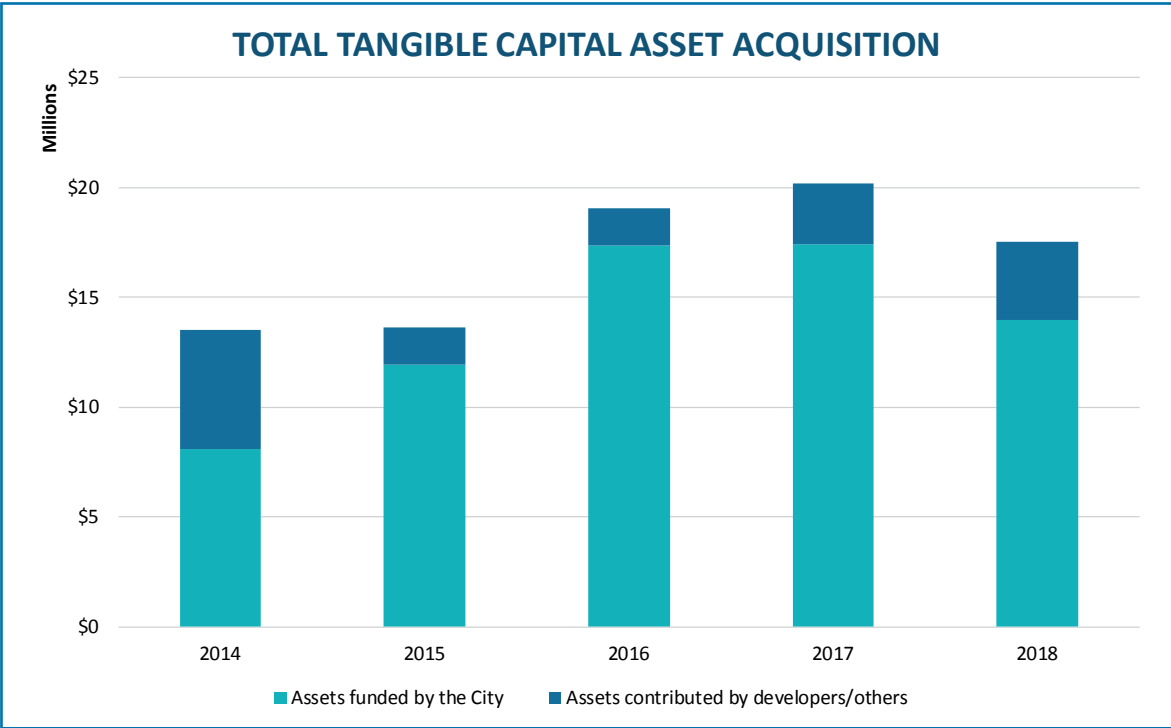
DEBT

Source: Finance Department



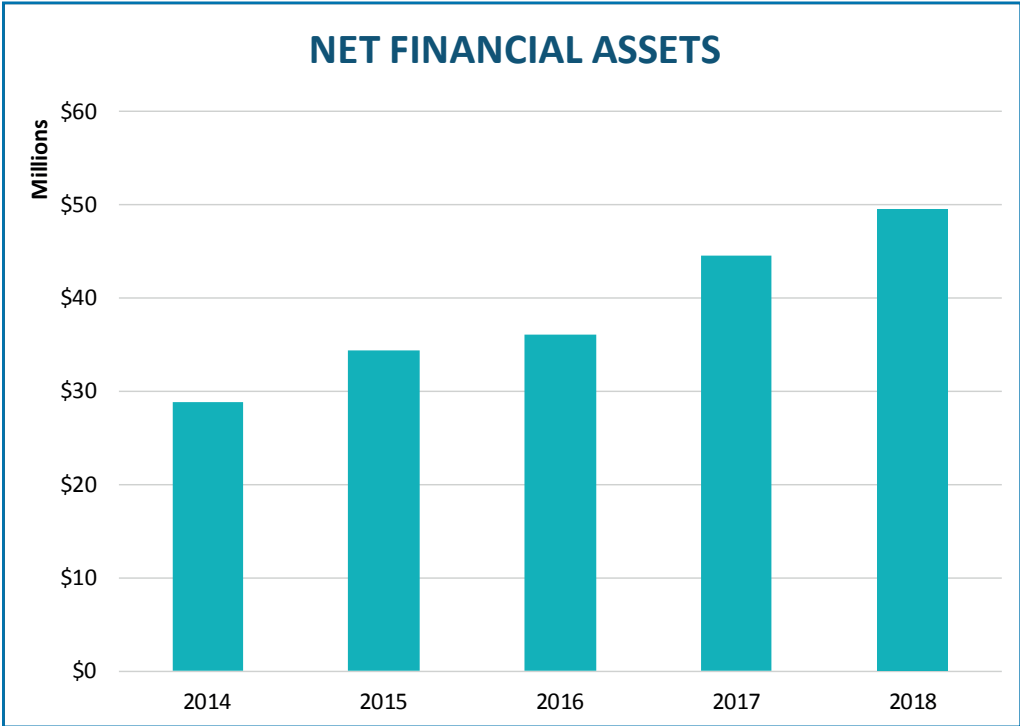
TAGINBLE CAPITAL ASSETS

Source: Finance Department



NET FINANCIAL ASSETS

Source: Finance Department

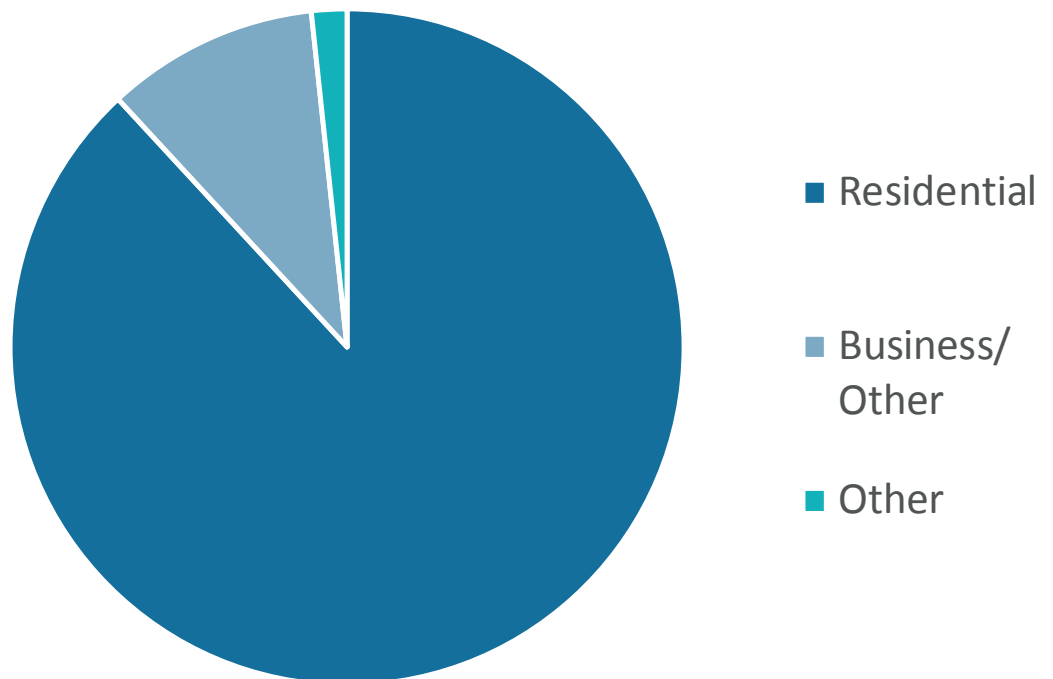


TAXATION & ASSESSMENT

Source: Finance Department & B.C. Assessment Revised Roll

	2014	2015	2016	2017	2018
Residential	3,412,308,989	3,551,128,780	3,704,186,407	3,942,565,595	4,601,169,069
Business/ Other	455,604,650	461,029,810	461,393,610	493,710,650	532,348,700
Utilities	31,047,400	31,544,900	30,623,800	30,925,700	31,296,300
Major Industry	3,912,500	4,042,000	4,038,200	4,063,100	4,106,100
Light Industry	25,845,300	25,697,300	25,571,500	25,140,200	25,133,800
Managed Forest	9,796,900	11,462,400	12,083,700	14,805,200	16,964,700
Recreational/ NonProfit	15,253,100	14,048,500	13,886,600	13,751,000	11,057,600
Farm	267,413	269,633	274,715	255,931	215,723
TOTAL	\$ 3,954,036,252	\$ 4,099,223,323	\$ 4,252,058,532	\$ 4,525,217,376	\$ 5,222,291,992
% Change	2.8%	3.7%	3.7%	6.4%	15.4%

2018 ASSESSMENT BY PROPERTY CLASS



PROPERTY TAX COLLECTION

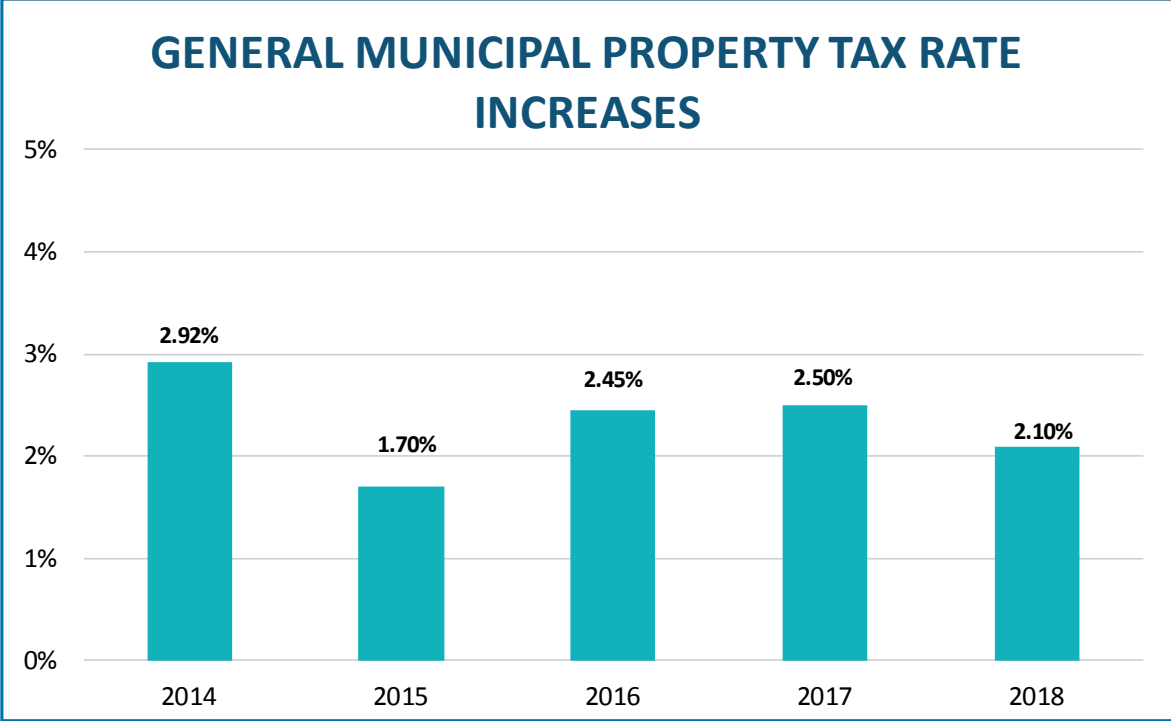
Source: Finance Department

	2013	2014	2015	2016	2017	2018
Municipal Taxes	24,303,884	25,508,093	26,507,914	27,683,998	29,301,339	30,377,222
Other Taxing Authorities	23,189,831	24,043,624	24,587,052	26,437,033	27,310,822	28,265,040
Municipal Utilities User Fees	9,002,378	9,478,074	10,179,309	10,891,584	11,665,281	12,077,820
Parcel Taxes	1,197,093	1,199,441	1,368,761	1,377,214	1,381,136	1,554,614
1% Utility Grants	477,960	479,462	478,899	482,646	482,682	519,780
Local Service Taxes	105,413	100,510	99,306	93,784	99,056	91,721
Business Improvement Areas	55,740	58,532	67,527	70,639	68,636	73,689
Total Current Taxes Levied¹	\$ 58,332,299	\$ 60,867,736	\$ 63,288,768	\$ 67,036,897	\$ 70,308,952	\$ 72,959,887
Current taxes collected	57,123,899	59,652,594	61,802,539	65,931,005	69,119,126	71,743,018
Current taxes outstanding at December 31	1,208,400	1,215,142	1,486,229	1,105,892	1,189,826	1,216,869
% of current taxes collected	97.9%	98.0%	97.7%	98.4%	98.3%	98.3%

Note: excludes grants in lieu of tax, interest and penalties.

TAXATION & ASSESSMENT

Source: Finance Department



NEW CONSTRUCTION

Source: Finance Department

2018 NON-MARKET ASSESSMENT

Class	2014	2015	2016	2017	2018
Residential	55,014,213	47,846,142	35,093,634	108,017,400	79,532,538
Utility	(1,000)	406,000	1,500	-	92,700
Major Industry	619,000	274,500	38,200	-	-
Light Industry	247,400	240,000	(2,000)	(925,500)	(814,600)
Business/Other	12,299,500	2,483,507	(4,162,250)	690,690	8,382,100
Managed Forest	(1,986,600)	1,006,300	(13,400)	1,179,200	327,800
Recreation/Non-Profit	353,800	(581,100)	96,300	(516,000)	(2,793,000)
Farm	43,027	(1,517)	7	(15,661)	(40,210)
	\$ 66,589,340	\$ 51,673,832	\$ 31,051,991	\$ 108,430,129	\$ 84,687,328

REVENUES FROM NON-MARKET CHANGE

Class	2014	2015	2016	2017	2018
Residential	307,411	252,621	190,909	525,704	518,723
Utility	(19)	12,497	-	-	7,785
Major Industry	18,916	6,249	-	-	-
Light Industry	2,893	3,571	(3,636)	(10,802)	(1,240)
Business/Other	143,825	44,633	(20,909)	(20,704)	74,897
Managed Forest	(12,155)	(893)	(1,818)	14,403	39,890
Recreation/Non-Profit	2,306	(2,678)	5,455	(3,601)	1,771
Farm	-	-	-	-	(74)
	\$ 463,177	\$ 316,000	\$ 170,001	\$ 505,000	\$ 641,753

PRINCIPAL TAXPAYERS

Source: Finance Department

2018 TOP TEN MUNICIPAL TAXPAYERS		
Owner	Description	Total Municipal Taxes
CAPITAL GENERATION SERVICES INC	Capital Power Generating Station	\$ 852,941
DISCOVERY HARBOUR HOLDINGS	Discovery Harbour Shopping Centre	\$ 416,281
MARINER HOLDINGS LTD	Mariner Square Shopping Centre	\$ 325,224
RAVEN FOREST PRODUCTS LTD	Merecroft Village Shopping Centre	\$ 215,819
A B EDIE EQUITIES INC	Campbell River Common	\$ 149,760
0942069 BC LTD	Discovery LNG Site	\$ 115,624
REALSTREAM INC	Timberline Village Shopping Centre	\$ 105,996
HILLSBOROUGH RESOURCES INC	Quinsam Coal Mine	\$ 105,352
TYEE PLAZA GP INC	Tyee Plaza Shopping Centre	\$ 101,367
VIEW INVESTMENTS LTD	Discovery Inn Hotel	\$ 85,817

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Health, Housing and Community Services			
British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)	891 13th Ave (portion of)	100%	\$ 1,408
Campbell River Air Youth Association	2371 Airport Dr	100%	\$ 2,892
Campbell River Alano Club	301 10th Ave	100%	\$ 2,270
Campbell River and District Association for Community Living	301 Dogwood St	100%	\$ 9,042
Campbell River and District Association for Community Living	435 Jesmar Pl	100%	\$ 1,879
Campbell River and District Association for Community Living	1065 Greenwood St	100%	\$ 1,644
Campbell River and District Association for Community Living	1185 Greenwood St	100%	\$ 2,802
Campbell River and District Association for Community Living	1153 Greenwood St	100%	\$ 7,767
Campbell River and District Association for Community Living	1261 Shellbourne Blvd	100%	\$ 1,122
Campbell River and District Association for Community Living	1841 Island Hwy	100%	\$ 2,263
Campbell River and District Association for Community Living	1851 Island Hwy	100%	\$ 1,067
Campbell River and District Food Bank Society	1393 Marwalk Cres	100%	\$ 3,329
Campbell River and District Senior Housing Society	1441 Ironwood St	100%	\$ 282
Campbell River and North Island Transition Society	608 Alder St	100%	\$ 1,960
Campbell River and North Island Transition Society	1116 Dogwood St	100%	\$ 834
Campbell River Child Care Society	1048 Hemlock St	100%	\$ 3,038
Campbell River Child Care Society	394 Leishman Rd	100%	\$ 3,568
Campbell River Dragon Boat Society	1400 Ironwood St (portion of)	100%	\$ 1,176
Campbell River Family Services Society	427 10th Ave (portion of)	100%	\$ 4,492
Campbell River Head Injury Support Society	591 9th Ave	100%	\$ 3,105
Campbell River Head Injury Support Society	1710 16th Ave	100%	\$ 3,754
Campbell River Head Injury Support Society	1720 16th Ave	100%	\$ 3,754

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Campbell River Hospice Society	440 Evergreen Rd	100%	\$ 3,118
Campbellton Neighbourhood Association (Community Garden)	1721 15th Ave	100%	\$ 1,594
Campbellton Neighbourhood Association (Community Garden)	1741 15th Ave	100%	\$ 1,586
Canadian Red Cross Society	520 2nd Ave (portion of)	100%	\$ 1,623
Communitas Supportive Care Society	A-1423 16th Ave	100%	\$ 6,455
Discovery Masonic Temple Association	2905 Island Hwy (portion of)	25%	\$ 1,114
Fraternal Order of Eagles 3097	1999 14th Ave	100%	\$ 9,490
Governing Council of the Salvation Army	1381 Cedar St	100%	\$ 5,736
Greenways Land Trust (Laughing Willow Community Garden)	1909 Lawson Grove	100%	\$ 1,418
Habitat for Humanity Vancouver Island North Society	1725 Willow St (portion of)	100%	\$ 13,376
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14th Ave	100%	\$ 1,955
Navy League of Canada	911 - 931 13th Ave	100%	\$ 2,570
North Island Supportive Recovery Society	647 Birch St	100%	\$ 1,097
Opportunities Career Services Society	101 - 300 St. Ann's Road	100%	\$ 3,731
St. John Society BC and Yukon	170 Dogwood St	100%	\$ 3,805
St. John Society BC and Yukon	675 2nd Ave	100%	\$ 1,855
The John Howard Society of North Island	980 Alder St (portion of)	100%	\$ 6,529
The John Howard Society of North Island	140-10th Ave	100%	\$ 11,791
The John Howard Society of North Island	91 Dogwood St	100%	\$ 1,551
Total Change Ministries	1691 Island Hwy (portion of)	100%	\$ 2,538
Willow Point Lions Club Society	2165 Island Hwy S	100%	\$ 3,818
Willow Point Supportive Living Society	100 142 Larwood Rd	100%	\$ 13,691
Willow Point Supportive Living Society	1 142 Larwood Rd	100%	\$ 905

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Willow Point Supportive Living Society	2 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	3 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	4 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	5 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	8 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	9 142 Larwood Rd	100%	\$ 742
Willow Point Supportive Living Society	10 142 Larwood Rd	100%	\$ 753
Willow Point Supportive Living Society	12 142 Larwood Rd	100%	\$ 5,364
Health, Housing and Community Services Total			\$ 175,385

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Culture and Recreation			
Association Francophone de Campbell River	891 13th Ave (portion of)	100%	\$ 1,783
Campbell River Curling Club	260 Cedar St	100%	\$ 10,630
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	100%	\$ 96
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	100%	\$ 4,017
Campbell River Gun Club Society	2600 Quinsam Rd	100%	\$ 1,148
Campbell River Gymnastics Association	1394A Marwalk Crescent	100%	\$ 6,017
Campbell River Minor Hockey Association	225 Dogwood St S (portion of)	100%	\$ 521
Campbell River Motocross Association	7021 Gold River Hwy	100%	\$ 1,706
Campbell River Trail Riders Association	900 Parkside Dr	100%	\$ 3,406
Campbell River Tyee Judo Club	450B Merecroft Rd	100%	\$ 1,570
Campbell River Wado Karate Club	450A Merecroft Rd	100%	\$ 1,570
Campbell River Youth Soccer Association	450 Merecroft Rd	100%	\$ 1,126
Nature Trust of BC	3200 Willow Creek Rd	100%	\$ 3,277
River City Players Society	1080 Hemlock St	100%	\$ 4,275
Storey Creek Golf & Recreation Society	300 McGimpsey Rd	100%	\$ 27,403
Culture and Recreation Total			\$ 68,545

