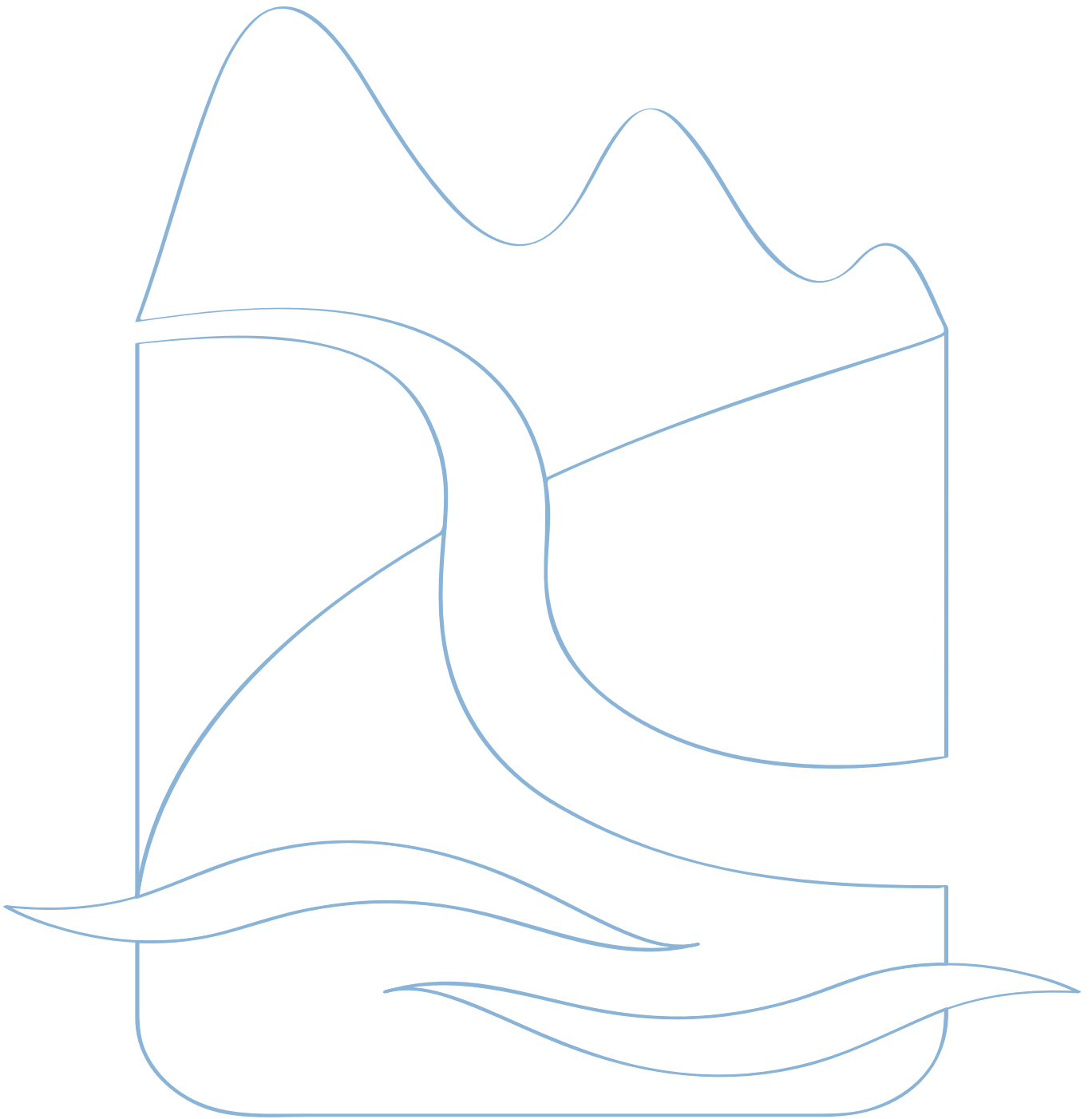


Annual Report + FINANCIAL STATEMENTS

2009



City of
Campbell
River

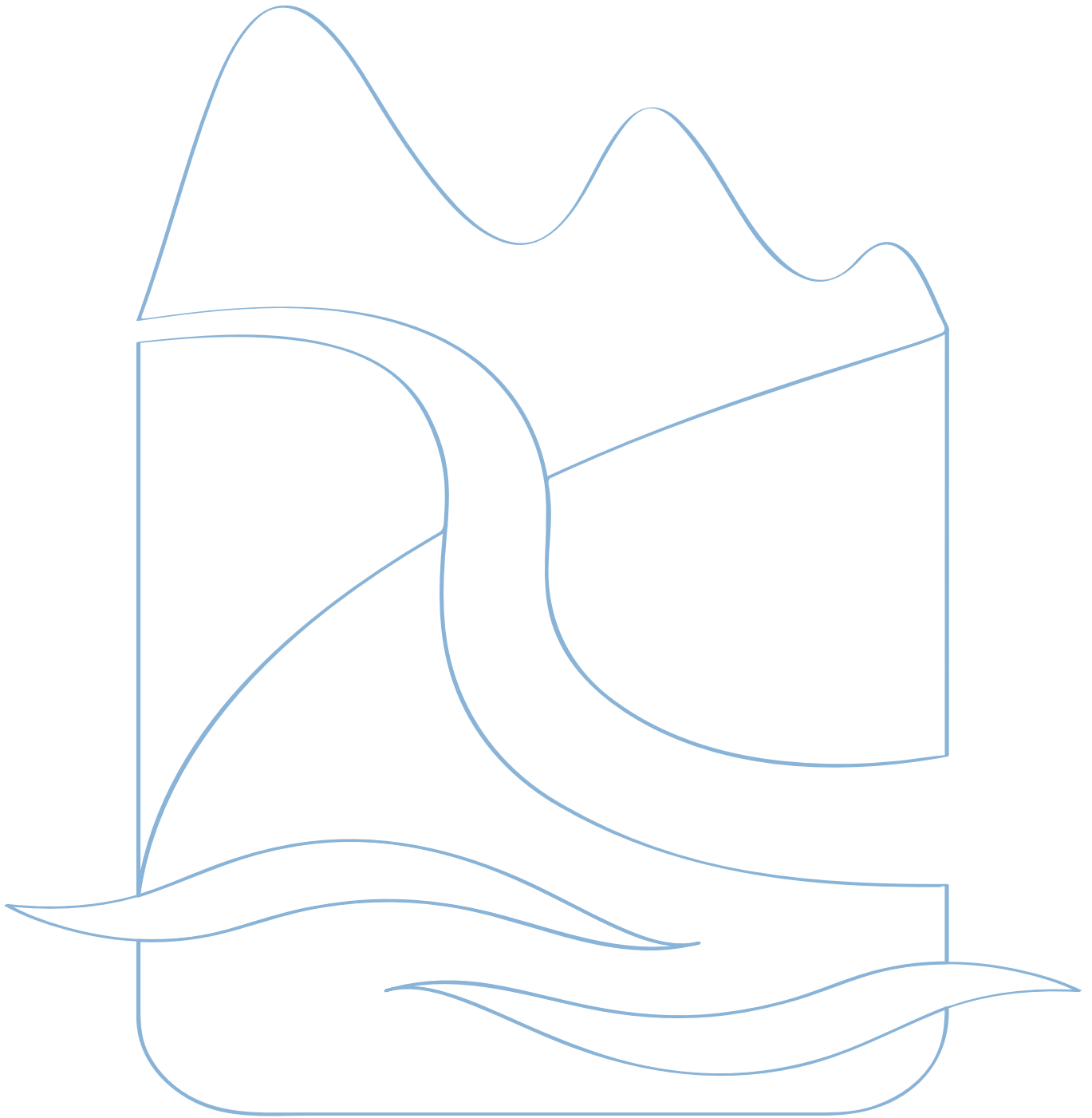


City of Campbell River

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INTRODUCTION

City of Campbell River

MESSAGE FROM THE MAYOR



At the completion of our first year of a three-year mandate, we maintain a strong focus on balancing economic, environmental and social priorities. Council considers all perspectives so that we can provide fair and responsible direction for City affairs. We consider what local residents want to see and we weigh it against our ability and their willingness to pay for services.

In 2009 we continued to work hard to make our community an even better place to live, work, play and visit. Council put an emphasis on helping residents and businesses weather the economic downturn and prepare for the economic turnaround.

During 2009, we began to clarify the role of the City. Council and staff worked together to develop a corporate mission and vision, and a statement of values. Out of these we also developed our strategic plan. This strategic plan supports the delivery and inter-related community interests that provide the foundation for our community's success.

We took time this year to listen closely to the community and to get their input on the priorities that they held. As part of this we established several important task forces. We set up a Forestry Task Force to get our community ready for when forestry rebounds. We set up a Homelessness Task Force to get good recommendations for how to deal with this issue in Campbell River. We set up a Major Industry Task Force to help guide us through our challenge with Catalyst, and to look at how we could deal with a reduction in revenues and work effectively with the provincial government.

We were faced with our share of challenges this year. We learned that the mill was closing. We faced tax revenue uncertainty which led to some uncertainty about our financial situation. The global economy also took a turn for the worse. Amidst all of this we stayed focused. It was a year to balance the budget and live within our means. It was a year to fight through different battles and to set our City up for future success.

Looking back, 2009 was primarily about looking at how things were being done and how we deal with our challenges. It was defined by the hard work that was done behind the scenes. We gained certainty on the hospital situation and worked with VIHA to confirm a hospital in Campbell River. Internally we initiated Council-to-Council meetings with First Nations and developed better working relationships. On the economic side, we reviewed and re-established our economic development engine, Rivercorp. On the social side we took time to prepare for the Olympic celebration, and also for an influx of guests and visitors through our completion of our innovative green roof and our participation in Communities in Bloom. We continued our work on the downtown core with the completion of Spirit Square and encour-

agement of residential infill.

To summarize, we faced huge economic challenges and we met them head-on by continuing to persevere and to believe in the potential of Campbell River. Our primary focus was on financial stability and on working to prevent any further changes to our job base or economic options. Year one of the strategic plan involved the necessary "prep-work" that moves a community forward. As a team we planted the seeds for growth in 2010.