City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	% PTE Awarded	City Taxes
Property Used for City Purposes			
Campbell River & District Museum and Archives Society (Museum)	470 Island Hwy	100%	\$ 58,288
Campbell River & District Museum and Archives Society (Haig-Brown)	2250 Campbell River Rd	100%	\$ 4,722
Campbell River Arts Council	2131 S Island Hwy	100%	\$ 5,246
Campbell River Chamber of Commerce	900 Alder St (portion of)	100%	\$ 238
Campbell River Eagles Water Ski Club	Mclvor Lake Park	100%	\$ 545
Campbell River Seniors Society	1400 Ironwood St (portion of)	100%	\$ 6,357
Campbell River Maritime Heritage Society	621 Island Hwy	100%	\$ 35,903
Campbell River Public Art Gallery	1235 Shoppers Row (portion of)	100%	\$ 5,129
Campbell River Search and Rescue Society	261 Larwood Rd	100%	\$ 13,604
North Island 911 Corporation	275 to 385 S Dogwood St	100%	\$ 1,099
Coastal Animal Control Services	275 to 385 S Dogwood St	100%	\$ 1,499
Community Futures Development Corporation of Strathcona	900 Alder St (portion of)	100%	\$ 544
Comox Valley Regional District	6300 Argonaut Road	100%	\$ 4,549
Comox Valley Regional District	6700 Argonaut Road	100%	\$ 6,272
Greenways Land Trust	2251 Campbell River Rd	100%	\$ 6,347
Eagles Found Bicycle Program	900 Alder St (portion of)	100%	\$ 117
Nature Conservancy of Canada	2485 Island Hwy	100%	\$ 4,455
Nature Trust of BC	1201 Homewood Rd	100%	\$ 3,985
Nature Trust of BC	Homewood Rd	100%	\$ 3,082
Strathcona Regional District	103-990 Cedar St	100%	\$ 2,037
Strathcona Regional District	301-990 Cedar St	100%	\$ 1,990
Strathcona Regional District	303-990 Cedar St	100%	\$ 3,028

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Tidemark Theatre Society	1220 Shoppers Row	100%	\$ 16,755
Tourist Information Centre	1235 Shoppers Row (portion of)	100%	\$ 2,564
Volunteer Campbell River	900 Alder St (portion of)	100%	\$ 816
Property Used for City Purposes Total			\$ 189,171

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Churches & Places of Worship			
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood St	100%	\$ 6,772
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	\$ 725
Bethany Evangelical Lutheran Church	201 Birch St	100%	\$ 1,670
Bishop of Victoria (St. Patrick's Parish)	34 Alder St S (portion of)	100%	\$ 3,349
Campbell River Baptist Church	260 S Dogwood St	100%	\$ 727
Campbell River Baptist Church (Private School)	260 S Dogwood St	100%	\$ 3,194
Campbell River Church of Christ	226 Hilchey Rd	100%	\$ 2,122
Campbell River Church of the Way	451 7th Ave	100%	\$ 1,209
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	100%	\$ 1,528
Centre for Spiritual Living Campbell River	516 Dogwood St S	75%	\$ 908
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Rd	100%	\$ 4,330
Foursquare Gospel Church of Canada	403 5th Ave	100%	\$ 1,230
Foursquare Gospel Church of Canada	422 Colwyn St	100%	\$ 1,700
Foursquare Gospel Church of Canada	415 5th Ave	100%	\$ 814
Governing Council of Salvation Army in Canada	271 Mclean St	100%	\$ 2,184
Guru Nanak Sikh Society	735 Pinecrest Rd	100%	\$ 3,218
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Mercroft Rd	100%	\$ 4,052
Radiant Life Community Church	1251 Cypress St	100%	\$ 2,244
Seventh Day Adventist Church	300 Thulin St	100%	\$ 1,705
Trinity Presbyterian Church	145 Simms Rd	100%	\$ 2,554
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	100%	\$ 2,725
Trustees United Church of Canada	415 Pinecrest Rd	100%	\$ 2,630

City of Campbell River | **PERMISSIVE TAX EXEMPTIONS**

Organization	Civic Address	% PTE Awarded	City Taxes
Churches & Places of Worship Total			\$ 51,590
Grand Total			\$ 484,691

City of Campbell River | **GRANTS-IN-AID**

Organization	Grant-In-Aid
Core Operating Assistance	
Campbell River & District Public Art Gallery	\$ 58,000
Campbell River Community Arts Council	\$ 25,000
Campbell River Museum & Archives (Haig Brown House)	\$ 44,500
Campbell River & Archives (Museum)	\$ 184,411
Tidemark Theatre Society	\$ 175,000
Core Operating Assistance Total	\$ 486,911
Ongoing Events and/or Services	
Campbell River Salmon Festival	\$ 20,000
Shoreline Arts Society	\$ 5,000
Volunteer Campbell River	\$ 1,500
Ongoing Events and/or Services Total	\$ 26,500
Discretionary	
Citizens on Patrol	\$ 4,000
Campbell River Volunteer Search & Rescue	\$ 9,500
Greenways Land Trust	\$ 24,000
Discretionary Total	\$ 37,500
One-off Special Events and/or Travel Grants	
Campbell River Art Expo Society	\$ 1,000
Shoreline Musical Theatre Society	\$ 2,500
Words on the Water	\$ 2,000
One-off Special Events and/or Travel Grants Total	\$ 5,500
Recreation & Culture Facility Rental Grants Total	\$ 20,000
Grand Total	\$ 576,411

City of Campbell River | **STRATEGIC COMMUNITY INVESTMENT FUND**

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

Strategic Community Investment Funds	Use	Date	Amount Received
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	2016	\$ 422,430
		2017	\$ 380,250
		2018	\$ 379,099

(2) SCI FUNDS INTENDED USE, PERFORMANCE TARGETS AND PROGRESS MADE:

Traffic Fine Revenue Sharing Portion of the SCI Funds

Intended Use	Support police enforcement over the term of the SCI Agreement
Performance Targets	100% of funds are used to support police enforcement over the term of the SCI Agreement
Progress made to fourth reporting period due June 30, 2017 for the fiscal year ended December 31, 2016	100% of funds received in 2016 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2018 for the fiscal year ended December 31, 2017	100% of funds received in 2017 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2019 for the fiscal year ended December 31, 2018	100% of funds received in 2017 were directed to the police operating budget.



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.

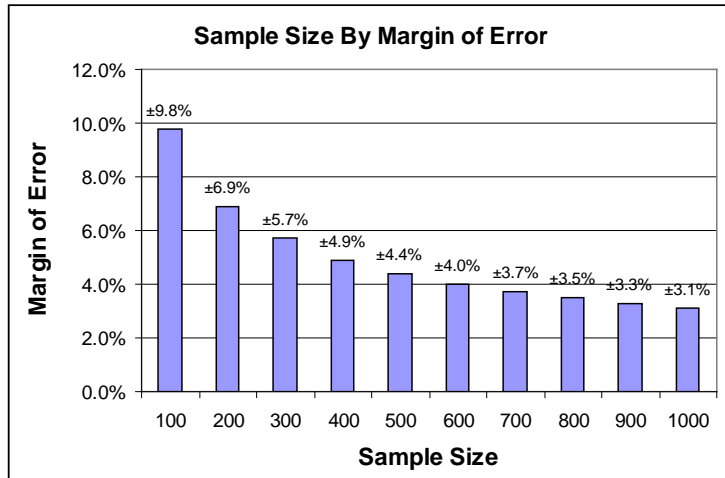
Objectives

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.

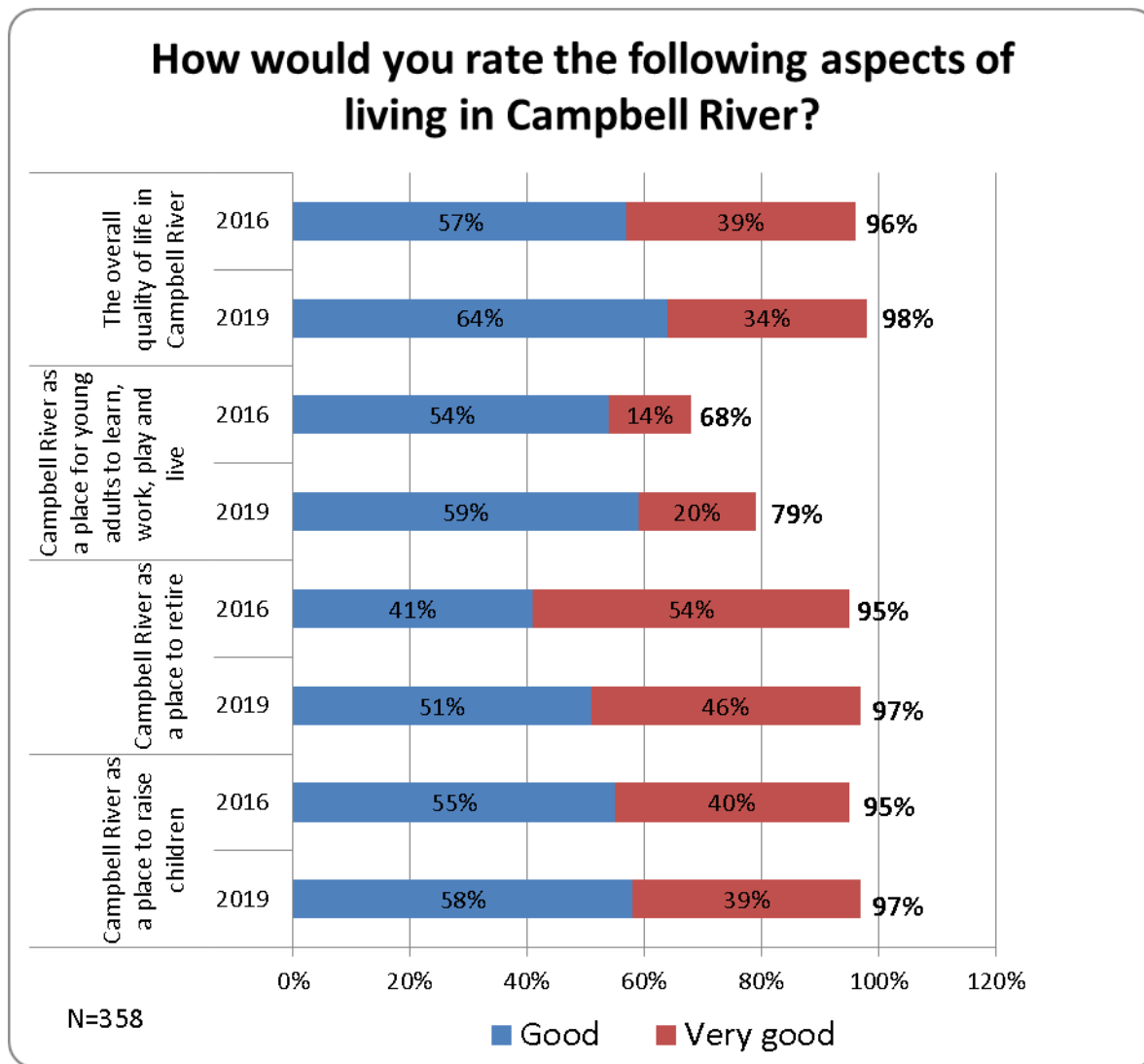
Age	Population from 2016 Census	Unweighted Sample	Weighted Sample
18-44	28%	21%	28%
45-64	30%	30%	30%
65+	42%	48%	42%

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

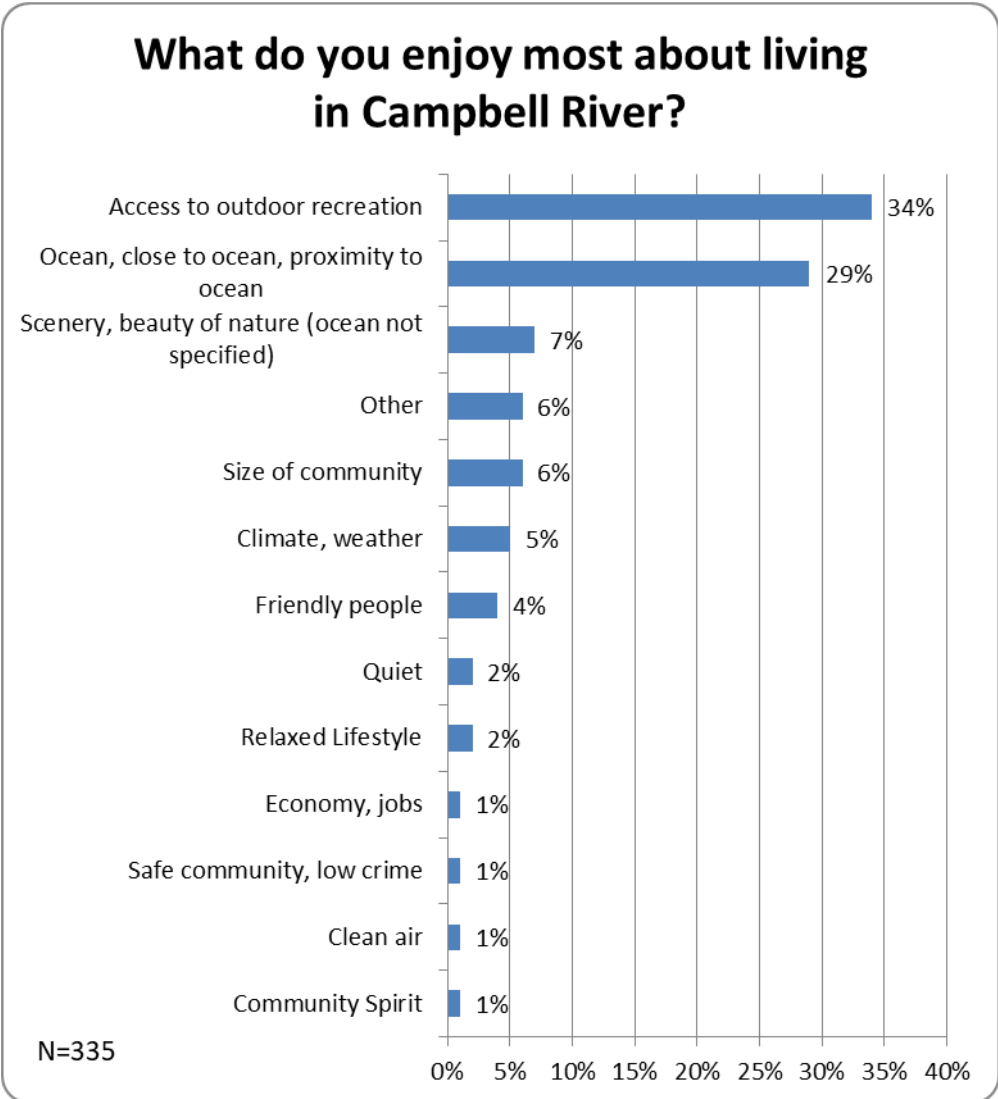


Residents provided high ratings (**98%**) for the *overall quality of life in Campbell River* (very good=**39%** and good=**57%**)

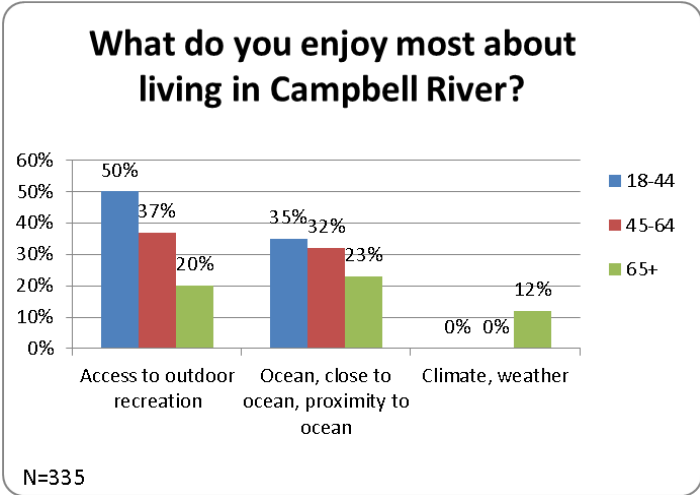
Campbell River was also rated highly (**97%**) as *a place to raise children and a place to retire*.

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

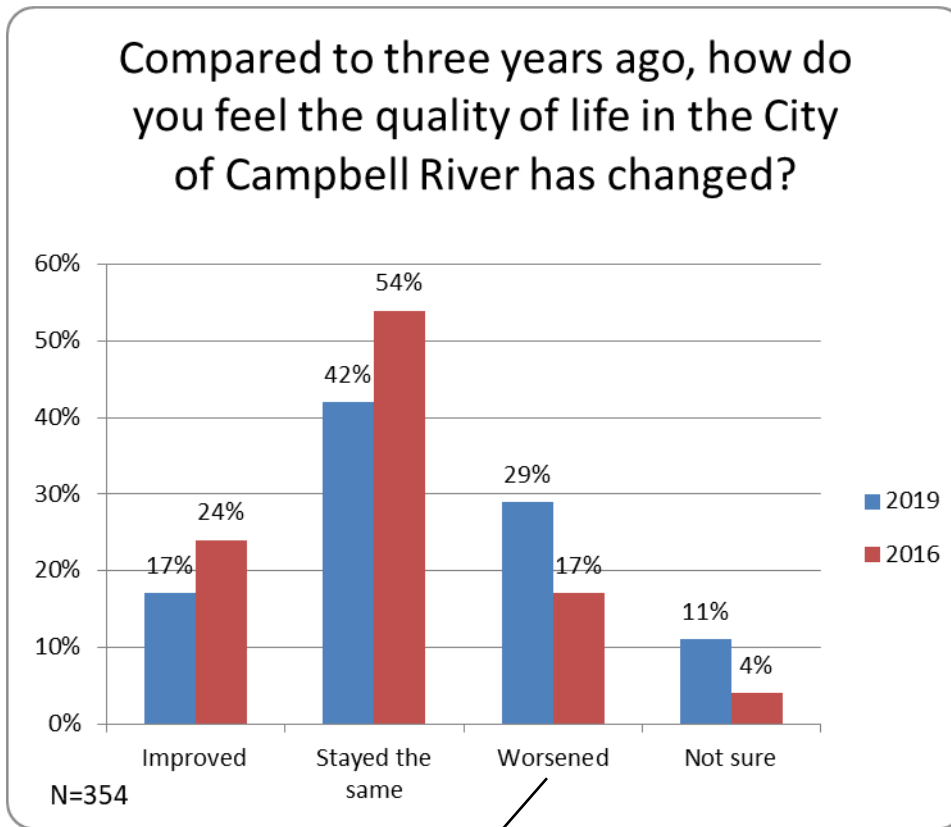


Thirty-four percent of respondents felt their favourite thing about living in Campbell River was *access to outdoor recreation* and a further **29%** indicated their favourite thing was *being close to the ocean*.



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*.

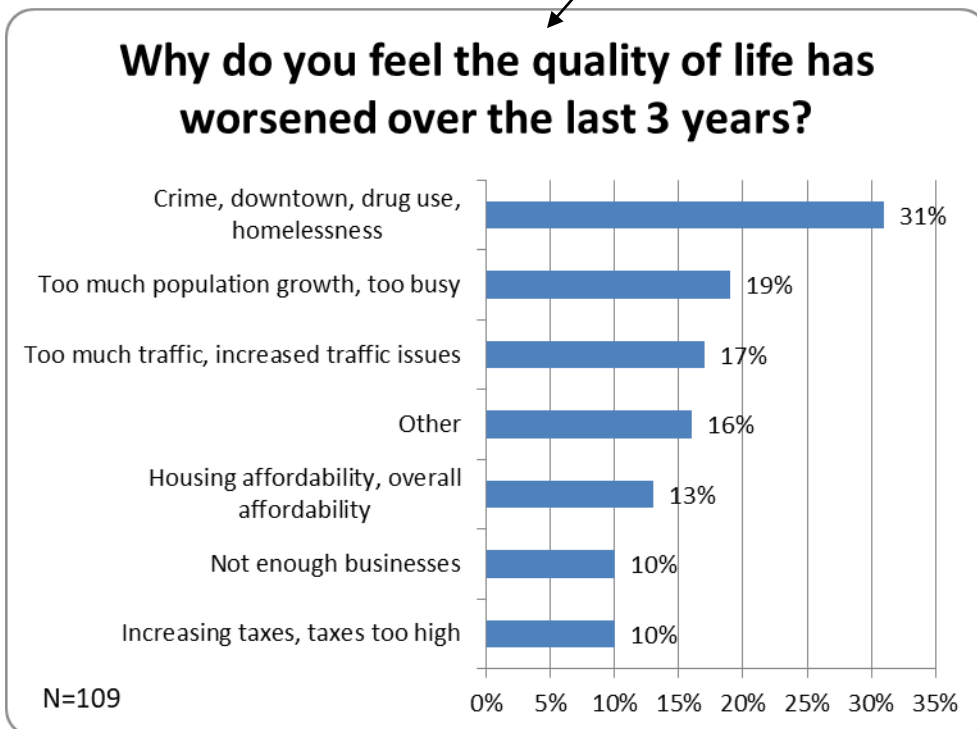
Q3. Quality of life in Campbell River compared to 3 years ago



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

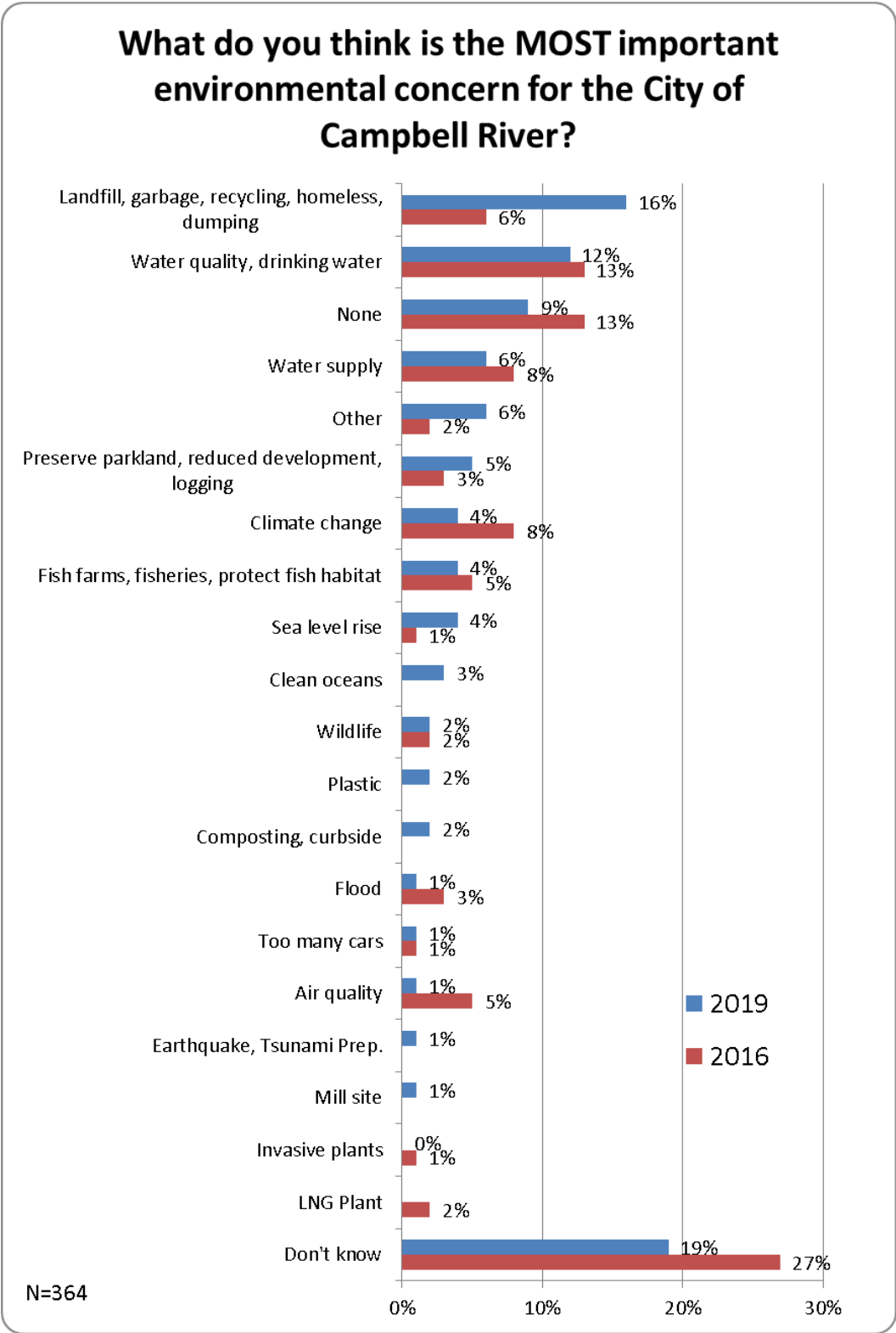
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?

	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.

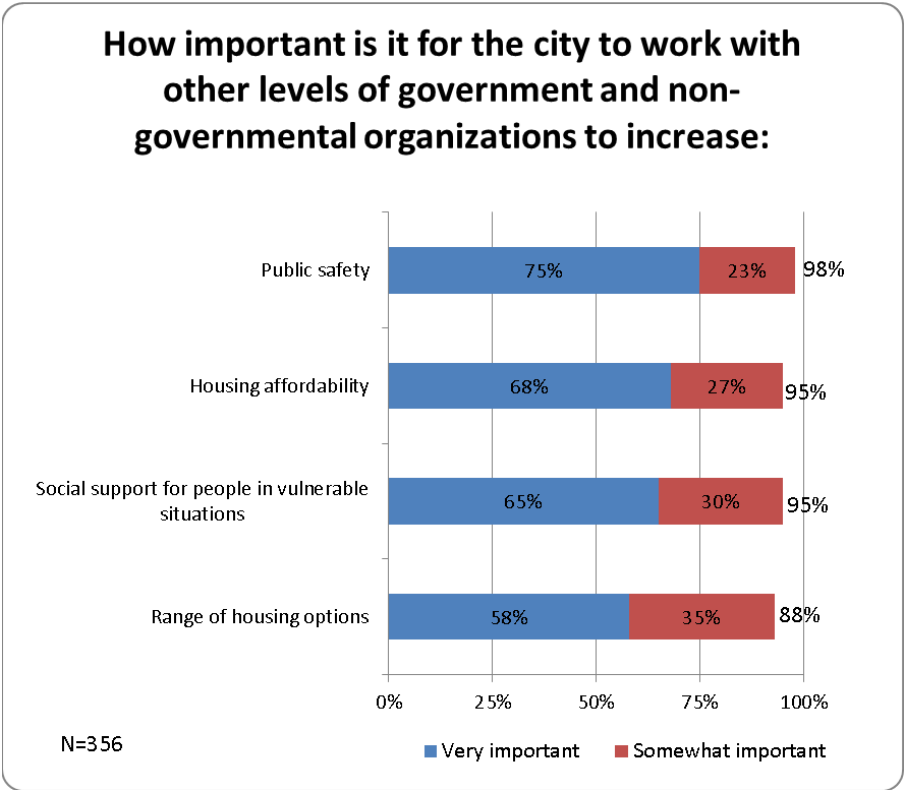
Q5. Most Important Environmental Concern



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

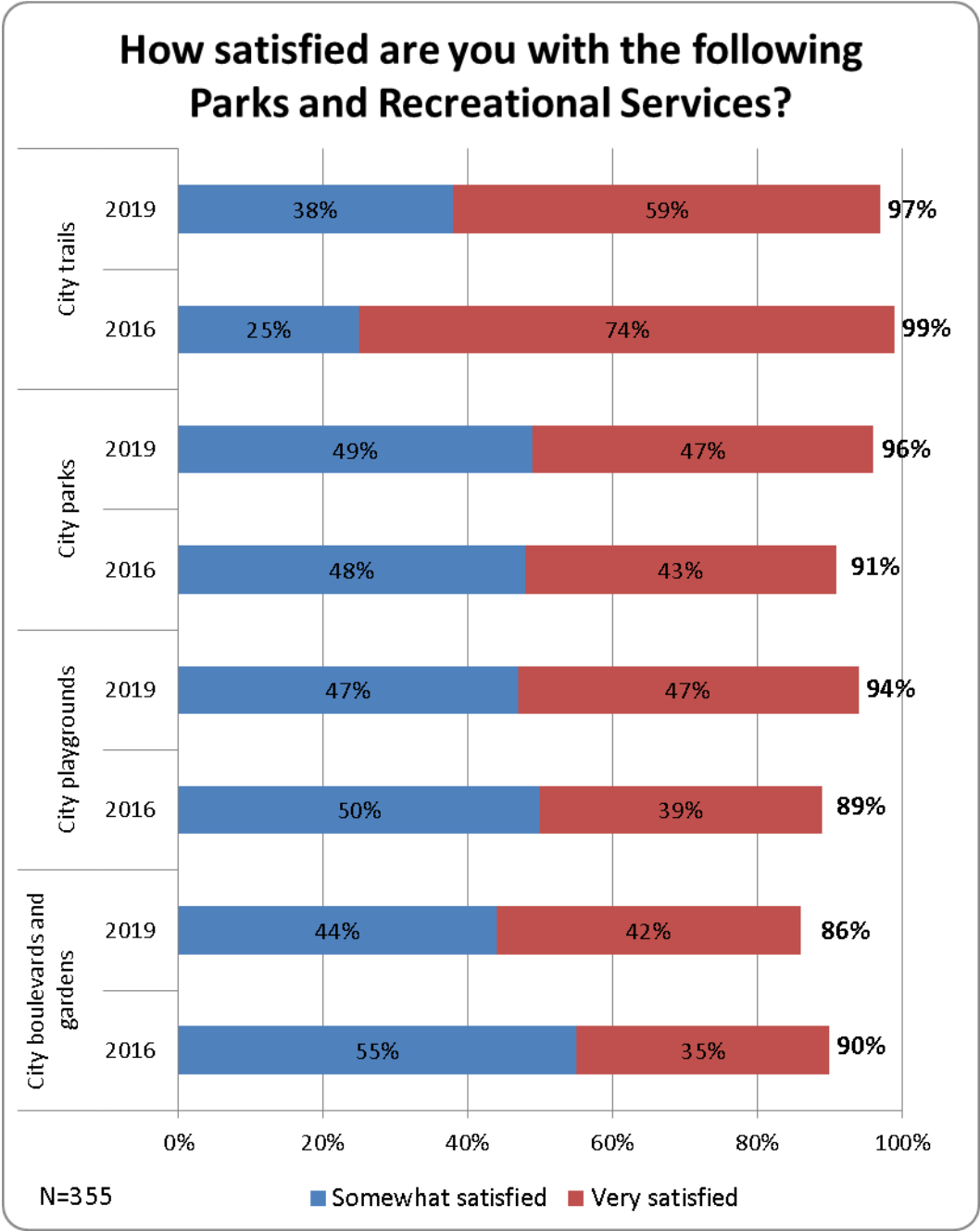


Ninety-eight percent of respondents felt it is important for the city to work with other levels of government on *public safety*.

Thirty-five percent indicated that it was very important to increase *range of housing options*.

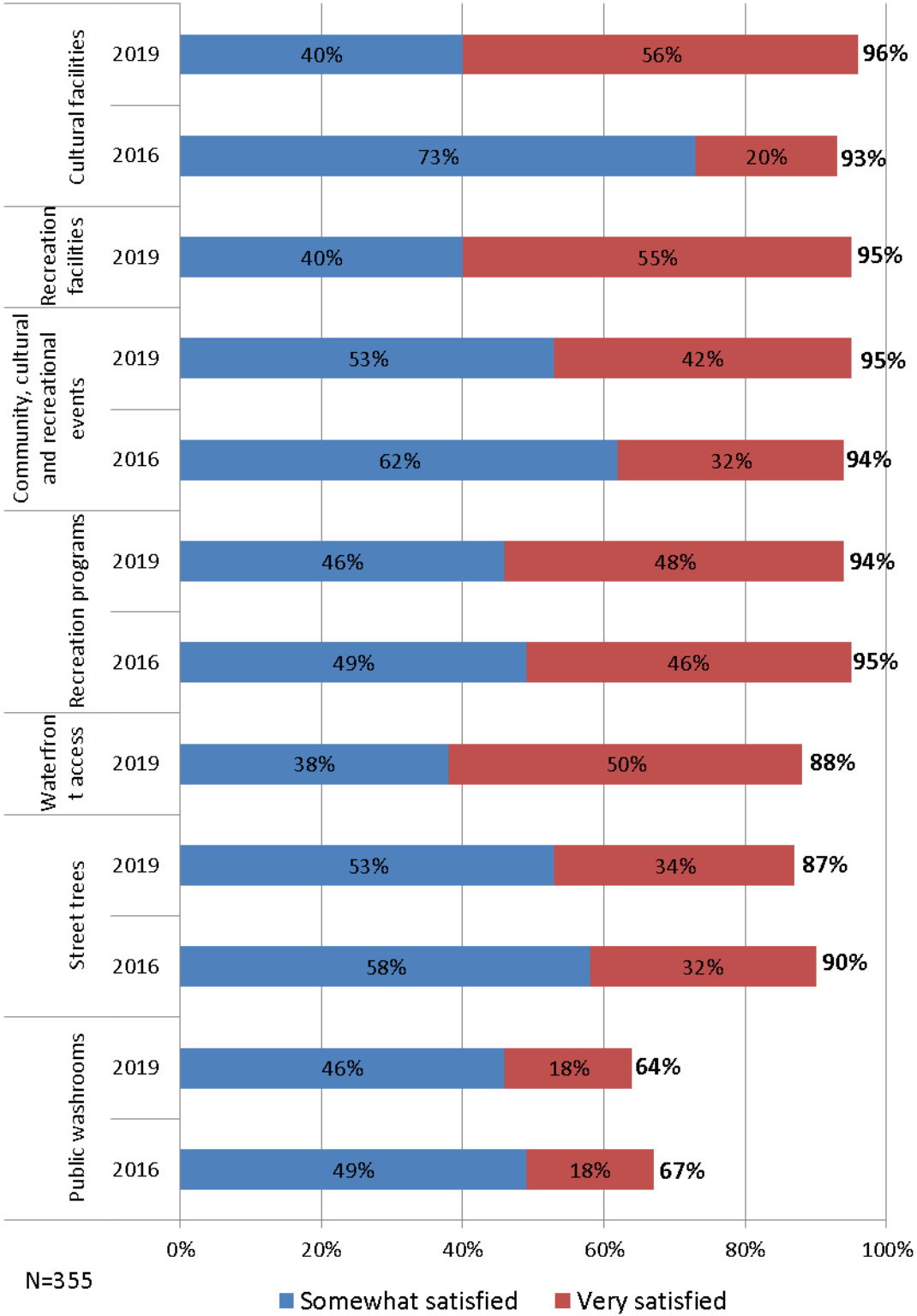
Section 2 – Satisfaction with City Services and Programs

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?

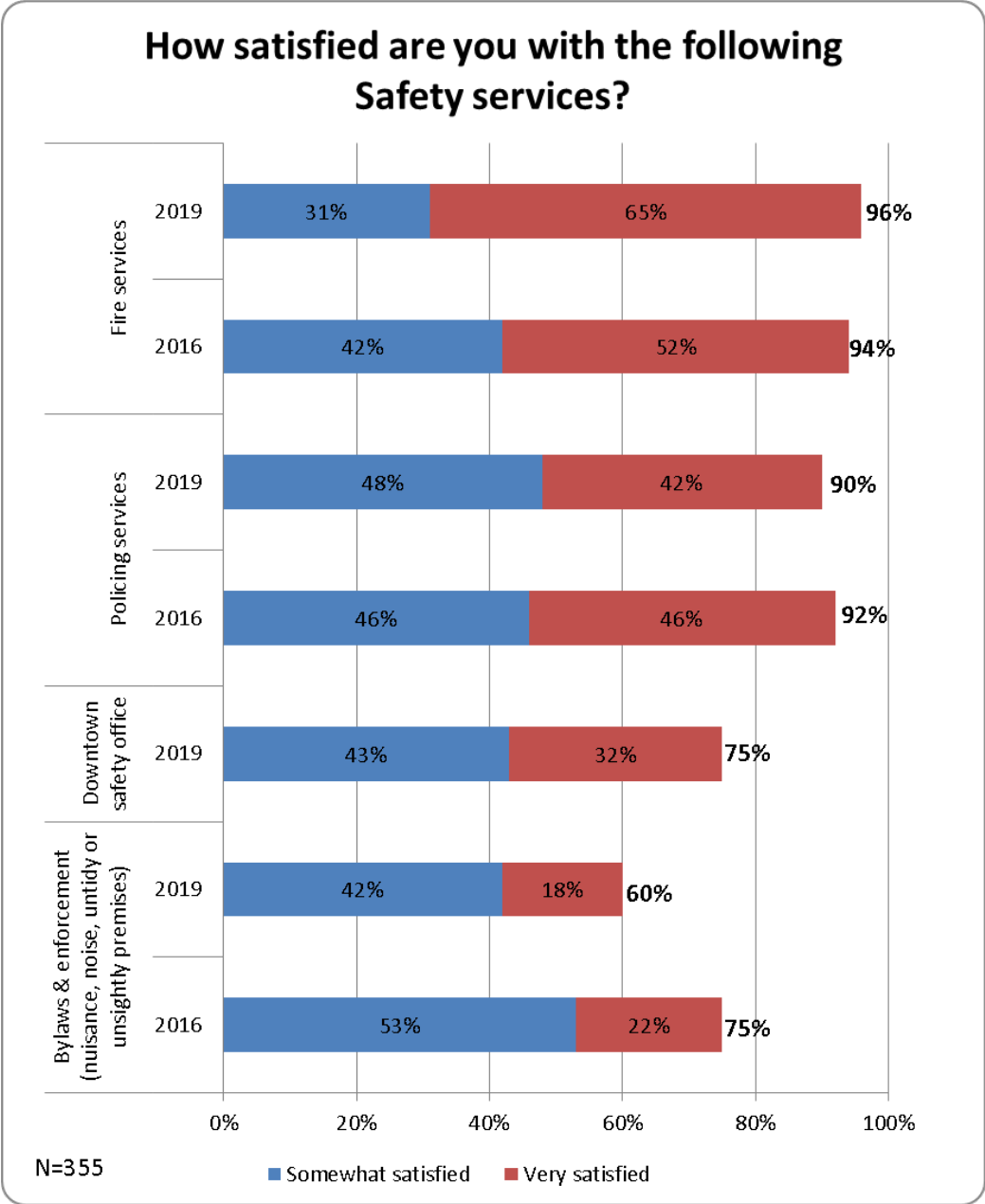


Ninety-six percent of Citizens were satisfied with *Cultural facilities* and **95%** were satisfied with *Recreation facilities*

Eighty-eight percent are satisfied with *Waterfront access*.

Public washrooms received the lowest satisfaction rating with **64%** satisfied.

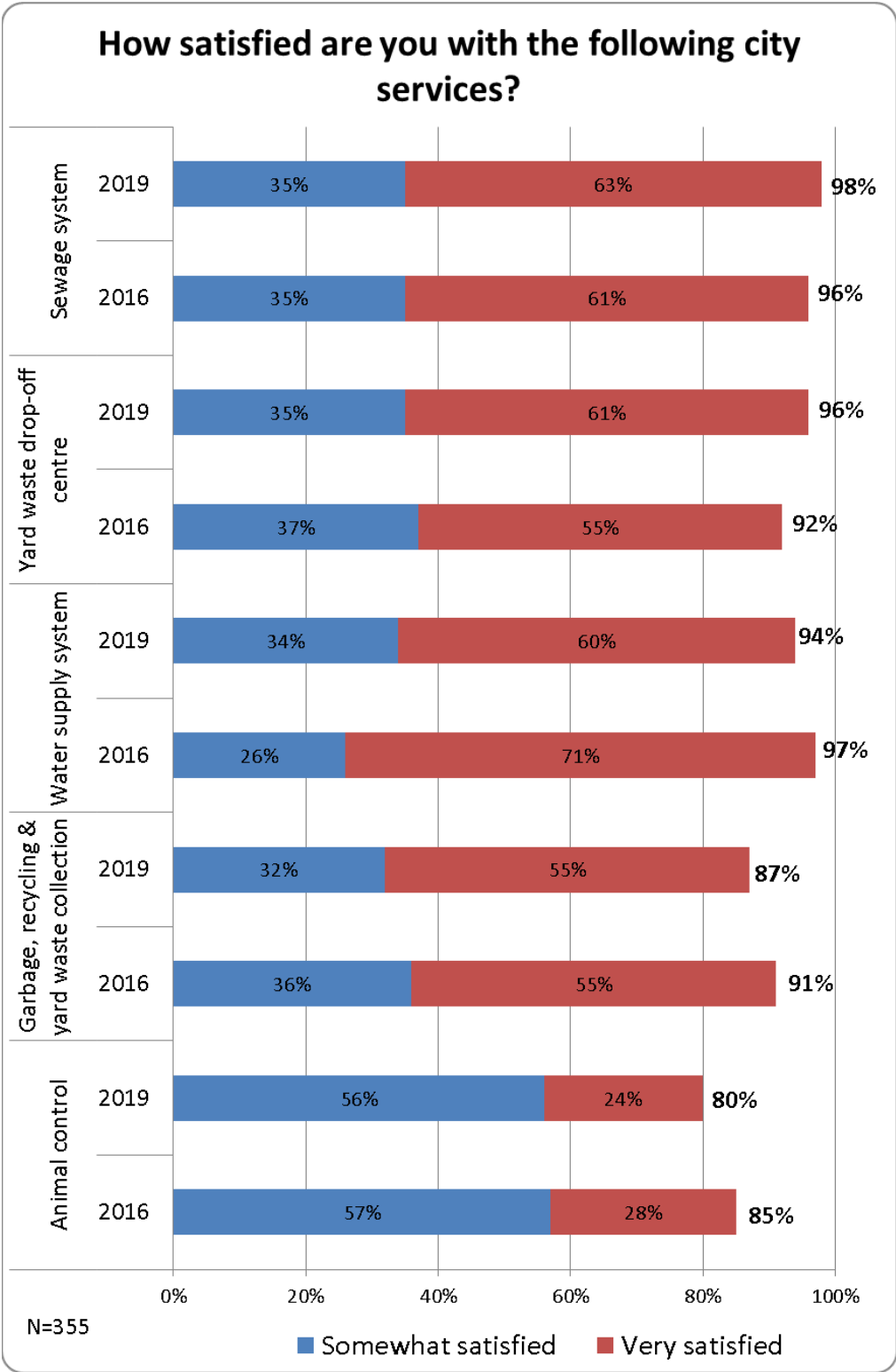
Safety Services



Residents were satisfied with *Fire services* (96%) and *Policing services* (90%).