City of Campbell River

MESSAGE FROM THE CITY MANAGER



I am pleased to present the City of Campbell River's 2009 Annual Report.

The Annual Report provides a comprehensive overview of the City's operations, including demographic and community statistics, a summary of department activities, financial statements, and taxation information. Building upon achievements in 2008, and guided by Council's five-year financial plan, the City focused on Council's strategic priorities for enhancing and developing our community.

A re-structure of City departments in 2009 created a one-stop Land Use Department to provide a single point for information and services related to planning, building, development, engineering and business licensing. In addition, the Downtown Revitalization Tax Exemption Bylaw adopted in 2009 offers incentives to make improvements to existing buildings and for new construction in our downtown core.

Community achievements in 2009 included:

- ✓ Communities in Bloom national recognition
- ✓ Completion and grand opening of the Spirit Square
- ✓ Hosting of the Olympic Torch Relay
- ✓ Completion of Robron Park design work
- ✓ Relocation of the downtown transit exchange
- ✓ Green Roof Completion
 - 100 % funded by Community Works fund (Federal Gas Tax Fund)
 - Doubles life of roof
 - Reduces carbon footprint
 - Reduces energy costs
 - Saves local taxpayers cost of a new roof

Infrastructure improvements in 2009 included new traffic lights on Dogwood Street; downtown streetlights; and, thanks to federal and provincial government funding, the commencement of the multi-million dollar Highway 19A upgrade and airport runway extension projects. Thanks are also extended to the Island Coastal Economic Trust for their contribution to making the runway project possible.

While this document is about the City's achievements and financial position for 2009, City Council is always looking ahead for ways to achieve the goals outlined in its strategic plan. Projects and processes that will commence in 2010 and future years include:

- ✓ Further refinement of the City's operational structure
- ✓ Council review and ratification of significant policy issues (i.e. budgeting, purchasing and subdivision servicing)
- ✓ The Renewal of Rivercorp as the City's economic

development agency

- ✓ Commencement of the sustainable official community plan in partnership with the Homalco, Wei Wai Kum and We Wai Kai First Nations
- ✓ Initiation of master plans for Parks, Heritage and Transportation
- ✓ Establishment of an Airport Authority
- ✓ Renewal and expansion of service agreement with Strathcona Regional District and First Nations partners
- ✓ And further exploration and development of alternative energy sources as well as reducing the energy currently consumed by City operations

The 2009 fiscal year was difficult in many respects. The City's Chief Administrative Officer, Tom Stevens, who was also Chief Financial Officer experienced medical difficulties that commenced at the beginning of September 2009. Those difficulties precluded his involvement in concluding the 2009 financial situation and he subsequently retired from both of his statutory positions in 2010. We wish Tom Stevens well. A number of key positions in the Finance department were vacant for the majority of the year and the remaining staff worked very hard to produce the financial statements and this annual report.

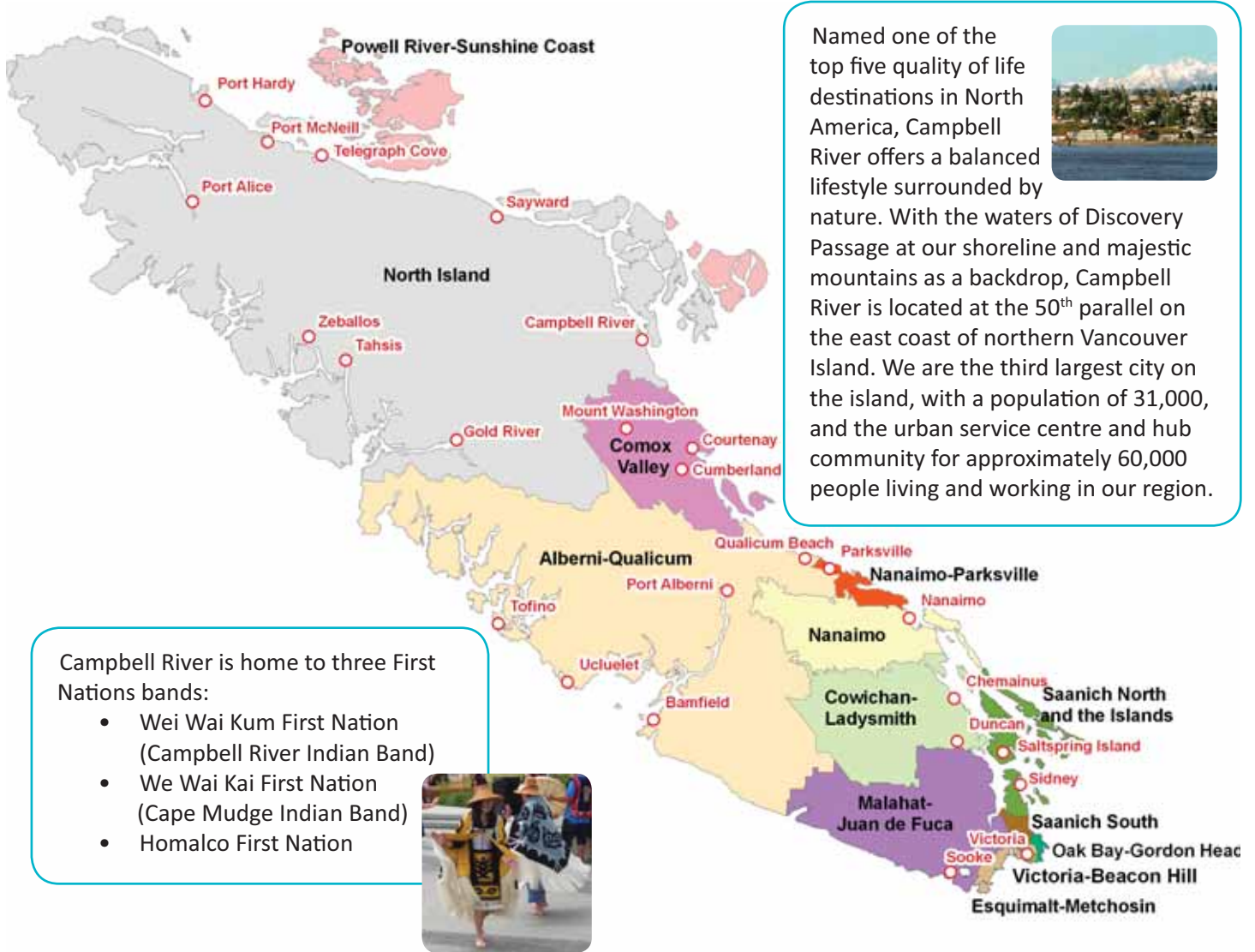
I extend appreciation to City staff, a team of highly qualified and capable professionals, for their dedicated commitment to serving the City of Campbell River. On behalf of staff, I extend our thanks to City Council for their guidance and support over the past year. These have been difficult times for our community, given the financial challenges involved in the restructure of the forest industry. The community has been well served by both City Council's leadership and staff's dedication to minimizing the impact on the services that we deliver.

Your feedback on this year's report is welcome. Either written communications by mail or email, or feedback through our website (www.campbellriver.ca) will help us to make this publication more useful to you.

Sincerely,
George Paul, Acting City Manager

City of Campbell River

HISTORICAL HIGHLIGHTS



Named one of the top five quality of life destinations in North America, Campbell River offers a balanced lifestyle surrounded by nature. With the waters of Discovery Passage at our shoreline and majestic mountains as a backdrop, Campbell River is located at the 50th parallel on the east coast of northern Vancouver Island. We are the third largest city on the island, with a population of 31,000, and the urban service centre and hub community for approximately 60,000 people living and working in our region.



Campbell River is home to three First Nations bands:

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



Incorporated as a Village in 1947, and later designated a Municipal District, Campbell River became a City in 2005.

In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper. In 1958, the world's largest man-made explosion at the time removed the top of Ripple Rock, a marine hazard in Seymour Narrows that had claimed at least 114 lives. The blast moved 100,000 tons of rock and water, opening Seymour Narrows to enable larger vessels to pass.

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



Photography by R.E. Olsen

City of Campbell River

HISTORICAL HIGHLIGHTS (CONTINUED)



Our motto —“Enriched by Land and Sea” - describes the city’s spectacular setting and abundant natural resources. The ocean, river, forests and the earth have helped build our community for more than a century.