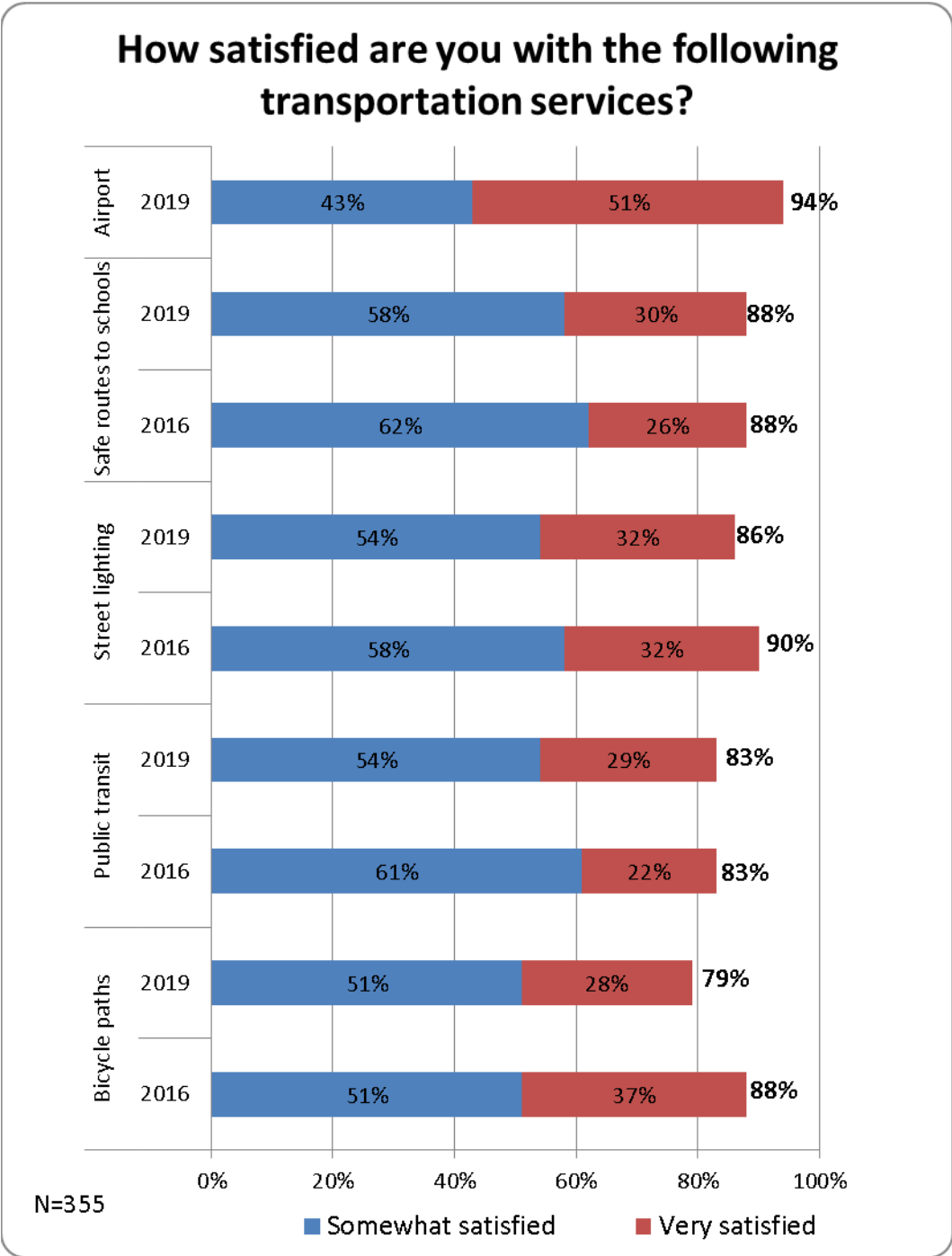
The lowest satisfaction ratings were for *Bylaw enforcement* with 60% satisfied. This rating decreased from 2016 when 75% of Citizens reported being satisfied with bylaws and enforcement.

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%)*.

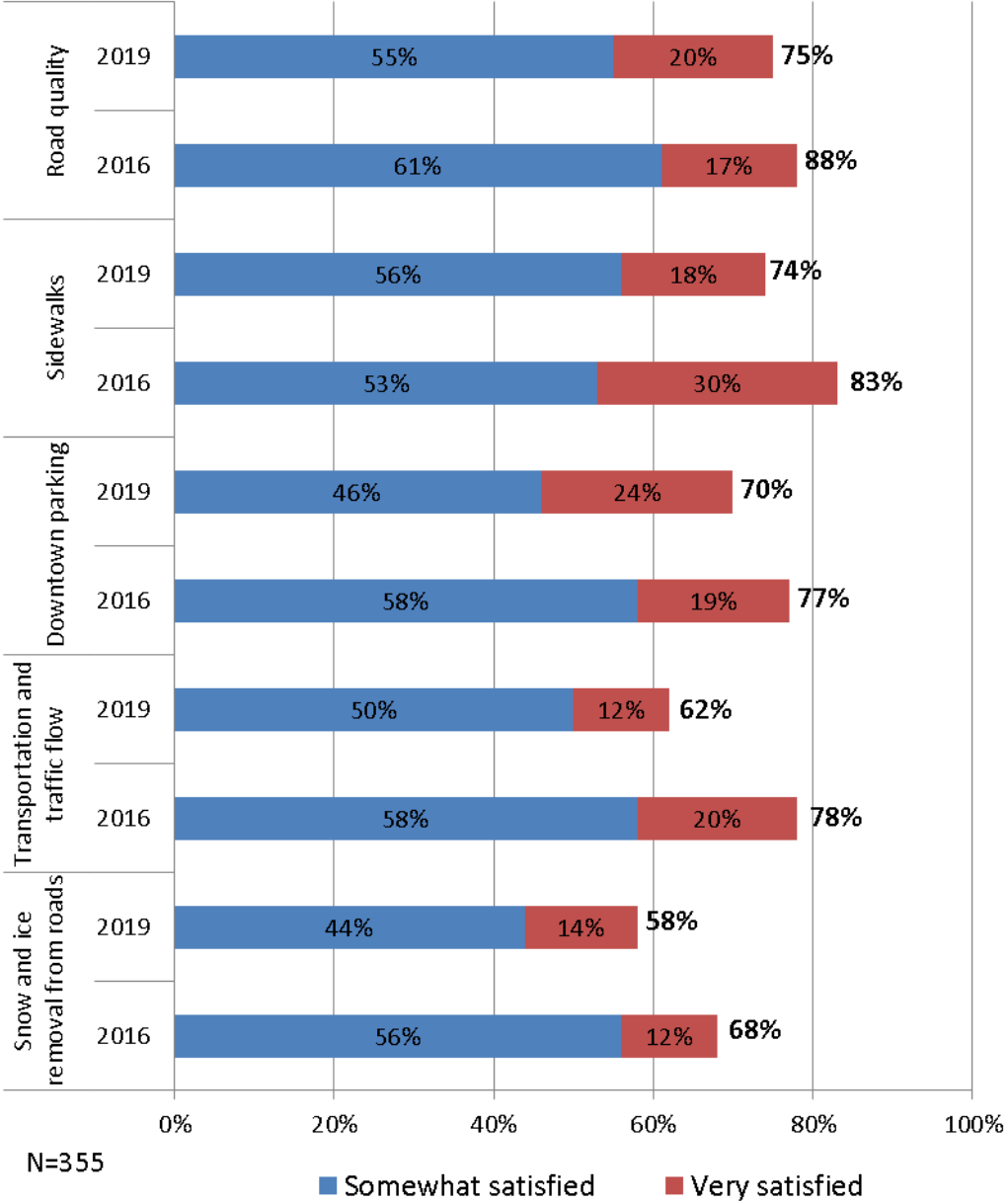
Transportation Services



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?

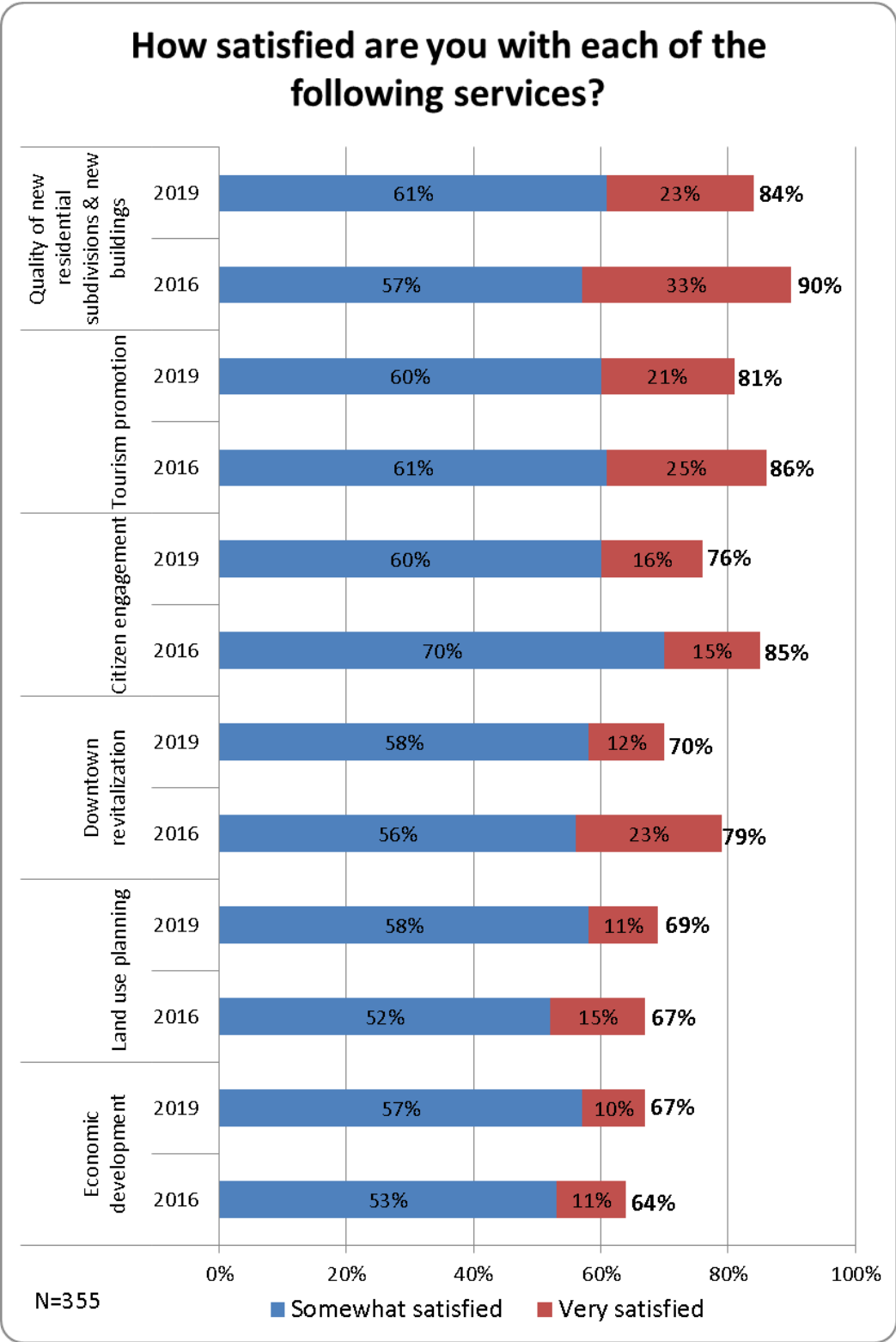


Seventy-five percent are satisfied with *road quality*.

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%.

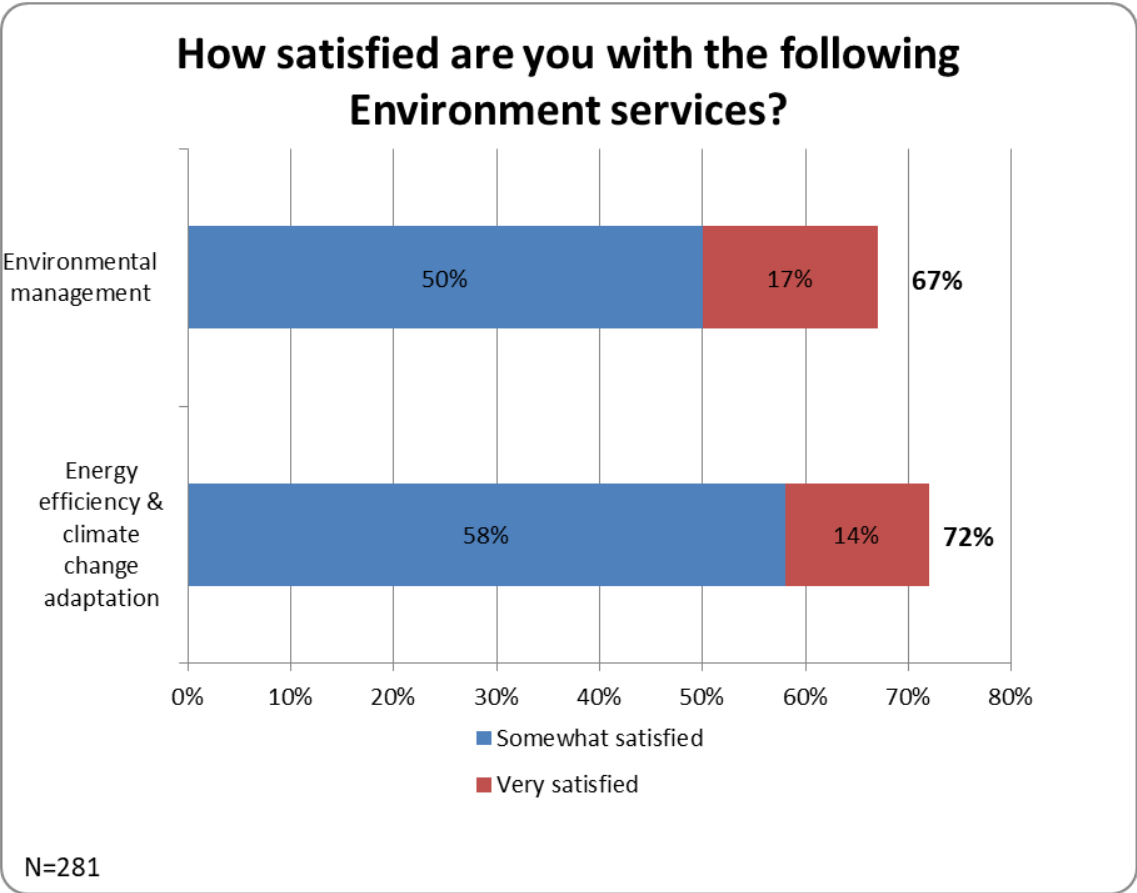
Communication and Development Services



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*.

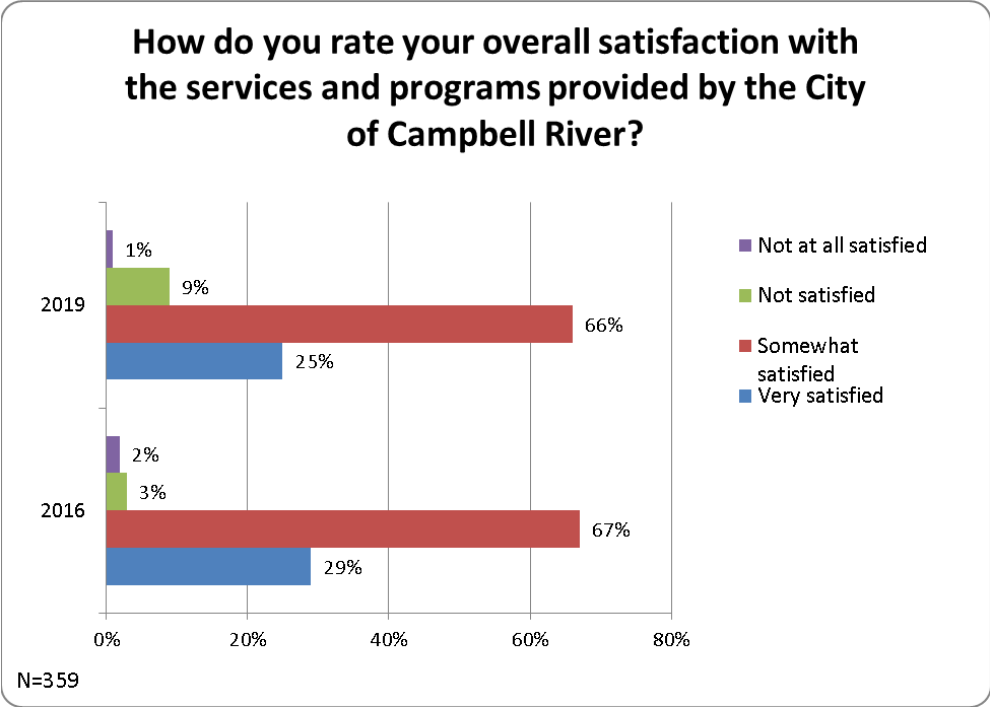
Climate and Environmental Management



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

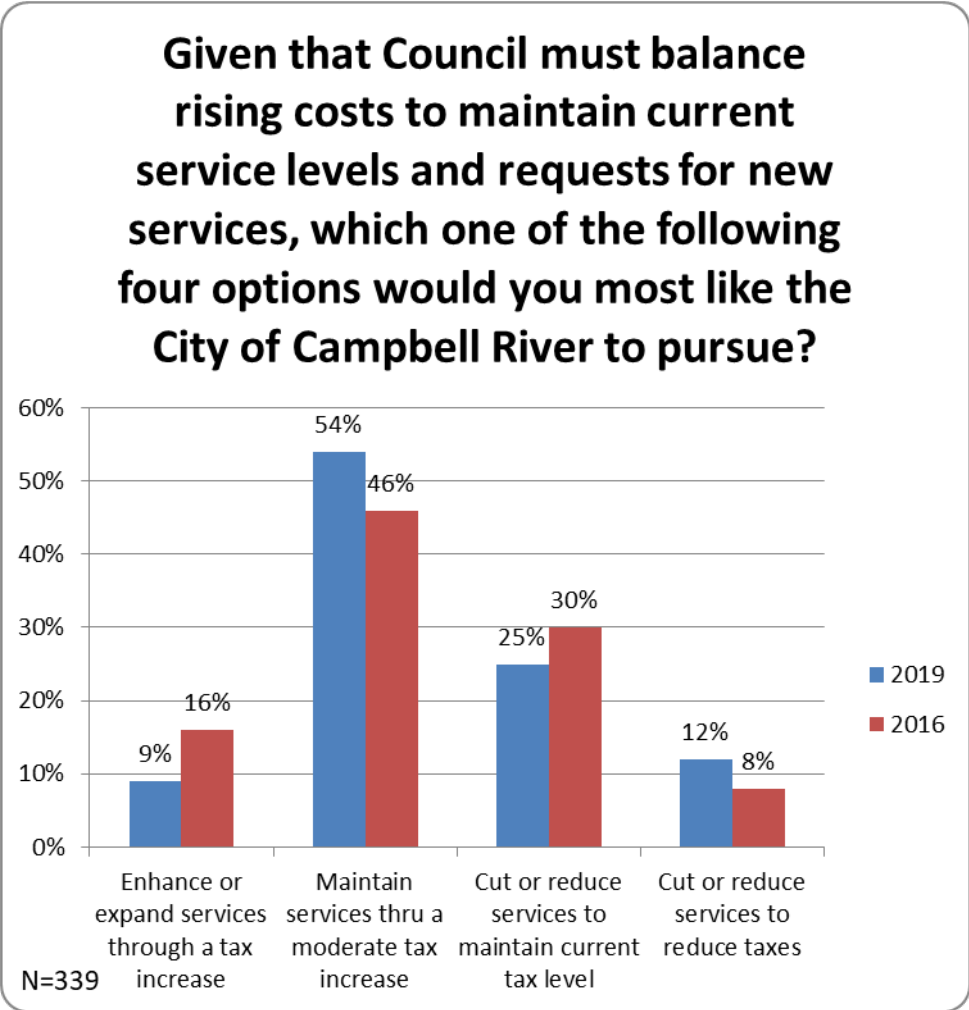


Ninety-one percent of Citizens are very (25%) or somewhat (66%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in Appendix 3.