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

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

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



City of Campbell River

DEMOGRAPHICS

1 General									
Incorporated in 1947, Campbell River has a total land area of 143.48 square km (2006 Census). By highway the District is 264 km north of Victoria and 44 km north of Courtenay. Campbell River is in the Strathcona Regional District.									
2 Population Estimates					Age Distribution				
Annual Estimates					2006 Census		% Distribution, 2006 *		
Year	Campbell Riv	% Change Prev. Year	BC	% Change Prev. Year	Campbell Riv	Male	Female	Campbell Riv	BC
					All ages	14,605	14,970	100.0	100.0
2004	29,157	-	4,155,170	-	0 - 14	2,575	2,600	17.5	16.5
2005	29,540	1.3	4,196,788	1.0	15 - 24	1,935	1,835	12.8	13.1
2006	30,054	1.7	4,243,580	1.1	25 - 44	3,490	3,765	24.5	27.4
2007	30,417	1.2	4,310,305	1.6	45 - 64	4,720	4,630	31.6	28.4
2008	30,983	1.9	4,381,603	1.7	65 +	1,885	2,140	13.6	14.6
Source: Statistics Canada (as of July 1, includes estimate of Census undercount) * based on published totals, both sexes									
2006 Census Profiles can be found on our Website at http://www.bcstats.gov.bc.ca/census.asp									
3 Selected Census Characteristics									
Characteristics	Campbell River			British Columbia					
	2001	2006	% Change	% Change	2001	2006			
Population	28,456	29,572	3.9	5.3	3,907,738	4,113,487			
Population (by citizenship)	28,295	29,370	3.8	5.3	3,868,875	4,074,385			
Non-immigrant	24,680	26,220	6.2	2.9	2,821,870	2,904,240			
Immigrant	3,530	3,030	-14.2	10.8	1,009,820	1,119,215			
Labour force (15+ yrs.)	14,975	15,625	4.3	8.1	2,059,950	2,226,380			
Employees	12,635	13,405	6.1	9.2	1,715,600	1,873,050			
Self-employed	1,855	1,785	-3.8	7.4	291,455	313,000			
Participation rate [ppt.=percentage points]	66.4%	64.6%	-1.8 ppt.	0.4 ppt.	65.2%	65.6%			
Unemployment rate	12.7%	8.9%	-3.8 ppt.	-2.5 ppt.	8.5%	6.0%			
Total population 25 to 64 years	15,725	16,545	5.2	6.5	2,144,050	2,284,465			
No certificate, diploma or degree	4,535	2,720	-40.0	-40.1	471,470	282,200			
High school certificate or equivalent	3,640	4,760	30.8	27.7	462,925	591,275			
Apprenticeship/trades certificate or diploma	2,735	2,700	-1.3	-7.4	295,180	273,450			
College, CEGEP or other cert. or diploma	3,090	3,930	27.2	11.3	401,760	447,005			
University certificate, diploma or degree	1,715	2,430	41.7	34.7	512,715	690,535			
Bachelor's degree	910	1,265	39.0	23.0	282,800	347,715			
Census families	8,275	8,780	6.1	6.9	1,086,030	1,161,420			
Lone-parent families	1,485	1,470	-1.0	4.0	168,420	175,165			
Households	11,305	12,225	8.1	7.1	1,534,335	1,643,150			
1-family households	8,070	8,595	6.5	6.1	1,012,925	1,074,850			
Multi-family households	105	95	-9.5	18.4	35,050	41,510			
Non-family households	3,135	3,535	12.8	8.3	486,355	526,785			
Median Income	\$ 21,338	\$ 24,151	13.2	12.5	\$ 22,095	\$ 24,867			
Males	\$ 32,001	\$ 35,001	9.4	9.0	\$ 28,976	\$ 31,598			
Females	\$ 15,261	\$ 18,213	19.3	14.0	\$ 17,546	\$ 19,997			
Median Family Income	\$ 54,289	\$ 63,792	17.5	20.0	\$ 54,840	\$ 65,787			
Economic Families	8,200	8,765	6.9	6.5	1,044,850	1,112,810			
Incidence, low income	14.8%	12.8%	-2.0 ppt.	-0.6 ppt.	13.9%	13.3%			
Unattached persons, 15+	3,880	4,010	3.4	4.7	576,825	603,880			
Incidence, low income	42.7%	36.4%	-6.3 ppt.	-1.4 ppt.	38.1%	36.7%			
Population in private hh.	28,175	29,190	3.6	5.1	3,785,270	3,978,215			
Incidence, low income	18.3%	16.5%	-1.8 ppt.	-0.5 ppt.	17.8%	17.3%			
Dwellings	11,310	12,220	8.0	7.1	1,534,335	1,643,150			
Owned	7,940	8,940	12.6	12.5	1,017,485	1,145,045			
Rented	3,350	3,285	-1.9	-3.6	512,360	493,995			
Average gross rent	\$ 651	\$ 682	4.8	10.4	\$ 750	\$ 828			
Average owners' payments	\$ 771	\$ 819	6.2	17.1	\$ 904	\$ 1,059			
Avg. value, owned dwel.	\$ 141,911	\$ 273,482	92.7	81.5	\$ 230,645	\$ 418,703			

Source: Statistics Canada. Notes: incomes are for 2005 and 2000; rent/owner's payments are restricted to non-farm, non-reserve private dwellings.

LABOUR FORCE

4		Labour Force by Industry (NAICS)					
		Campbell River			BC	% Distribution, 2006	
Industry	2001	2006	% Change	% change	Campbell Riv	BC	
Total labour force	14,975	16,010	6.9	8.1	100.0	100.0	
Industry - Not applicable	435	385	- 11.5	- 26.6	2.4	1.5	
All industries (Experienced LF)	14,540	15,625	7.5	8.9	97.6	98.5	
111-112 Farms	370	315	- 14.9	5.2	2.0	1.8	
113 Forestry and logging	1,075	985	- 8.4	- 10.0	6.2	1.0	
114 Fishing, hunting and trapping	185	190	2.7	1.3	1.2	0.2	
1151/2 Support activities for farms	10	-	- 100.0	11.3	-	0.1	
1153 Support activities for forestry	155	110	- 29.0	- 21.5	0.7	0.3	
21 Mining and oil and gas extraction	400	440	10.0	42.6	2.7	0.9	
22 Utilities	60	75	25.0	- 3.4	0.5	0.5	
23 Construction	865	1,020	17.9	39.9	6.4	7.5	
31-33 Manufacturing	1,420	1,520	7.0	- 2.7	9.5	8.5	
311 Food manufacturing	215	165	- 23.3	3.6	1.0	1.0	
321 Wood product manufacturing	295	230	- 22.0	- 16.1	1.4	1.7	
322 Paper manufacturing	625	750	20.0	- 13.5	4.7	0.6	
41 Wholesale trade	440	340	- 22.7	11.6	2.1	4.1	
44-45 Retail trade	1,840	2,245	22.0	6.9	14.0	11.2	
441 Motor vehicle and parts dealers	240	325	35.4	9.0	2.0	1.1	
445 Food and beverage stores	695	670	- 3.6	8.4	4.2	2.9	
448 Clothing & clothing accessories	145	130	- 10.3	9.2	0.8	1.1	
452 General merchandise stores	125	255	104.0	6.5	1.6	1.2	
48-49 Transportation & warehousing	640	590	- 7.8	0.6	3.7	5.2	
51 Information and cultural industries	245	245	-	- 5.3	1.5	2.6	
52 Finance and insurance	345	330	- 4.3	4.5	2.1	3.8	
53 Real estate & rental/leasing	250	325	30.0	22.1	2.0	2.3	
54 Prof'sonal, scientific & tech. serv.	615	660	7.3	18.6	4.1	7.3	
55 Mgmt. of companies/ent'prises	-	20	-	126.6	0.1	0.1	
56 Admin+support, waste mgmnt srv.	495	640	29.3	20.4	4.0	4.4	
61 Educational services	765	895	17.0	9.2	5.6	6.9	
62 Health care and social assistance	1,320	1,340	1.5	6.5	8.4	9.6	
71 Arts, entertainment and recreation	335	290	- 13.4	11.3	1.8	2.3	
72 Accommodation and food services	1,465	1,575	7.5	7.7	9.8	8.1	
721 Accommodation services	415	425	2.4	2.5	2.7	1.7	
722 Food services & drinking places	1,055	1,150	9.0	9.2	7.2	6.4	
81 Other services (excl. public admin.)	620	785	26.6	11.8	4.9	4.9	
91 Public administration	625	675	8.0	- 2.0	4.2	5.0	
Special Aggregations							
Agriculture, Food and Beverage	410	325	- 20.7	5.8	2.0	2.9	
Fishing and Fish Processing	375	340	- 9.3	- 3.3	2.1	0.5	
Logging and Forest Products	2,145	2,080	- 3.0	- 14.7	13.0	3.7	
Mining and Mineral Products	485	510	5.2	17.1	3.2	2.1	

Source: Statistics Canada. Industry according to NAICS version used in each census. Unpublished data.

5		Business Establishments - Number of Firms by Employment Size Range							
December (or June)	Firms with no employees		Firms with employees		% change	Campbell River			
	Campbell Riv	BC	Campbell Riv	BC		1 to 19	20 to 49	50-199	200 Plus
2004	1,287	187,895	1,244	158,421		1,100	98	39	7
2005	1,230	182,495	1,283	162,732	3.1	1,148	92	34	9
2006	1,196	182,599	1,297	167,845	1.1	1,150	102	38	7
2007	1,200	188,565	1,349	168,473	4.0	1,200	100	41	8
2008 (Jun)	1,240	193,848	1,354	170,692	0.4	1,211	92	43	8

Source: Business Register, Statistics Canada. In some areas, boundary changes/geocoding changes may cause large changes.

6		Municipal Residential Taxes and Charges on a Representative House				
		Campbell River				
Year	House Value		Taxes & Charges			
	\$	% change	\$	% change		
2004	132,211		1,992			
2005	166,204	25.7	2,167	8.8		
2006	214,174	28.9	2,372	9.4		
2007	253,321	18.3	2,485	4.8		
2008	279,659	10.4	2,639	6.2		

Source: Ministry of Community Development http://www.cd.gov.bc.ca/lgd/infra/tax_rates/tax_rates2007.htm (No RD level figures)

STATISTICS

BC Stats 250-387-0327
www.bcstats.gov.bc.ca

7 Values of Building Permits										
Year	Residential				Non-Residential			Total		Year
	Number of Units		Value \$'000		Value \$'000			Value \$'000		
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC		
2004	202	34,898	31,424	5,868,937	3,085	2,069,790	34,509	7,938,727	2004	
2005	316	37,452	63,856	6,978,962	10,826	3,212,137	74,682	10,191,099	2005	
2006	338	38,835	80,499	7,620,696	35,860	3,920,836	116,359	11,541,532	2006	
2007	323	40,932	74,711	8,611,723	23,892	3,932,968	98,603	12,544,691	2007	
2008	307	30,110	77,874	6,899,289	18,512	3,677,866	96,386	10,577,155	2008	

Source: Statistics Canada

Note: Detailed non-residential permits data can be found on our Website: www.bcstats.gov.bc.ca

A dash can indicate a nil report, a value of less than \$500, or non-reporting. P indicates 'preliminary'.

8 Personal Taxation Statistics							Percent Change in Avg. Income	
Total Income of All Returns								
Year	All Returns (number)		Average Income (\$)		% Change avg. income			
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC		
2002	24,980	2,980,110	31,143	31,316	n/a	n/a		
2003	25,270	2,981,790	31,748	32,187	1.9	2.8		
2004	25,730	3,053,420	33,390	33,766	5.2	4.9		
2005	26,630	3,154,090	34,200	35,601	2.4	5.4		
2006	26,760	3,165,750	36,384	38,523	6.4	8.2		

Note: This section is now based on All Returns, not Taxable Returns

Source of Total Income 2006				% Distribution, Total Income						
	Campbell Riv		BC		Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC
	\$Thousands	% of Total	% of Total							
Employment	641,330	65.9	65.9	65	65	65	65	65	65	65
Pension	132,949	13.7	12.5	15	15	15	15	15	15	15
Investment	65,981	6.8	8.6	10	10	10	10	10	10	10
Self-Employed	49,955	5.1	6.0	5	5	5	5	5	5	5
Other	55,461	5.7	5.0	5	5	5	5	5	5	5
Tax Exempt	26,839	2.8	2.0	5	5	5	5	5	5	5
Total	973,635	100.0	100.0	100	100	100	100	100	100	100

Source: Canada Revenue Agency. Areas are defined by postal codes and may not match municipal boundaries.

9 Dependency on the Safety Net							Total Beneficiaries by Age Group, % (Basic BC Assistance & EI)	
Percentage of Population by Age Receiving Benefits - September 2008								
Age Group	BC Basic* Income Assistance Recipients (%)		Employment Insurance Beneficiaries (%)		Total of BC Basic Income Assistance & EI Beneficiaries (%)			
	Campbell Riv	BC	Campbell Riv	BC	Campbell Riv	BC		
Under 19	3.4	2.1						
19-24	2.7	1.4	5.1	2.1	7.8	3.5		
25-54	2.3	1.4	3.8	2.8	6.0	4.1		
55-64	0.7	0.5	2.1	1.3	2.8	1.8		
19-64	2.0	1.2	3.6	2.4	5.5	3.6		

* On temporary assistance only. Excluded are those on Continuous Assistance, aboriginals living on reserve, seniors/OAS, & children living with relatives.

Source: BC Stats (using administrative files from the BC Ministry of Employment & Income Assistance, and Human Resources & Social Development Canada)

10 Business Formations and Failures									
Incorporations				Bankruptcies					
Year	Number		Year	Campbell Riv		Courtenay		BC	
	Campbell Riv	BC		Business	Consumer	Business	Consumer	Business	Consumer
2004	116	24,703	2003	20	182	13	148	1,002	9,394
2005	137	30,937	2004	14	132	10	146	921	8,386
2006	169	33,273	2005	8	144	8	130	786	8,179
2006	179	34,036	2006	9	110	3	124	587	7,022
2008	174	30,085	2007	6	105	3	107	470	6,651

Source: BC Ministry of Finance

Source: Office of the Superintendent of Bankruptcy, Government of Canada

Incorporations are counted in municipality of the registered office address which may differ from the actual business location.

Note: Bankruptcy is counted where it is filed. Bankruptcy data is available for urban areas only.

CAMPBELL RIVER VISION 2025

IN KEEPING WITH CAMPBELL RIVER'S MOTTO
THE VALUES THAT ANCHOR OUR VISION ARE:

*E*conomic prosperity

*N*atural environment

*R*ecreation

*I*nclusivity and diversity

*C*ulture and heritage

*H*ealth and safety

*E*xcellence in Local Government

*D*ynamic families

B Y L A N D A N D S E A

City of Campbell River

ELECTED OFFICIALS



MAYOR CHARLIE CORNFIELD

COUNCILLOR ANDREW ADAMS

COUNCILLOR ROY GRANT

COUNCILLOR RYAN MENNIE

COUNCILLOR CLAIRE MOGLOVE

COUNCILLOR ZIGGY STEWART

COUNCILLOR MARY STORRY

CORPORATE MISSION

Mission

The City of Campbell River Mayor and Council developed a corporate mission, vision and values in 2009. Focusing City resources was a key goal of the 2009 corporate strategic planning process, and Council developed this foundation as a beneficial step in developing the strategic plan.