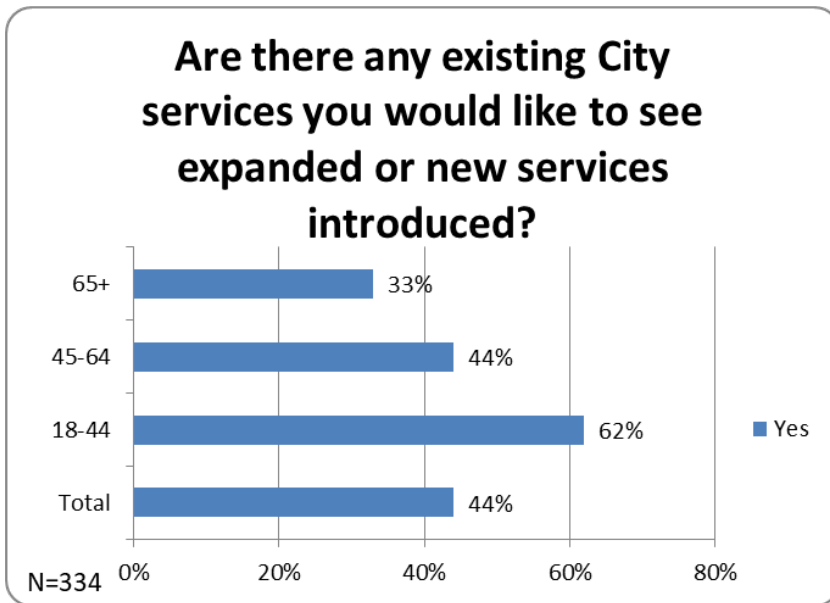
Section 3 – Service Priorities

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.

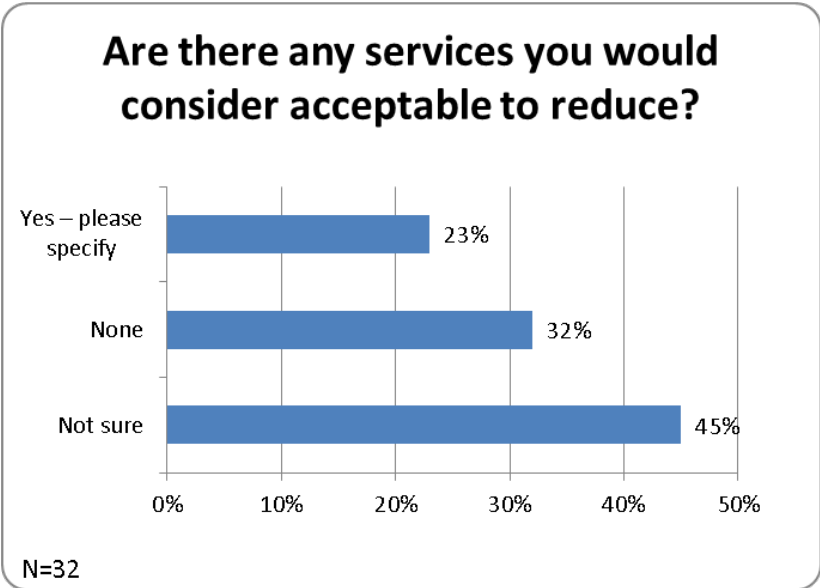
Which services would you like to see expanded or introduced?

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%

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*.

N=158

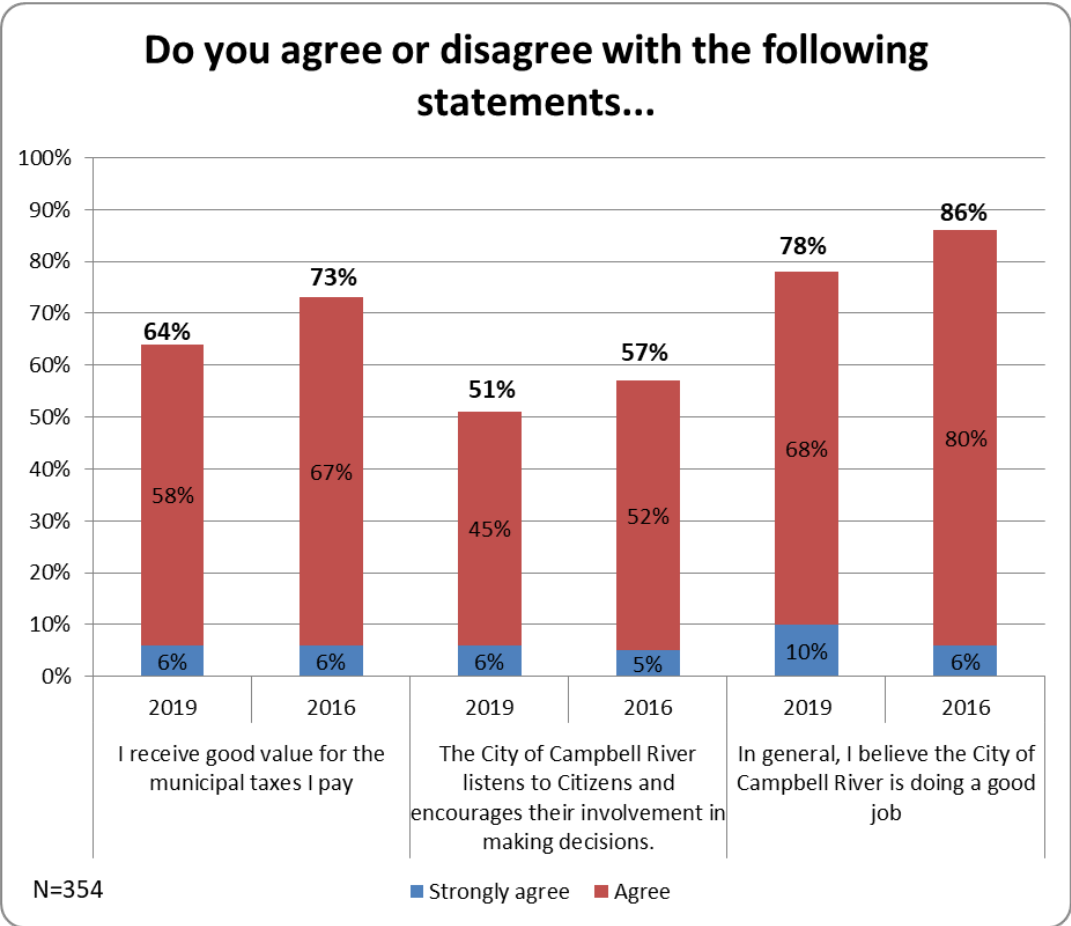
Q11. Reducing City Services



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

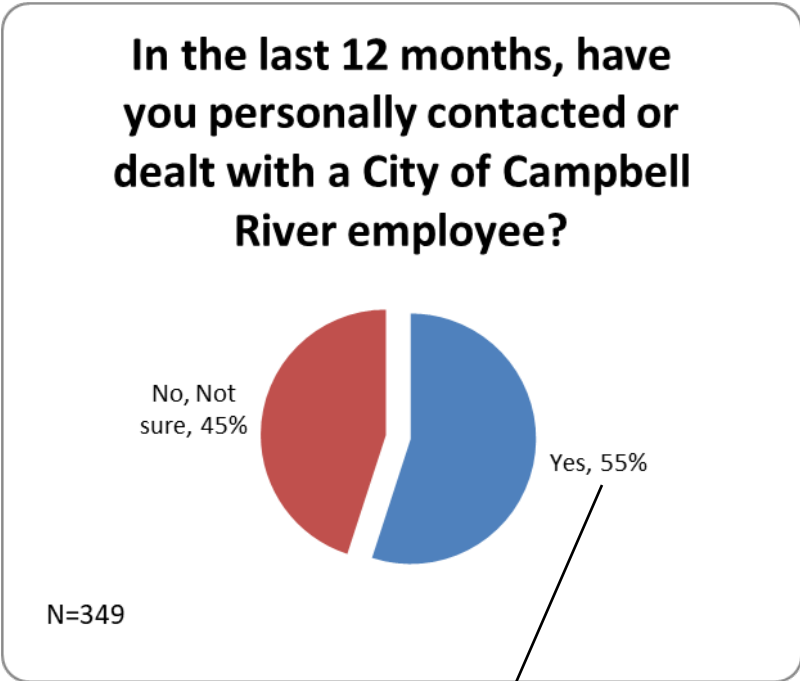


Seventy-eight percent agree that the *City of Campbell River is doing a good job*.

Sixty-four percent agree with the statement, *“I receive good value for the municipal taxes I pay”*.

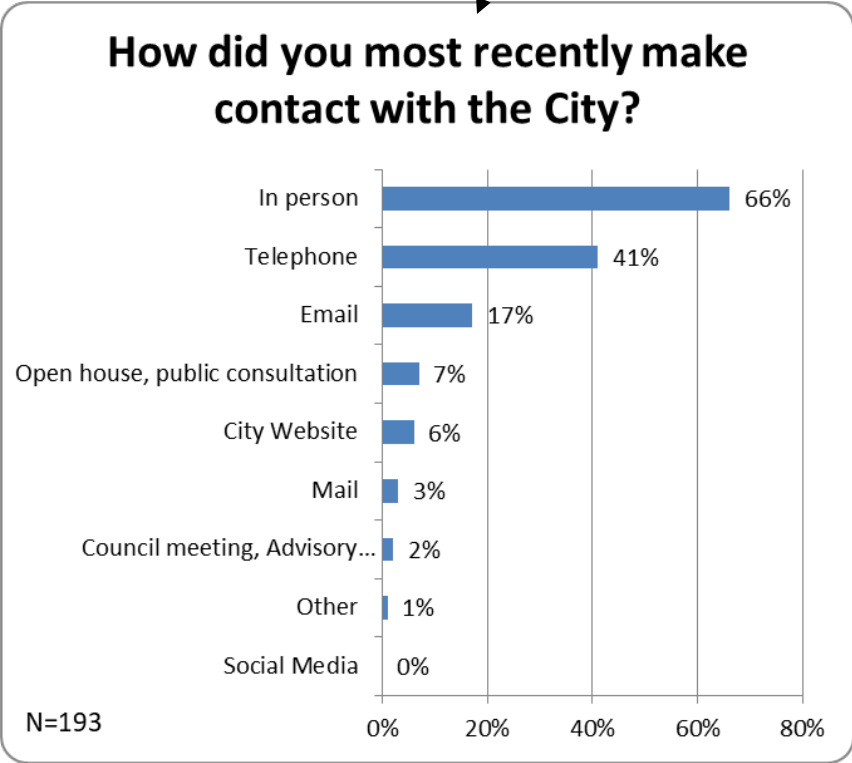
Section 4 –City Employee Customer Service

Q13. Contact with City Staff



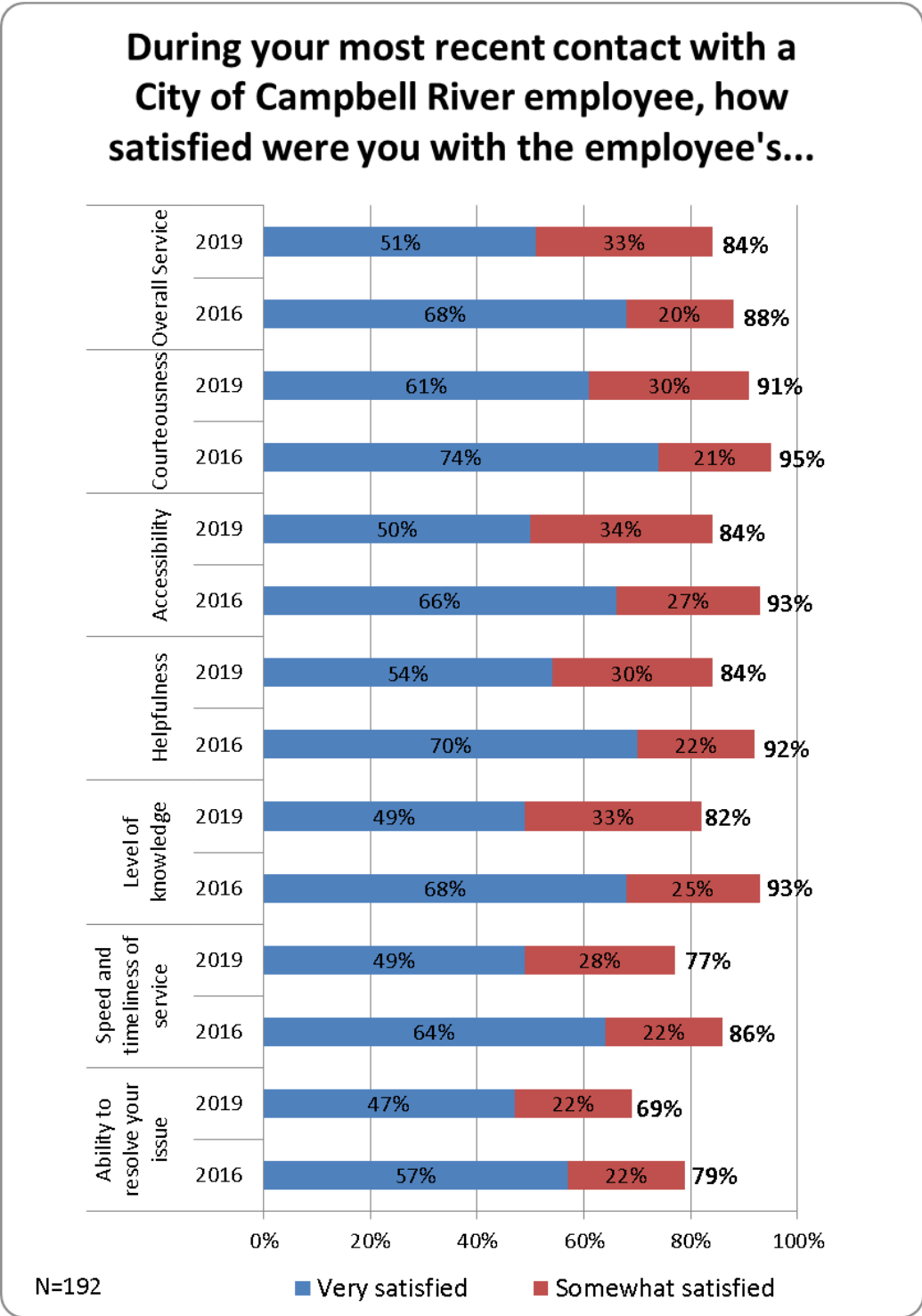
Fifty-five percent of respondents have had contact with the City of Campbell River or one of its employees over the last 12 months.

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.

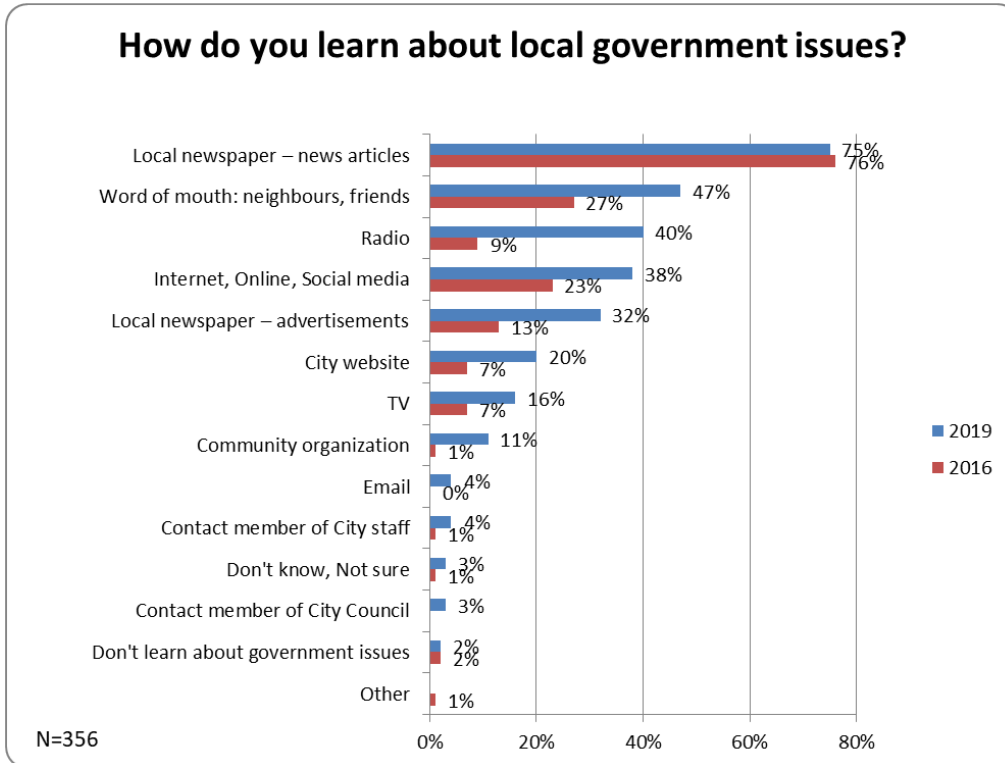
Q15. Service provided by City employees



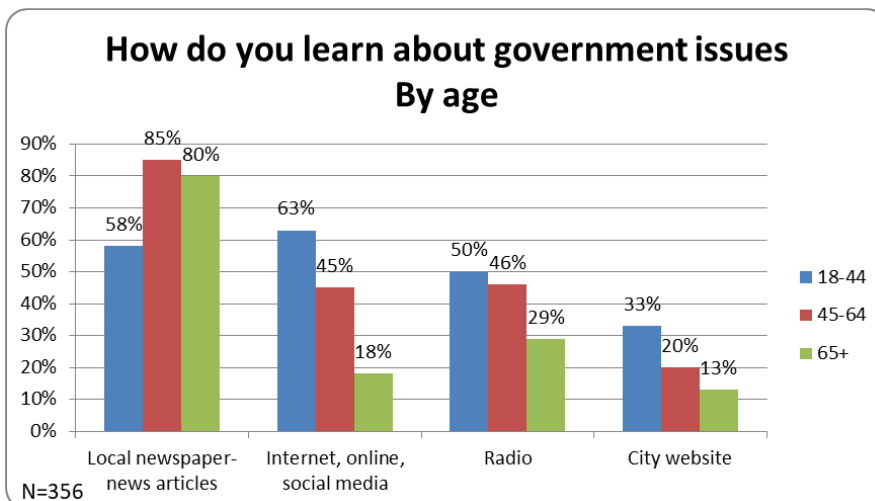
City staff was rated favourably in terms of *courteousness* (**91%** satisfied), *accessibility* (**84%** satisfied) and *level of knowledge* (**82%** satisfied).

Section 5 – Communications

Q16. Learning about local government issues



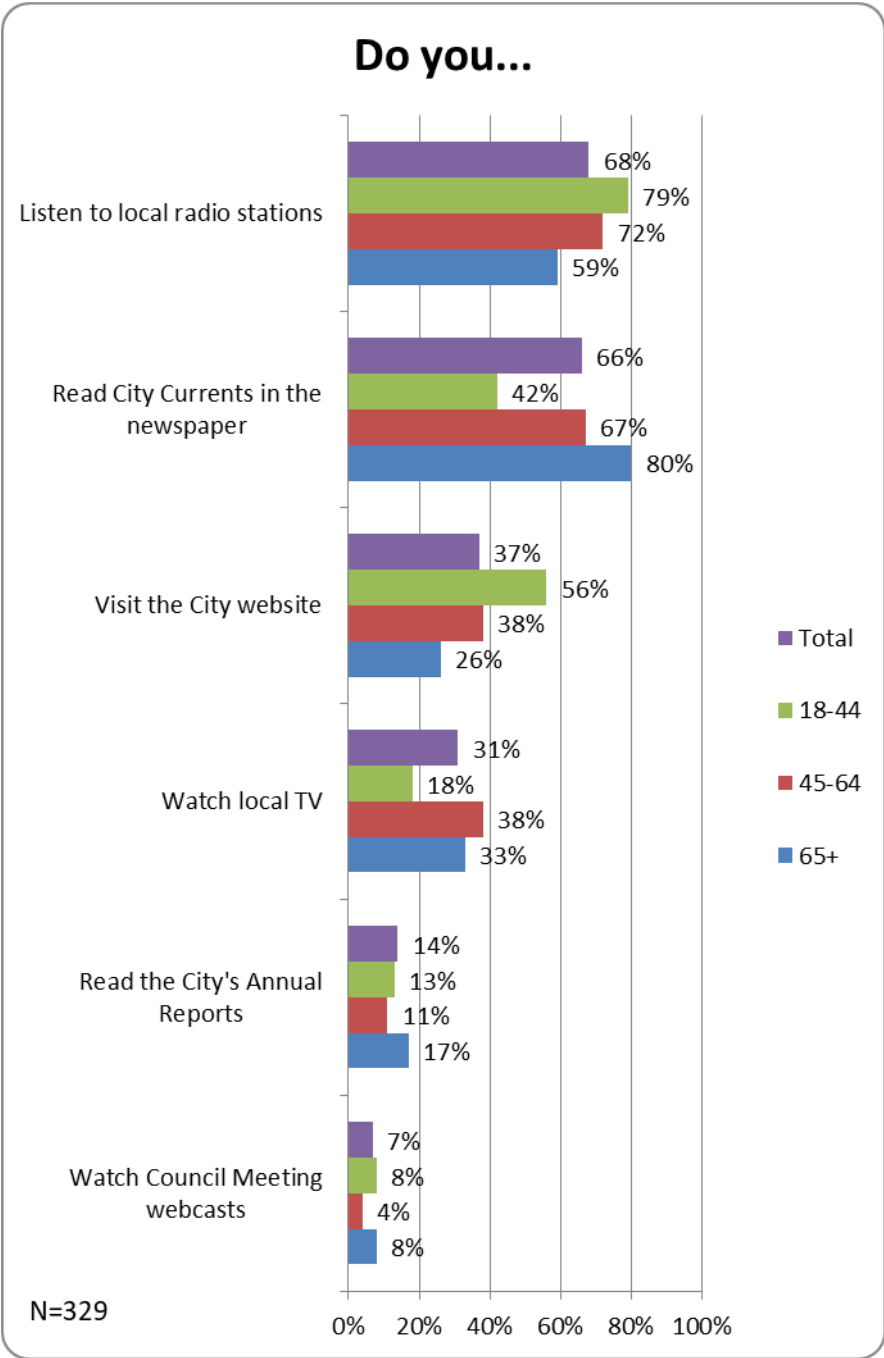
The most popular source of information to learn about local government issues was the *local newspaper* (75%).