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

Corporate Mission Statement

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

Vision

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

Corporate Vision Statement

The Corporation of the City of Campbell River is:
well run,
results oriented,
accountable,
inclusive,
responsive,
innovative,
an adaptive organization, and
a great place to work and work with.

Values

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

Corporate Values

Communication

Communication, both internal and external, that is timely, constructive, concise, honest, clear and respectful, is valued.

Ethics

Integrity, honesty and professionalism are valued.

Empowerment

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

Teamwork

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

Respect

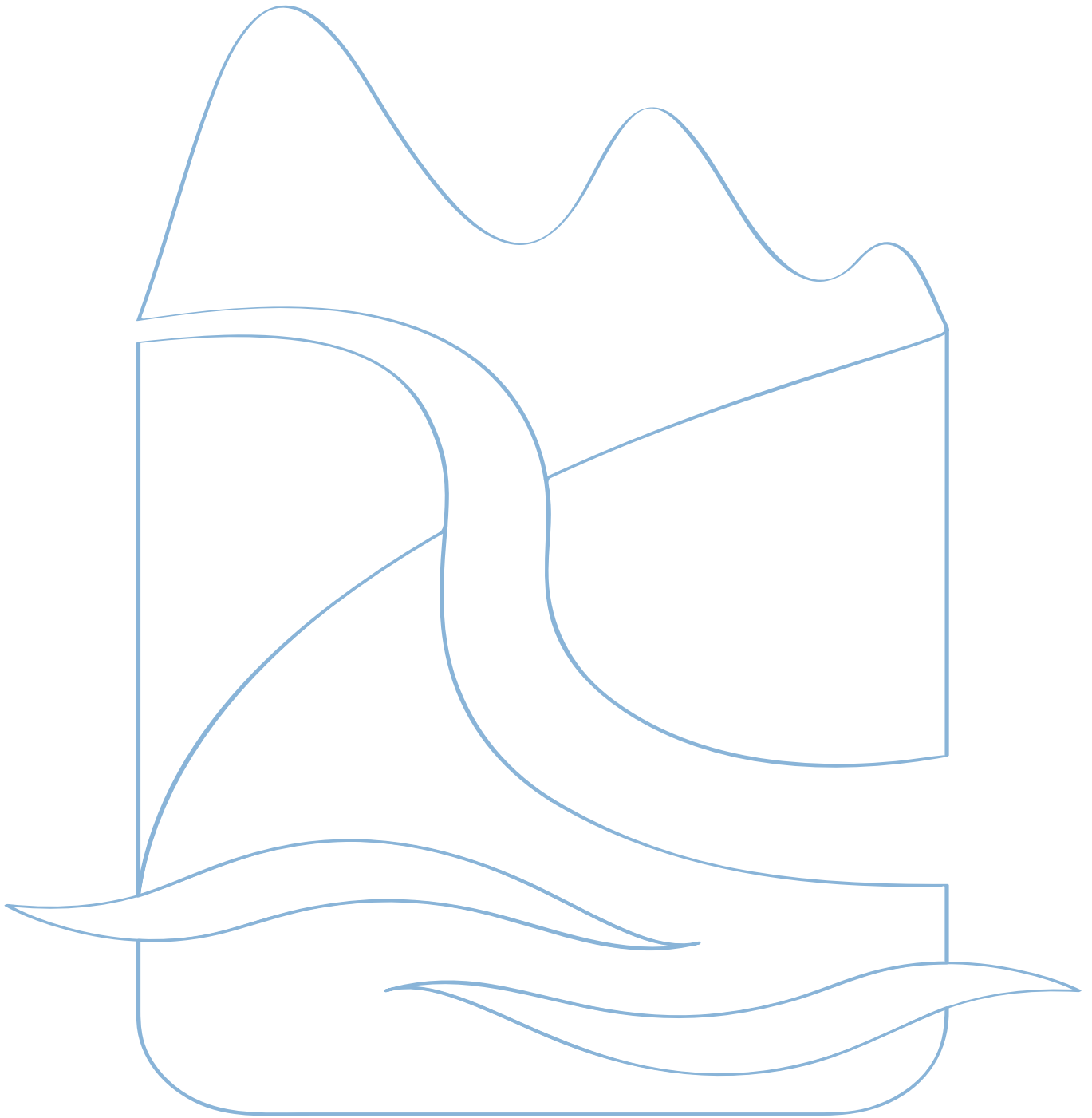
Council and staff respect and value the democratic process and each other's contribution to it, the corporation and the community.

Professionalism

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

Safe and Healthy Workplace

A safe and healthy workplace is promoted and supported.





CORPORATE STRATEGIC PRIORITIES

Financial Sustainability

The City of Campbell River seeks to use its revenue prudently to minimize fluctuations in tax levels and manage the decline of revenues resulting from the loss of major industry tax revenues.

Goal A: Economic diversification

Action / Project / Initiative	Priority / Timeline
1. Retain and maintain industry and business.	ongoing
2. Fisheries projects: lobby Federal and Provincial governments to promote fisheries activities.	ongoing
3. Redefine economic delivery mechanism.	very urgent
4. Develop / promote event tourism.	long term / 2-3 years
5. Establish a Future of Forestry Task Force.	short term / 1 year

Goal B: Explore new revenue streams

Action / Project / Initiative	Priority / Timeline
1. Secure major industry tax revenue.	short term / 1 year
2. Review 5-point plan to reduce reliance on major industry taxation.	short term / 1 year

Goal C: Establish and maintain sustainable corporate financial policies

Action / Project / Initiative	Priority / Timeline
1. Implement PSAB accounting procedures:	
a) Complete asset inventory and evaluation, and	ongoing
b) Allocate adequate resources according to regulations	ongoing
2. Establish suitable corporate reserve funds.	short term / 1 year
3. Review and update Development Cost Charge (DCC) bylaw.	urgent

Goal D: Secure new hospital for Campbell River

Action / Project / Initiative	Priority / Timeline
1. Assess new hospital tax impact.	short term / 1 year
2. Lobby VIHA & Provincial Government for hospital.	ongoing

Goal E: Plan for reduced revenues

Action / Project / Initiative	Priority / Timeline
1. Develop options to accommodate reduced revenues for both the short and long term.	short term / 1 year
2. Seek input and innovations from all City staff to accommodate reduced revenues.	ongoing

Environmental Sustainability

The City of Campbell River seeks to move toward environmental sustainability through a broad range of means including environmental planning, waste reduction, protection of natural resources and innovation.