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%).

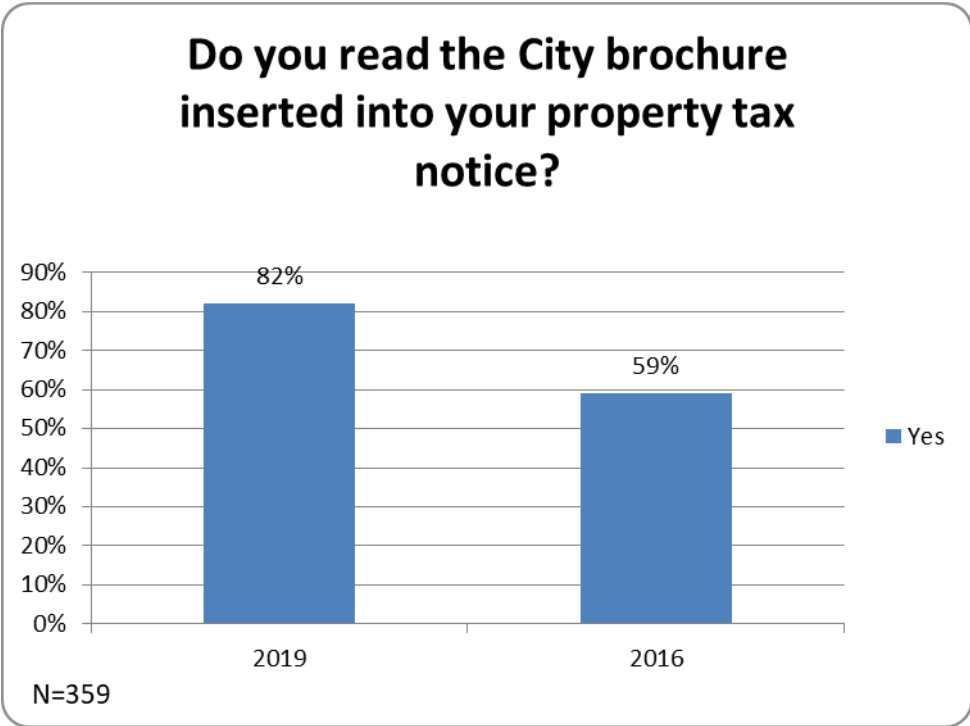
Q17. Local Media use



Sixty-eight percent of citizens listen to local radio stations.

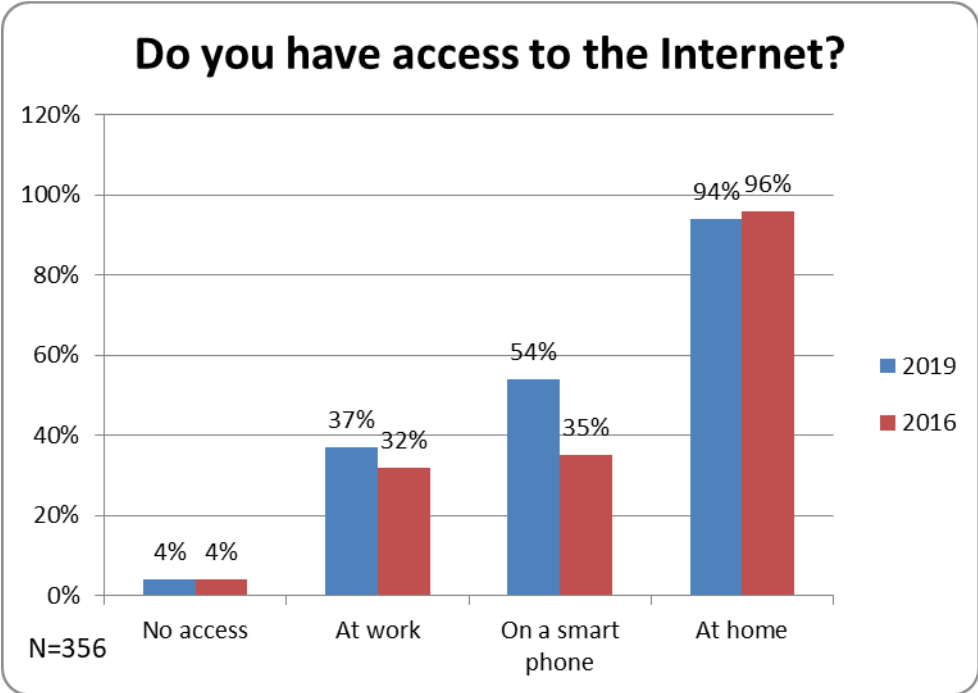
Respondents aged 18-44 were more likely to *visit the city website (56%)* compared to those over 65 (*26%*).

Q18. City Brochure



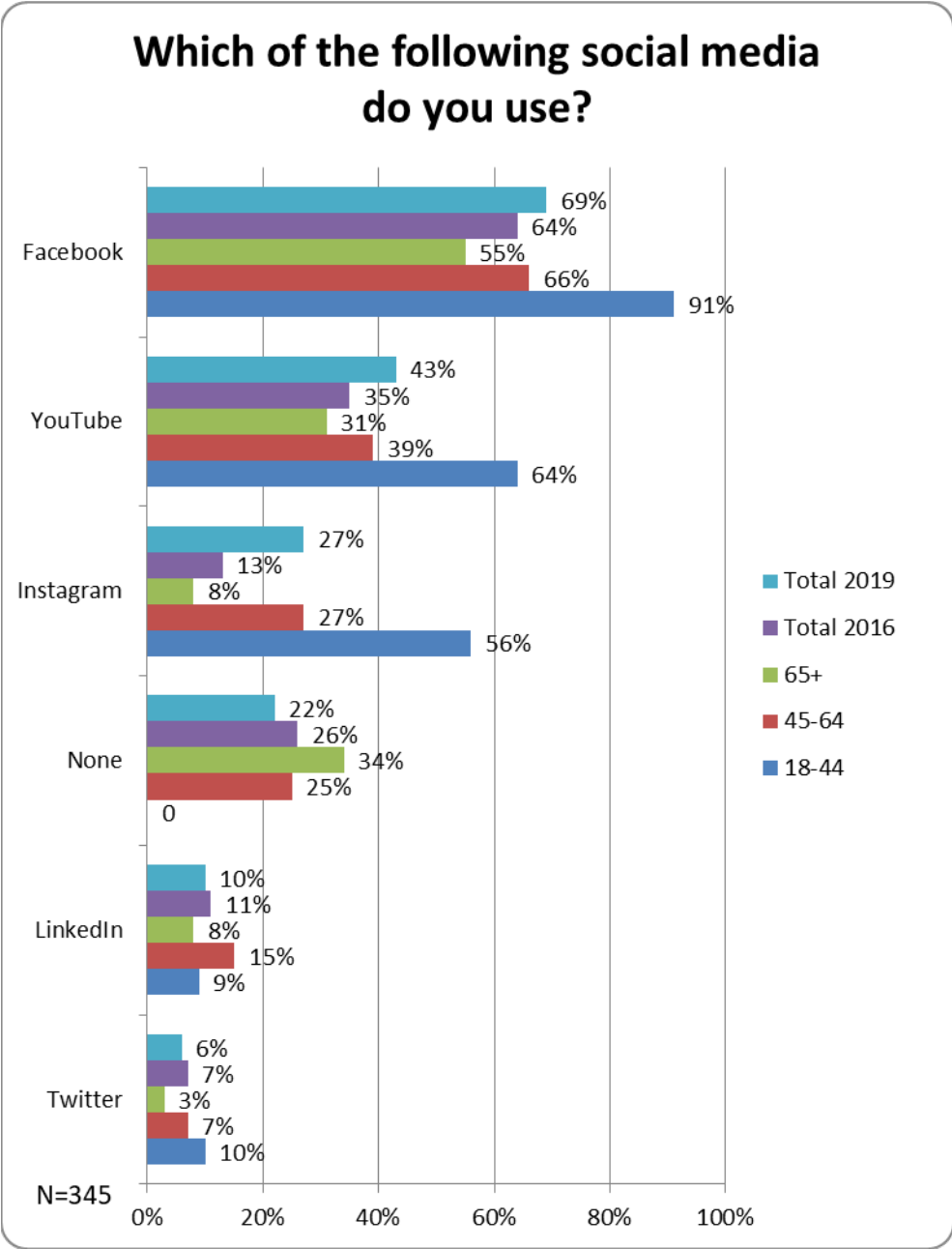
Eighty-two percent of respondents *read the City brochure included with their property tax notice*, an increase over 2016 (59%).

Q19. Access to Internet



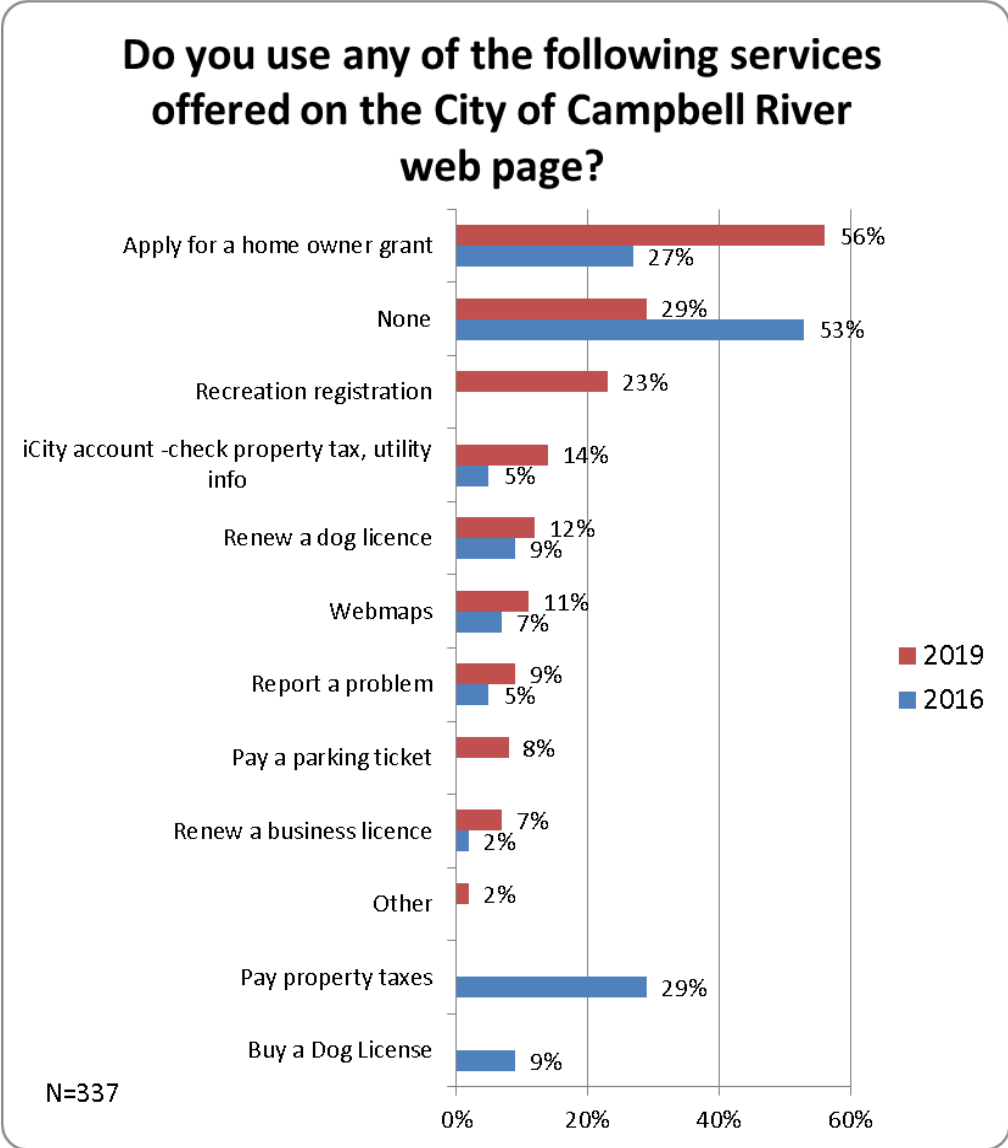
Ninety-four percent of respondents have *access to the Internet at home* and **54%** have *Internet access on a smart phone*.

Q20. Social Media



Among the 345 respondents that have access to the Internet, **69%** use *Facebook*, **43%** use *YouTube*, and **27%** use *Instagram*.

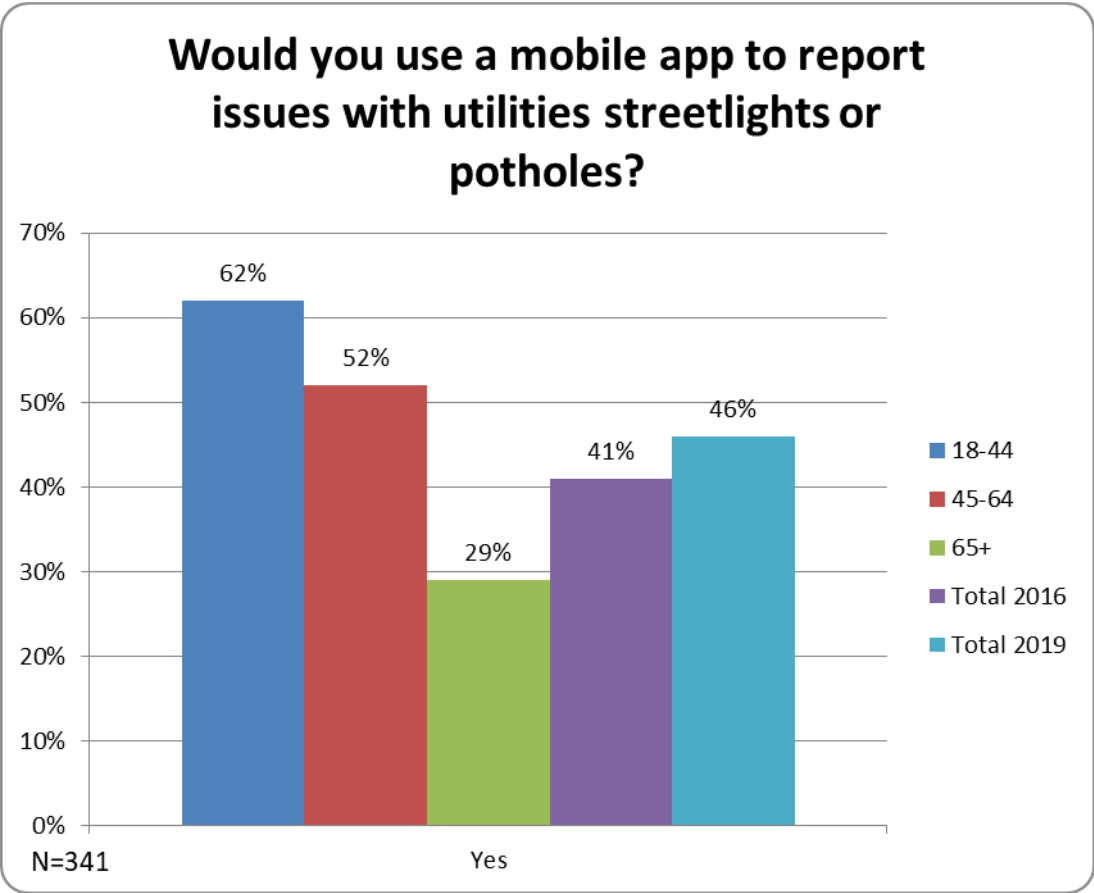
Q21. City Website Services



Among the 337 respondents that have visited the City website, **56%** have *applied for a home owners grant*.

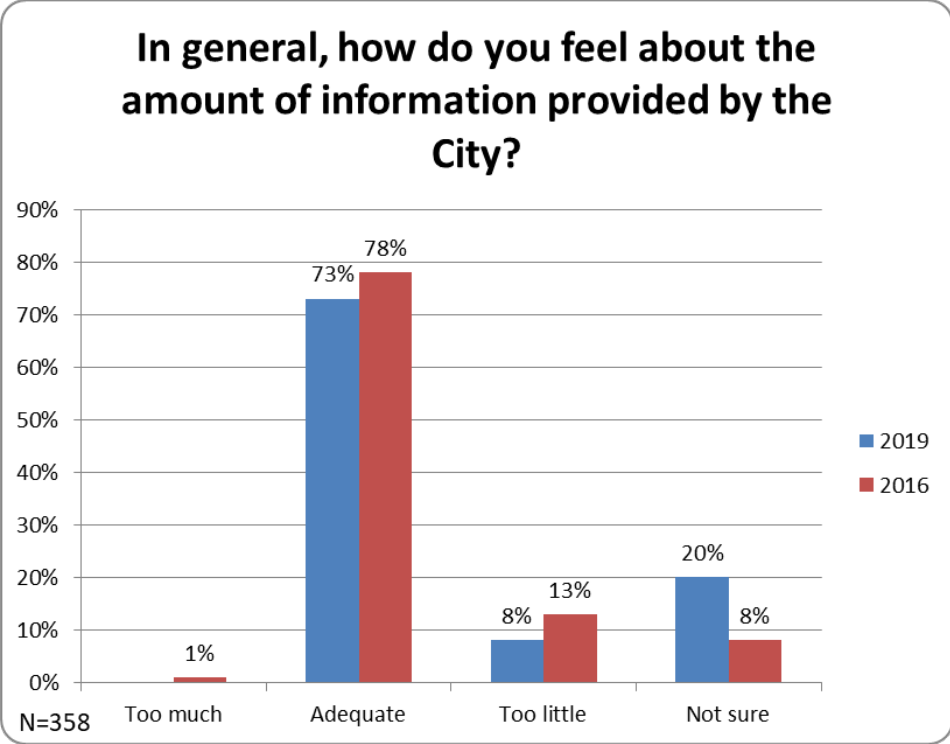
Twenty-three percent have used the *recreation registration*, a feature that was not available in 2016.

Q22. Mobile Apps



Forty-six percent of respondents indicated they would use a mobile app to report issues with utilities, streetlights, or potholes.

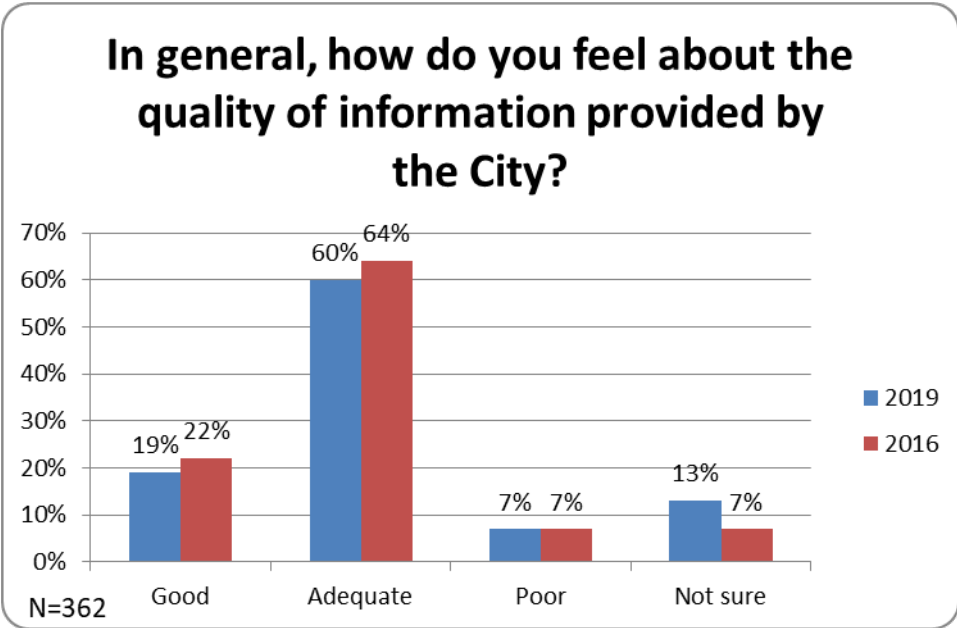
Q23. Amount of Information provided by City



In general, Citizens feel the amount of information provided by the City is adequate (73%).