Goal A: Achieve Climate Action Charter compliance

Goal B: Support the Green City Strategy

Action / Project / Initiative	Priority / Timeline
1. Develop a comprehensive long term strategy for the reduction of greenhouse gas (GHG) emissions in Campbell River in keeping with initiatives to attain carbon neutrality by advancing the "Green City Strategy."	ongoing
2. Develop supporting policies and bylaws for the Green City Strategy.	short term / 1 year
3. Develop public information/awareness program.	ongoing
4. Improve opportunities for alternative modes of transportation.	long term / 2-3 years
5. Develop policies and bylaws to reduce pesticide use.	short term / 1 year
6. Pursue expanded transit.	long term / 2-3 years
7. Develop programs for business and industry participation.	long term / 2-3 years
8. Support cycling initiatives and infrastructure.	ongoing

Goal C: Explore alternative energy systems

Action / Project / Initiative	Priority / Timeline
1. Support research and pilot projects associated with green power options.	ongoing
2. Identify green power opportunities for City facilities/utilities.	short term / 1 year

Goal D: Protect watersheds

Action / Project / Initiative	Priority / Timeline
1. Support local non-government organizations and volunteer groups for fisheries projects.	ongoing
2. Develop education program for residential and recreational users.	short term / 1 year
3. Identify and utilize regulatory tools to protect watersheds.	long term / 2-3 years
4. Review land acquisition or tenure options to protect watersheds.	ongoing

Goal E: Implement alternative waste management methods

Action / Project / Initiative	Priority / Timeline
1. Develop organics composting strategy.	short term / 1 year

Goal F: Participate in developing regional district solid waste management program

Action / Project / Initiative	Priority / Timeline
1. Increase recycling education programs.	short term / 1 year

Improved Internal/External Communications

The City of Campbell River seeks excellence in both its internal and external communications.

Goal A: Improve internal communications

Action / Project / Initiative	Priority / Timeline
1. Discuss and identify council communications needs and objectives.	urgent
2. Develop communication plan and policies.	short term / 1 year

Goal B: Improve external communications

Action / Project / Initiative	Priority / Timeline
1. Discuss and identify external communication needs.	urgent
2. Develop communication plan and policies.	short term / 1 year

Goal C: Engage the community

Action / Project / Initiative	Priority / Timeline
1. Improve communication with the community and business organizations.	ongoing
2. Enhance website for engagement.	short term / 1 year
3. Seek opportunities to align actions and programs with the Chamber of Commerce.	short term / 1 year

The City of Campbell River seeks *excellence*

Comprehensive Community Planning

The City of Campbell River seeks to enhance the community for citizens, visitors and business through excellence in comprehensive community planning.

Goal A: Revitalize downtown

Action / Project / Initiative	Priority / Timeline
1. Complete construction of Spirit Square.	short term / 1 year
2. Encourage residential infill.	ongoing
3. Identify regulatory and financial incentives to encourage investment.	ongoing
4. Identify critical infrastructure improvements.	short term / 1 year
5. Support and facilitate events in the downtown.	short term / 1 year

Goal B: Renew the community vision

Action / Project / Initiative	Priority / Timeline
1. Update the Official Community Plan and include a visioning component in the OCP update process.	short term / 1 year

Goal C: Miscellaneous

Action / Project / Initiative	Priority / Timeline
1. Develop a comprehensive airport plan.	short term / 1 year
2. Assess the Homelessness Task Force recommendations.	ongoing

The City of Campbell River seeks *to enhance the community*

Quality Parks, Recreation and Culture

The City of Campbell River seeks to provide quality parks, recreation and cultural opportunities for its citizens and visitors.

Goal A: Review and update the Campbell River Parks Master Plan

Action / Project / Initiative	Priority / Timeline
1. Review and update the Campbell River Parks Master Plan where necessary.	short term / 1 year
2. Annual review and approval of Parks Master Plan expenditures.	ongoing

Goal B: Implement Culture and Heritage Master Plan

Action / Project / Initiative	Priority / Timeline
1. Annual review and approval of Culture and Heritage Master Plan expenditures.	ongoing

Goal C: Miscellaneous

Action / Project / Initiative	Priority / Timeline
1. Establish Parks, Recreation and Culture maintenance priorities and service levels.	short term / 1 year
2. Maintain and enhance recreation facilities.	ongoing
3. Support cultural partnerships.	long term / 2-3 years
4. Secure financial contribution for recreation and cultural facilities from outlying areas.	ongoing
5. Event coordination:	short term / 1 year
a) Coordinate timing of events in the community.	short term / 1 year
b) Provide support services for community events i.e. staff and personnel related to equipment and facilities.	short term / 1 year

Infrastructure

The City of Campbell River recognizes the importance and value of planning, building and maintaining its infrastructure including city buildings, utilities, roads and the airport.

Goal A: Plan, build and maintain adequate infrastructure to meet current and future needs

Action / Project / Initiative	Priority / Timeline
1. Integrate existing infrastructure plans into a comprehensive capital plan.	short term / 1 year
2. Develop a financial strategy to fund infrastructure.	short term / 1 year
3. Highway 19A and airport runway extension projects.	urgent
4. Business Case for ICET airport runway extension funding.	urgent
5. Establish a priority for Willis Road.	urgent

Effective Protective Services

The City of Campbell River seeks to deliver effective protective services with the goal of providing a safe and secure community for citizens and business.

Goal A: Provide adequate fire and police services within available resources

Action / Project / Initiative	Priority / Timeline
1. Consider and act on the Fire Department Business Plan.	short term / 1 year
2. Annual review and approval of expenditures for implementation of the Crime Reduction Strategy.	ongoing

Goal B: Provide adequate bylaw enforcement

Goal C: Provide safe and secure public facilities

Action / Project / Initiative	Priority / Timeline
1. Review security measures for City facilities.	short term / 1 year

Improved External Relations

The City of Campbell River is committed to improving external relations with its partners and neighbouring local governments.

Goal A: Improved relations with First Nations

Action / Project / Initiative	Priority / Timeline
1. Facilitate community-to-community forums.	ongoing
2. Initiate negotiations for protocol agreements.	short term / 1 year
3. Review and update servicing agreements with First Nations.	urgent
4. Conduct cross-cultural training for Council and staff.	short term / 1 year

Goal B: Improved regional relations

Action / Project / Initiative	Priority / Timeline
1. Explore cooperative servicing opportunities with adjacent municipalities and electoral areas.	short term / 1 year
2. Develop regular communication protocols with adjacent municipalities and electoral areas.	long term / 2-3 years

Goal C: Be connected with Campbell River's Members of Parliament / BC Legislative Assembly

Action / Project / Initiative	Priority / Timeline
1. Lobby for grants and funding.	ongoing

Goal D: Improved relations with educational institutions i.e. College, School District

Corporate Maintenance

The City of Campbell River recognizes the importance of maintaining and improving the health of the corporation to best serve citizens and businesses.