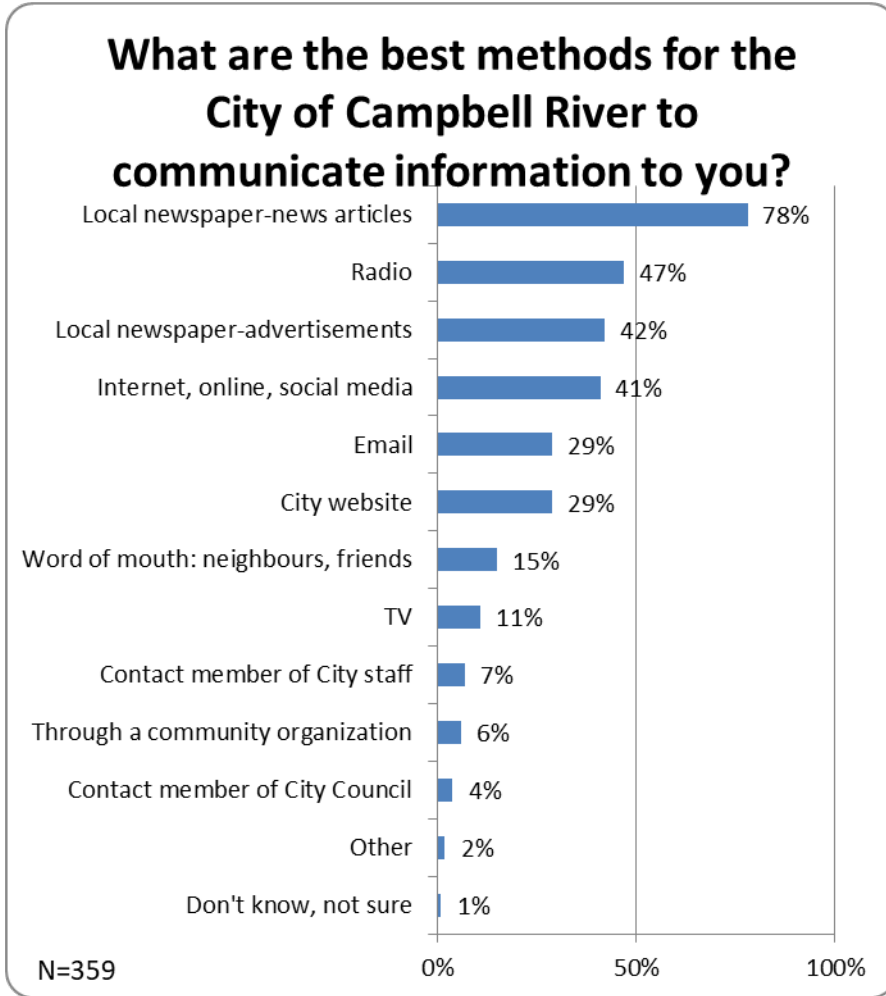
Eight percent indicated the amount of information provided was too little. Please see Appendix 3 for a listing of further information requested.

Q24. Quality of Information provided by City

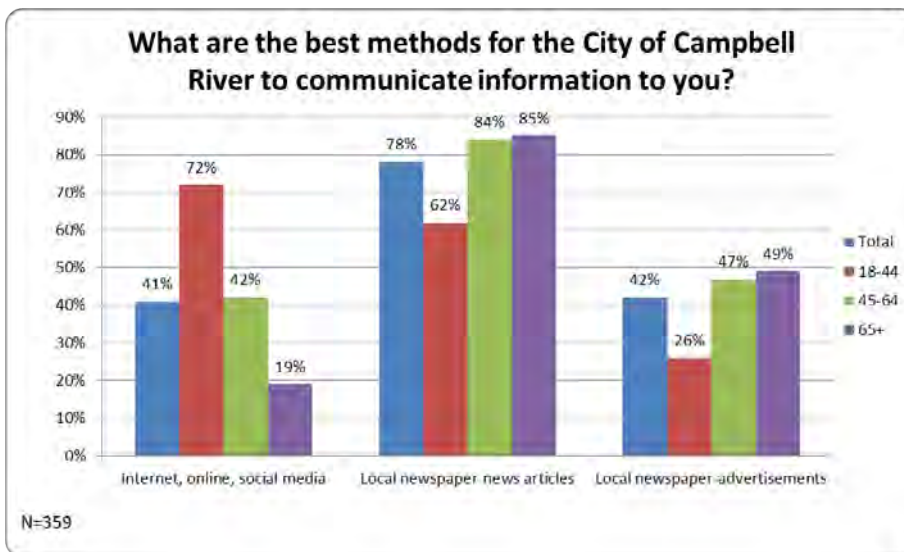


Most feel the quality of information provided by the City is good (19%) or adequate (60%).

Q25. Preferred method of Communication



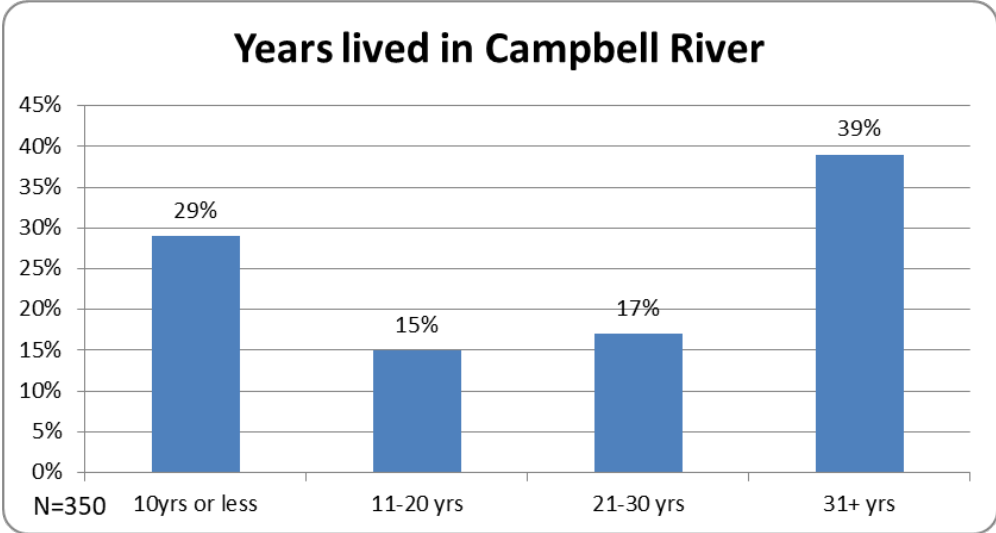
Seventy-eight percent feel the best way for the City to communicate information is through news articles in the local newspaper.



Among 18-44 year old respondents, 72% would prefer to receive information from the City through online sources.

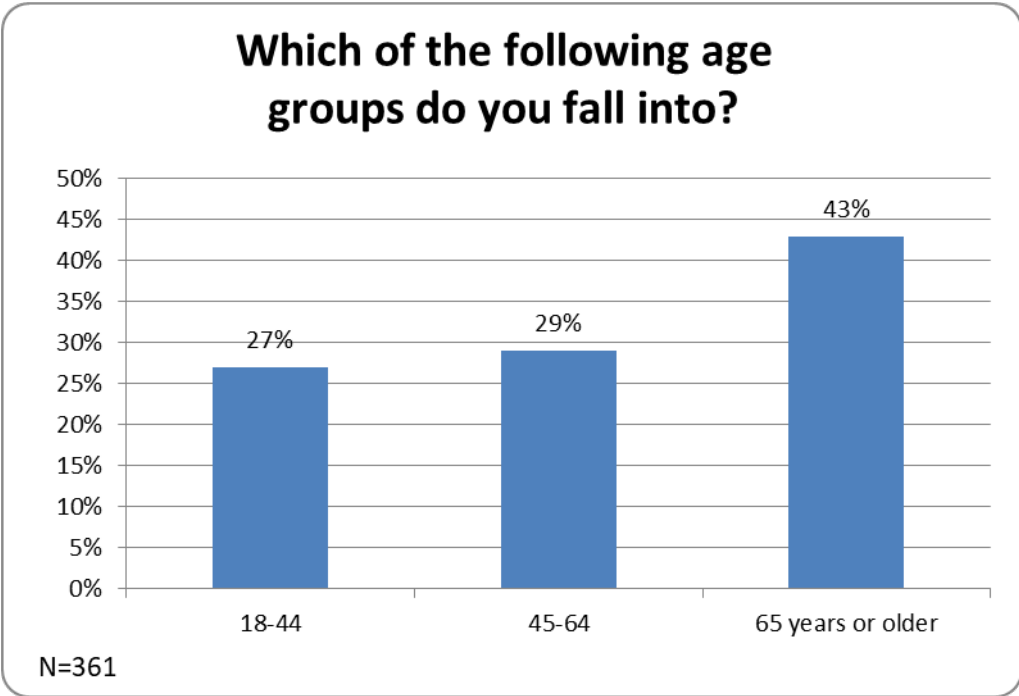
Section 6 – About You

Q26. Years lived in Campbell River



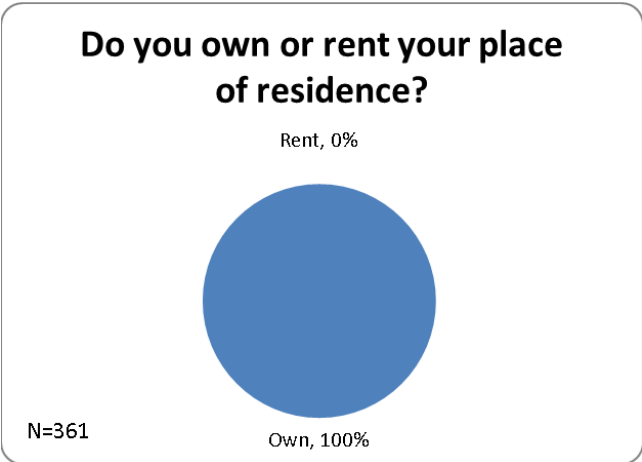
Thirty-two percent had lived in Campbell River for 11-30 years.

Q27. Age



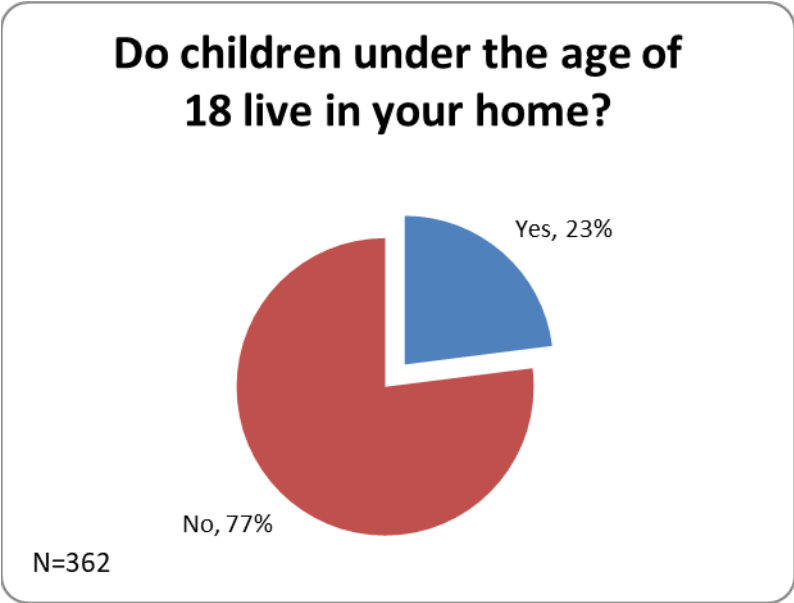
Forty-three percent of respondents were 65 years or older.

Q28. Rent or Own



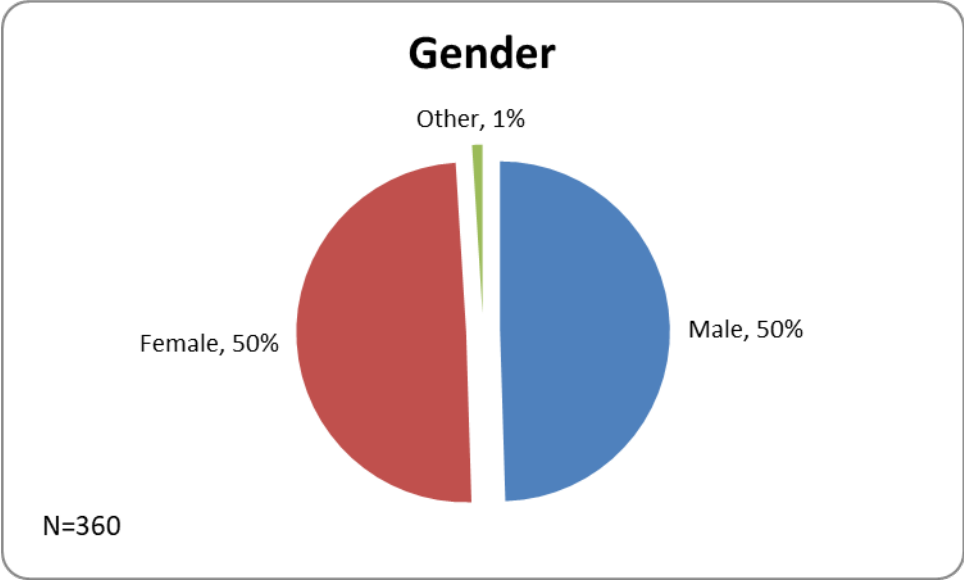
One hundred percent of respondents *own their residence*.

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, unattractive 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"/>
Road 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

		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

		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

		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

		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 through 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

		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

		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 WORSENEDED:

- 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 BUSINESSES
- 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?*

Appendix 10 Other Information





APPENDIX 10.0

City of
**Campbell
River**



**STRATEGIC PLAN
CITY OF CAMPBELL RIVER
2020-2023**

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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.



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Councillor CLAIRE MOGLOVE
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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

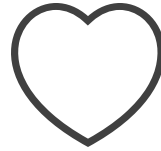


Growth Management

HOUSING

FUTURE GROWTH AREAS

VISION



Livability

SAFETY

RECREATION & CULTURE

WATERFRONT



Environment

CLIMATE CHANGE

NATURAL ASSET MANAGEMENT

SOLID WASTE

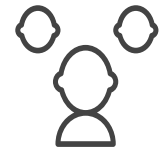


Economic Health

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:

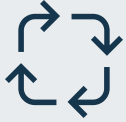
- Update Master Transportation Plan (including Dogwood Corridor Review)
- Complete Highway 19A upgrade
- Review Downtown Safety program
- Plan for Future Fire Services
- Create Public Art Master Plan
- Update Parks & Recreation Strategic Plan
- Complete Nunns Creek Park Plan
- Complete Sportsplex Review
- 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

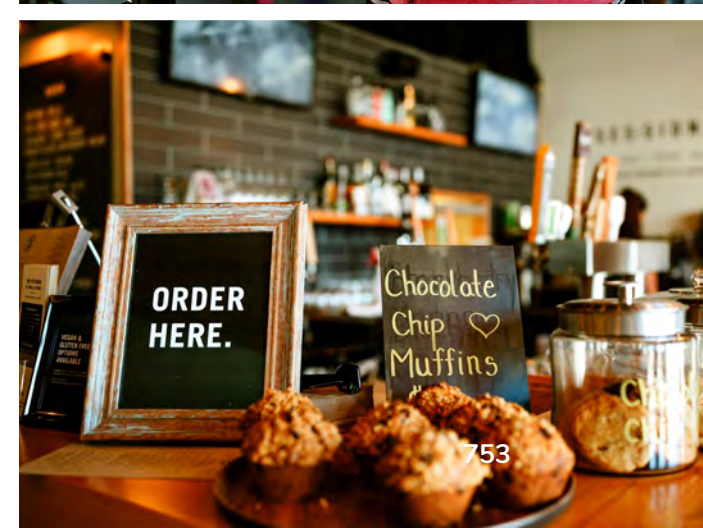
Reaching out to communities with a purpose in mind to form policies. Being open minded.



CHALLENGE

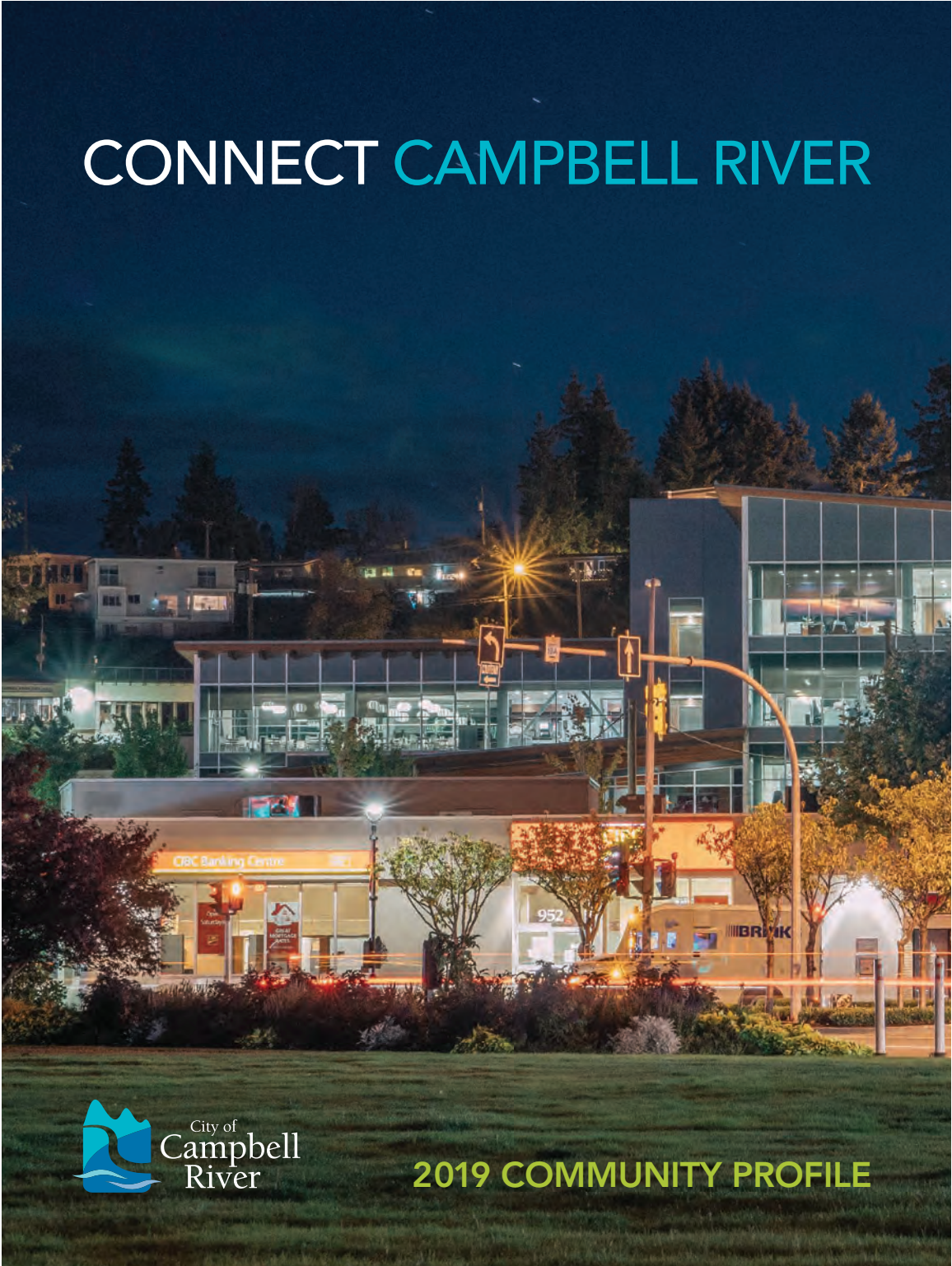
Leveraging the value of diverse perspectives to arrive at a decision.







CONNECT CAMPBELL RIVER



2019 COMMUNITY PROFILE



CAMPBELL RIVER COMMUNITY PROFILE

1 Introduction

1.1. Economic Overview

2 Life in Campbell River

2.1. Top 5 Reasons to Invest in Campbell River

3 Demographics

3.1. Population

3.2. Population by Age Characteristics

3.3. Indigenous Populations

4 Labour Force

4.1. Employment and Unemployment Rates

4.2. Industry Structure by Employment

5 Real Estate

5.1. Housing Affordability

5.2. Community Comparison

5.3. Rental and Vacancy Rates

5.4. Local Market Growth

6 Transportation

6.1. Land

6.2. Air

6.3. Sea

7 Utilities

7.1. Waste Management, Natural Gas and Electricity

7.2. CRadvantage

8 Business Climate

8.1. City Tax Rates

8.2. Development Services

9 Key Sectors & Industries

9.1. Technology & Creative

9.2. Aquaculture

9.3. Forestry

10 Life in Campbell River

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11 Tourism

11.1. MRDT (Hotel tax)

12 Tourism

12.1. Hotel Occupancy and Average Daily Rate

12.2. Visitor Centre usage

INTRODUCTION

Welcome to one of the most beautiful and affordable coastal communities on Vancouver Island. Centrally located, Campbell River is less than hour by plane to Vancouver or Victoria, offers affordable living and hosts nature on your doorstep in every neighbourhood.

Entrepreneurs and businesses enjoy access to CRadvantage, the city-owned broadband network which provides enterprise-level internet. Co-working spaces, professional

development, networking opportunities, and workshops are constantly on offer, and the business community supports each other through collaboration and idea-sharing. When work is done, you can disconnect and explore the beautiful natural environment that Campbell River has to offer.

Come and experience a place where work-life balance is not only attainable - it's part of the package.

Economic Overview

Campbell River was established on resource-based industries, mainly mining, fishing and logging. While these sectors are still strong economic drivers, the growth and development of Campbell River's industry profile is staggering. Tourism and technology in particular have come to play a major role in the local economy, encouraged with investments by the municipal government and the business community. By embracing innovation and developing strong community relationships, the Campbell River economy will continue to diversify and grow.



TOP 5 REASONS TO INVEST IN CAMPBELL RIVER

1. LOCATION Location is everything, and Campbell River is hard to beat. Centrally located on the beautiful eastern shoreline of Vancouver Island, and connected to nearby urban centers by land, sea and air, Campbell River is easily accessible year-round.



2. CONNECTED Staying connected is key when it comes to the ever-changing technology landscape. That's why the city has invested in CRadvantage, a municipally-owned broadband network. High-quality connections in the downtown core keep our business owners on the same page as the rest of the world, while enjoying lower cost of living and a truly balanced work-play lifestyle.



3. GROWING The local economy is diverse and growing steadily, incorporating traditional resource-based industry alongside new technology and innovation sectors. As business investments continue to grow, Campbell River's economy will continue to flourish.

4. NATURE With the wildness of the natural world only minutes away from anywhere in Campbell River, it is easy to enjoy an active and healthy lifestyle. Hiking, walking, biking and kayaking are popular daily activities for residents, and people come from all over the globe to experience the thrill of living cheek-to-cheek with Mother Nature.



5. PEOPLE It is the people who make Campbell River a great place. A supportive, innovative business community collaborates with the municipal government, local First Nations, non-profit organizations, education facilities and other community groups to make Campbell River a stellar place to live and work.

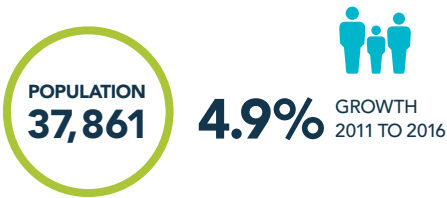
DEMOGRAPHICS

With a population of 37,861, Campbell River is the second-largest city on Vancouver Island outside of Metro Victoria. A strong upward growth trend from 2011-2016 is expected to continue, increasing the diversity and strength of the community and opening more doors of opportunity for residents and business owners.



Indigenous Populations

First Nation peoples have inhabited the Campbell River region for thousands of years. The mild climate and abundance of food, particularly salmon, provided for large communities with a rich cultural life. The three major First Nation peoples in the area are the Wei Wai Kum, Wei Wai Kai and Homalco, while many indigenous people from traditional lands up and down the coast also call Campbell River home. The culture and traditions of coastal First Nation communities are honoured and preserved to this day, and are an integral piece of Campbell River's identity.



Population by Age



MEDIUN AGE OF POPULATION 47.1 YEARS



Source: Statistics Canada, www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details.page.cfm?Lang=E&Geo1=CMACA&Code1=944&Geo2=PR&Code2=59&Data=Count&SearchText=Campbell River&SearchType=Begins&SearchPR=01&B1=Population&TABID=1, January 10, 2019

LABOUR FORCE

Campbell River is proud to maintain a diversified workforce. Over the past several decades, as the economy has gradually shifted from resource-based industries to encompass new economic sectors, the workforce has adapted accordingly. Locally-based education and training opportunities means that the city can continue to support key existing and emerging industries.



Employment & Unemployment Rates

UNEMPLOYMENT	SEPT 2017	SEPT 2018
CANADA	6.3%	6.0%
BC	5.2%	4.8%
VANCOUVER ISLAND/COAST	5.2%	4.6%
% CHANGE -0.6%		

www.statcan.gc.ca

EMPLOYMENT	SEPT 2017	SEPT 2018
CANADA	62.2%	62.1%
BC	62.6%	62.2%
VANCOUVER ISLAND/COAST	58.6%	59.9%
% CHANGE 1.3%		

www.statcan.gc.ca



Source: Statistics Canada, <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=POPC&Code1=0119&Geo2=PR&Code2=59&Data=Count&SearchText=Campbell%20River&SearchType=Begins&SearchPR=01&B1=Labour&TABID=1, January 10, 2019>

REAL ESTATE

Affordable housing has become a major concern to those living and working in British Columbia's urban centers. In both metro Vancouver and Victoria, less than half of the population own their own homes.

In Campbell River 78% of the population spends less than 30% of their income on housing.



Most neighbourhoods offer a combination of mountain, ocean, forest or riverfront views. Over half of recent home buyers here are new to the community, choosing to live where attractiveness and affordability converge in perfect harmony.

Median Home Sales Price - One Year Average - October 2018

Campbell River	\$415,000
Comox Valley	\$505,000
Cowichan Valley	\$520,000
Nanaimo	\$525,000
Parksville/Qualicum	\$635,000
Port Alberni/West	\$290,000

www.vireb.com/assets/uploads/10oct_18_vireb_stats_package_64515.pdf



AVERAGE SALE PRICE SINGLE FAMILY HOME -

Oct 2018



AVERAGE SALE PRICE TOWNHOUSE -

Oct 2018

Average Rental Prices & Vacancy Rates

The residential market in Campbell River shows steady growth and gradual increases in pricing, as does the condo and townhouse market, with new builds across the community adding to inventory.

AVERAGE 2-BDRM RENT (Oct 2017, available yearly)



Source: CMHC

AVERAGE VACANCY RATE (Oct 2017, available yearly)



Source: CMHC

New Housing Construction

	YTD 2017	YTD 2018
HOUSING STARTS	224	171
HOUSING COMPLETIONS	242	147

Source: StatsCan Table 34-10-0138-01

Source: Statistics Canada, 2016 Census of Population for Canada, Campbell River (CY), City of Vancouver (CY), and City of Victoria (CY)**

TRANSPORTATION

A diverse transportation network in Campbell River enables the growth of new and existing businesses, residential areas and amenities.



LAND - Two major highways connect Campbell River to the rest of Vancouver Island. The four-lane Highway 19 lies inland, while Highway 19A offers a scenic waterfront route following the eastern coastline. 19A also splits to connect Campbell River with remote communities to the north and west (via Hwy 28).



AIR - Campbell River Airport (YBL) has recently undergone major updates and improvements, increasing capacity to accept commercial airline landings as well as house food, beverage and car rental businesses. As a designated Port of Entry with 6,500 ft. of runway, YBL accepts four major airlines and has easy access to dozens of destinations, locally and globally.



SEA - Our coastal location offers a variety of marine transport options, and access to both commercial and recreational marinas. The BC Ferry terminal provides transport to Quadra and Cortes Islands, while several helicopter and floatplane operators offer harbour-to-harbour trips to several urban and remote communities.

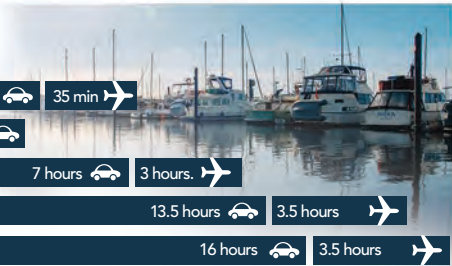
Campbell River Marinas

Campbell River Marine Terminal - port access to vessels, tugs and barges as well as services from warehousing to vessel & equipment repair.

Fisherman’s Wharf - Small Craft Harbour managed by the Campbell River Harbour Authority. Offering secure berthage for fishing vessels, recreational vessels, commercial vessels, and licence holders.

Discovery Harbour is a full service marina offering a variety of services including: boat moorage, marine fuel, power, water, washrooms, showers, laundry facilities, and parking. The harbour, managed by Wei Wai Kum First Nation, also has a deep sea port and cruise ship facility.

Comox Valley, Vancouver Island BC	48 km	30 min.		
Nanaimo, Vancouver Island BC	155 km	1.5 hours		
Vancouver, Mainland BC	230 km	3-4 hours	35 min	
Victoria, Vancouver Island BC	265 km	3 hours		
Seattle, Washington USA	437 km	7 hours	3 hours	
Calgary, Alberta	1200 km		13.5 hours	3.5 hours
Edmonton, Alberta	1389 km		16 hours	3.5 hours



UTILITIES

Campbell River is proud to offer a comprehensive suite of utilities across the city, allowing families and businesses to choose the options that work best for them.



Waste Management & Recycling - Curbside recycling, yard waste and garbage pickup is administered by Comox-Strathcona Waste Management, as is the local landfill. Recycling depots are also available around the city.



Natural Gas - Residential homes and businesses using natural gas for heating are serviced by Fortis BC.

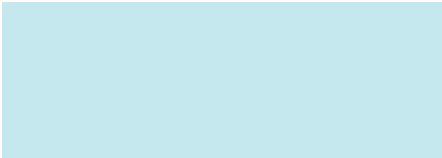


Electricity - Campbell River electricity is supplied by BC Hydro, whose customers enjoy some of the lowest electricity rates in North America.



CRadvantage - As the first city on Vancouver Island to offer a municipally-owned, open-access network of this kind, Campbell River is now positioned as one of the key tech communities in Canada, enabling high-speed, high-bandwidth internet connectivity for businesses and residential developments in the city's downtown core.

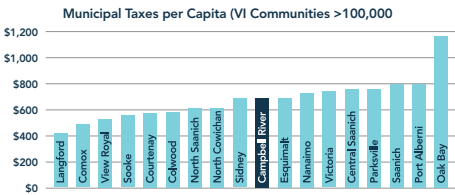
The CRadvantage network provides identical upload and download bandwidth scalable to 1GB per second. This level of accessibility and speed puts businesses in Campbell River on equal footing with competitors in downtown Vancouver, Palo Alto, San Francisco, or New York City, but at a fraction of the cost of living and doing business.



BUSINESS CLIMATE

Campbell River Tax Rates

Campbell River compares well with other Island communities when it comes to municipal taxes, sitting well below the provincial average for cities of similar size. The Financial Stabilization and Resiliency Program launched in 2016 has led to more moderate and predictable tax increases.



Building permits

Campbell River continues to experience a building boom across all sectors, including single-family, multi-family and commercial development. In 2018, 279 building permits were issued for a variety of projects. The City streamlines the permit process by providing information sheets and application forms, on line or in person.

	2017	2018
PERMITS ISSUED	347	279
BUILDING VALUE	79,429,684	79,210,698

Source: campbellriver.ca

Business Licenses

Approximately 200 business licenses were filed and approved in 2018. With a growing local economy and several business community services available to entrepreneurs, Campbell River is truly open for business.

NEW BUSINESS LICENSES	2018	144
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Source: campbellriver.ca

Economic Development Services

The City has worked diligently over recent years to meet the needs of the business community in Campbell River and is proud to offer a variety of development services that help improve specific businesses as well as our city overall.

Investment Portal

Supporting local entrepreneurs and emerging companies, the investment portal provides relevant information about the local market. This site makes it easier for start-up, emerging and existing businesses to:

- research the local business climate and industry trends
- identify their customers and competitors
- uncover local opportunities
- find available properties

Visit the site at: campbellriver.ecdev.org

Modern Entrepreneur Platform

The Modern Entrepreneur Platform encompasses a suite of activities organized around business engagement in the community: workshops to encourage knowledge-sharing, innovation, and inspiration; casual events to support networking; Freelance Fridays to pull solopreneurs out of their home offices and facilitate collaboration. The platform supports existing business and emerging opportunities in the technology and creative industries, sectors building momentum in a successful entrepreneurial ecosystem.

The Downtown Revitalization Tax Exemption for new developments and re-developments offers:

- 100% municipal tax exemption for new construction projects
- 100% municipal tax exemption of increased value for renovated building, for a 5-year period

The Downtown Facade Improvement Program

offers reimbursement for up to 50% of the costs eligible business owners may incur for beautification of their properties and storefronts, including improved signage and updated aesthetics.

KEY SECTORS AND INDUSTRIES

Technology & Creative – Campbell River encourages entrepreneurial growth from a variety of sectors including film, audio engineering, web development and digital development. The CRadvantage broadband network allows tech companies and entrepreneurs to flourish in their fields without sacrificing productivity. Technology and creative industry sectors in Campbell River are expected to see strong growth in the near future.



Aquaculture – Campbell River is a strategically situated hub for the aquaculture industry - three of North America's leading seafood companies have their head offices here. Greig Seafood, Marine Harvest and Cermaq are strong community partners and major employers. Marine service providers such as Mainstream Biological Consultants and Poseidon Ocean Systems also choose to make Campbell River their home, supporting the industry and helping it reach full growth potential.



Forestry - As part of the industrial bedrock of our community, forestry continues to play a major role in our economy. Opportunities for growth are constantly explored, including value-added processing and manufacturing. Decades of forestry work has created a highly-skilled local workforce, as well as an established infrastructure and strong network of industry leaders.



LIFE IN CAMPBELL RIVER

The City offers many amenities found in large cities, with the character and benefits of a small, tight-knit community:

- Our growing downtown district features local artisans, unique independent businesses and convenient shopping choices.
- Fitness studios and sports fields are located throughout the community, as well as hundreds of easily accessible public walking, hiking and biking trails.
- A vibrant arts and culture scene supports community theatre, musicians, authors and artists of all kinds.
- The large public library services the entire North Island, and a transit network ensures that all of these services are accessible to everybody.



Education:

- [North Island College](#), [Discovery College](#) and 10 other quality post-secondary institutions within 300 kms.
- All facilities maintain strong partnerships with local employers and industry leaders, helping students find excellent job opportunities in their communities.
- [Local School District 72](#) = two high schools, two middle schools and 13 elementary schools, working with families to provide high-quality education that encourages a lifetime love of learning.

Health Services:

- Campbell River was proud to open the doors of the new [North Island Hospital facility](#) in September 2017
- Serving Campbell River and the North Island, state-of-the-art facility offers a diverse array of health service, from intensive care to surgery to maternity and cancer care.
- Also several family practices and clinics throughout the community > finding a family doctor is rarely difficult. The healthy, outdoor lifestyle in Campbell River attracts qualified doctors from around the world, who choose to live in a community where they can achieve true work-life balance.

Workforce Training and Support:

Two main organizations exist to provide support to those entering the workforce or looking to change careers in Campbell River.

- The [North Island Employment Foundations Society \(NIEFS\)](#) and the [North Vancouver Island Aboriginal Training Society \(NVIATS\)](#) work diligently to ensure that all residents can find good jobs within the community.

All of this is framed by our spectacular natural landscape. A coveted lifestyle is attainable here. Campbell River is central, connected and surrounded by nature.

TOURISM

Campbell River’s beautiful natural surroundings are celebrated through our strong, community-wide focus on destination marketing and visitor experience. The outdoor opportunities and active lifestyle which make Campbell River a desirable place to call home are the same motivations for thousands of visitors to Campbell River every year.

Our destination marketing organization, Destination Campbell River, uses a modern marketing philosophy specifically designed to raise the profile of our region and support a thriving, tourism-based economy. Our unique blend of accessible wilderness, urban amenities, friendly people and rich Indigenous culture makes Campbell River an extraordinary place to explore.



MRDT (Hotel tax)

2018 YTD OVER
2017 AT NOV 30TH



This increase is due to a combined increase in occupancy rates and average daily room rate.

Hotel Occupancy and Average Daily Rate*

CAMPBELL RIVER

YTD OCCUPANCY AT SEPT 2018 **82.1%**
+ 5.9 points over 2017
(Provincial Average 73.4%)

YTD AVERAGE DAILY RATE AT SEPT 2018 **\$128**
+ 7.7% over 2017
(Provincial Average = \$195/nt)

Campbell River had the highest occupancy rate in British Columbia in July, August, and September



Visitor Centre usage statistics, Year-to-Date at December 31, 2018

21,162 Total Visitor parties through the Centre.

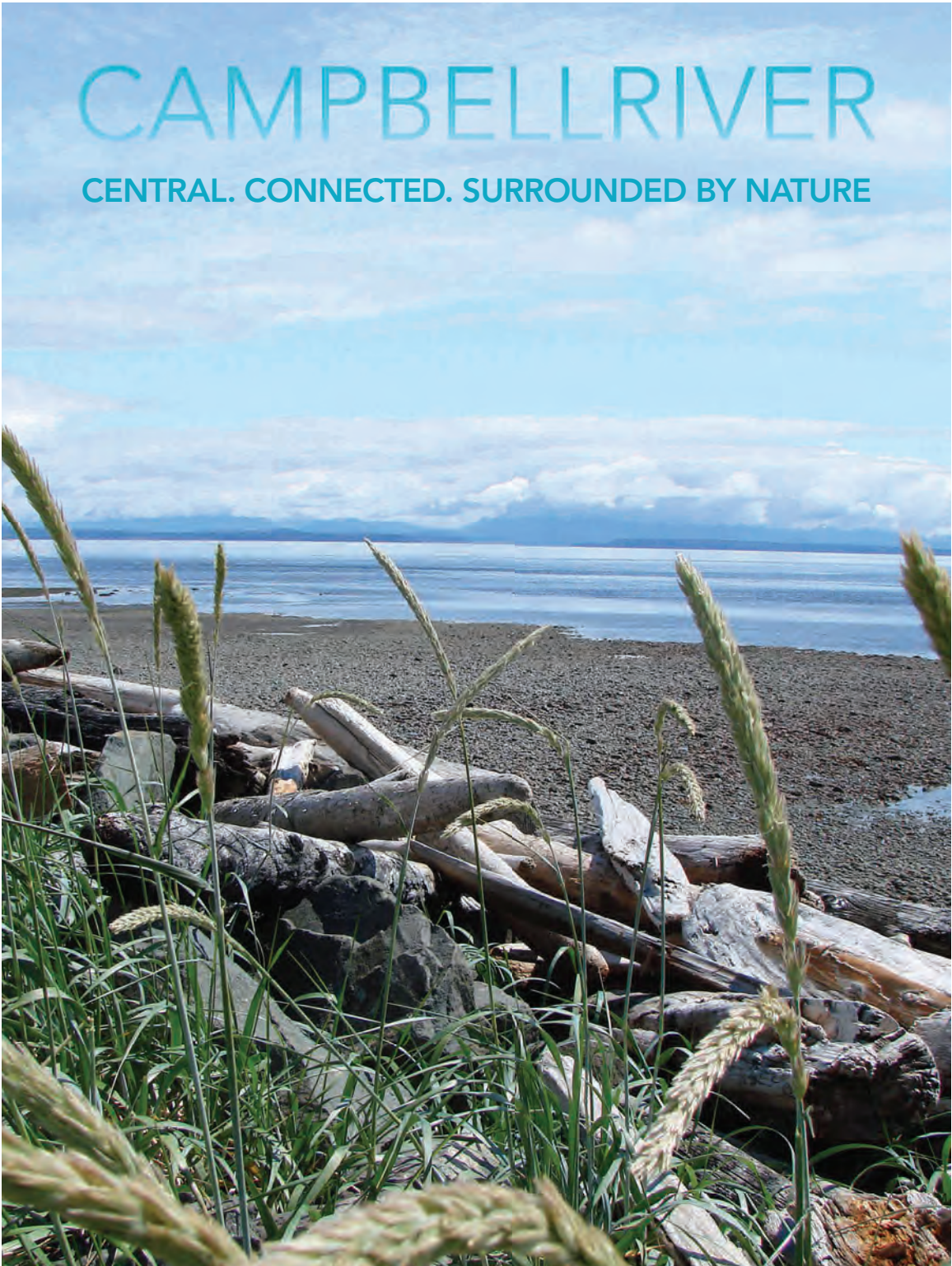
This is an increase of **17.4%** from 2017.



*Source: www.destinationbc.ca/content/uploads/2019/01/Provincial-Tourism-Indicators_December-2018.pdf

CAMPBELL RIVER

CENTRAL. CONNECTED. SURROUNDED BY NATURE





2020-2029

Financial Plan



We value your feedback.

✉ info@campbellriver.ca ☎ 250 286 5700

📍 301 St. Ann's Road Campbell River, B.C. V9W 4C7