Goal A: Efficient and effective governance

Action / Project / Initiative	Priority / Timeline
1. Council review of the corporate policy bank.	ongoing
2. Quarterly reporting on Strategic Plan progress.	ongoing
3. Council review of the Procedure Bylaw.	complete
4. Review Council structure i.e. portfolios/committees.	urgent
5. Develop work plans for committees and commissions.	urgent

Goal B: Create a positive, service-oriented corporate workplace culture

Action / Project / Initiative	Priority / Timeline
1. Balance Council and community expectations with corporate resources.	ongoing

Goal C: Maintain, develop and attract the City workforce

Action / Project / Initiative	Priority / Timeline
1. Attract employees by being a preferred employer.	ongoing
2. Create a culture of innovation.	ongoing

The City of Campbell River seeks *to serve its citizens*

COUNCIL APPOINTMENTS

COUNCILLORS' ALTERNATES

Councillor Adams – Alternate Councillor Grant
Councillor Mennie – Alternate Councillor Storry
Councillor Moglove – Alternate Councillor Stewart

Councillor Grant – Alternate Councillor Adams
Councillor Stewart – Alternate Councillor Moglove
Councillor Storry – Alternate Councillor Mennie

ACTING MAYORS BY THE MONTH

January/July – Councillor Grant
March/August – Councillor Mennie
February/September – Councillor Moglove

April/October – Councillor Adams
May/November – Councillor Stewart
June/December – Councillor Storry

TASK FORCES

Task Force on Homelessness
Future of Forestry Task Force
Financial Task Force on Major Industry Tax Revenue Loss

Councillor Moglove
Councillor Stewart
Councillor Storry

COMMISSIONS

Community Advisory Commission
Community Partnership Commission
Development Advisory Commission
Environmental Advisory Commission
Seniors' Advisory Commission

Councillor Moglove
Councillor Storry
Councillor Adams
Councillor Grant
Councillor Mennie

COMMITTEES

BC Hydro Liaison Committee
Culture & Heritage Sub-Committee
School Board/City Joint Liaison Committee
Spirit of BC Community Committee
Parcel Tax Review Panel
Port of Call Committee
Youth Advisory Committee

Councillor Adams
Councillor Moglove
Mayor Cornfield, Councillors Storry & Mennie
Mayor Cornfield
Councillors Adams, Grant & Stewart
Councillor Storry
Councillor Mennie

BOARDS

Regional Hospital District
Strathcona Regional District (SRD)
SRD Alternate
Vancouver Island Regional Library Board

Mayor Cornfield, Councillors Stewart, Grant, Moglove & Storry
Mayor Cornfield, Councillors Stewart, Grant, Moglove & Storry
Councillor Mennie
Councillor Mennie

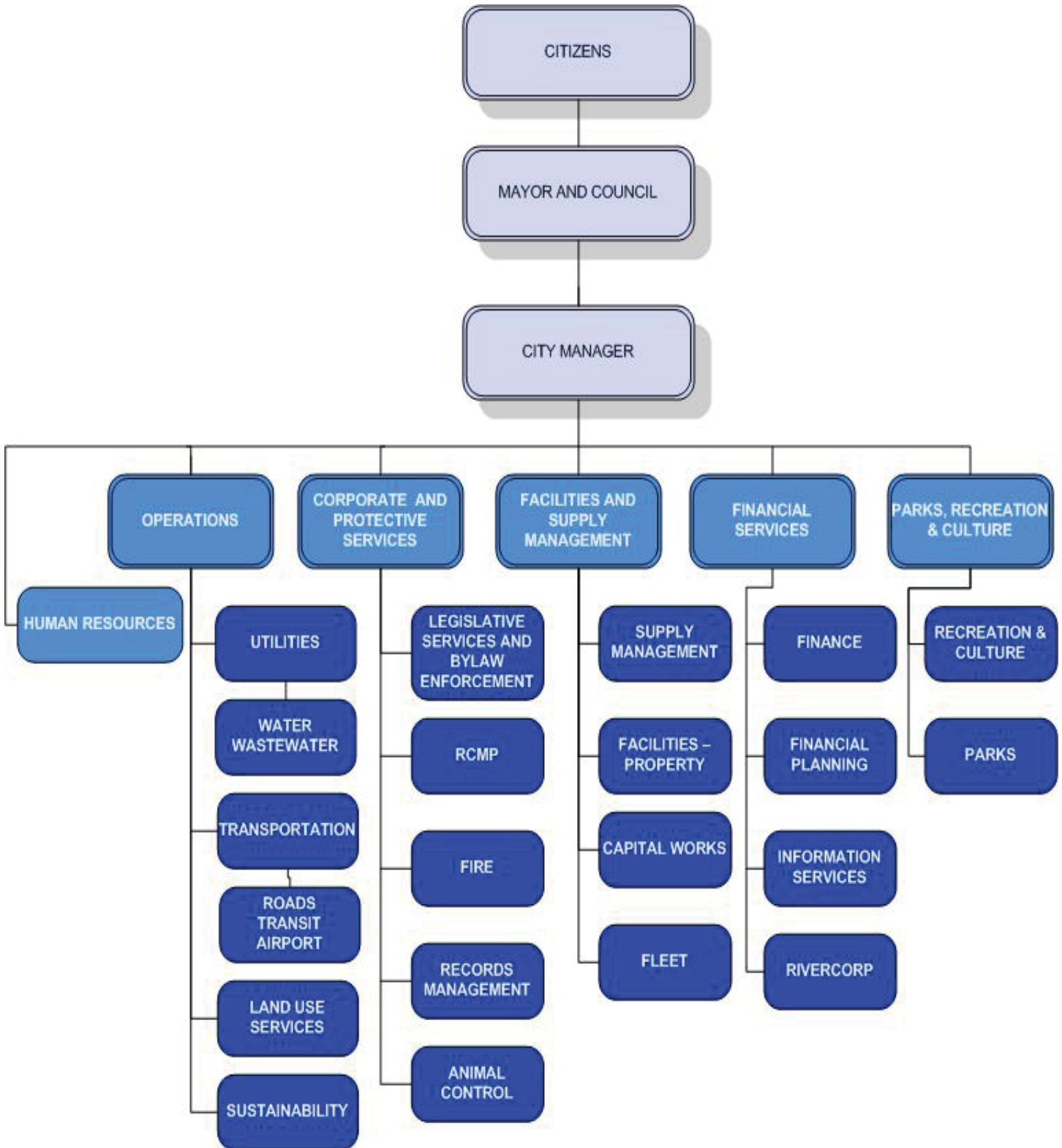
OTHER LIAISON GROUPS

Campbellton Business Organization
Chamber of Commerce
Economic Development Commission (Rivercorp)
Heart of the City BIA
North Island Coast Development Initiative Trust
Pier Street Business Organization
Strathcona Gardens Commission
Success by 6 Community Council of Partners
Willow Point BIA
Robron Design Committee
Spirit Square Design Committee
Torch Relay Committee

Councillor Adams
Councillor Adams
Councillor Adams
Councillor Adams
Mayor Cornfield
Councillor Adams
Councillors Stewart, Adams and Moglove
Councillor Mennie
Councillor Adams
Councillor Adams
Councillor Moglove

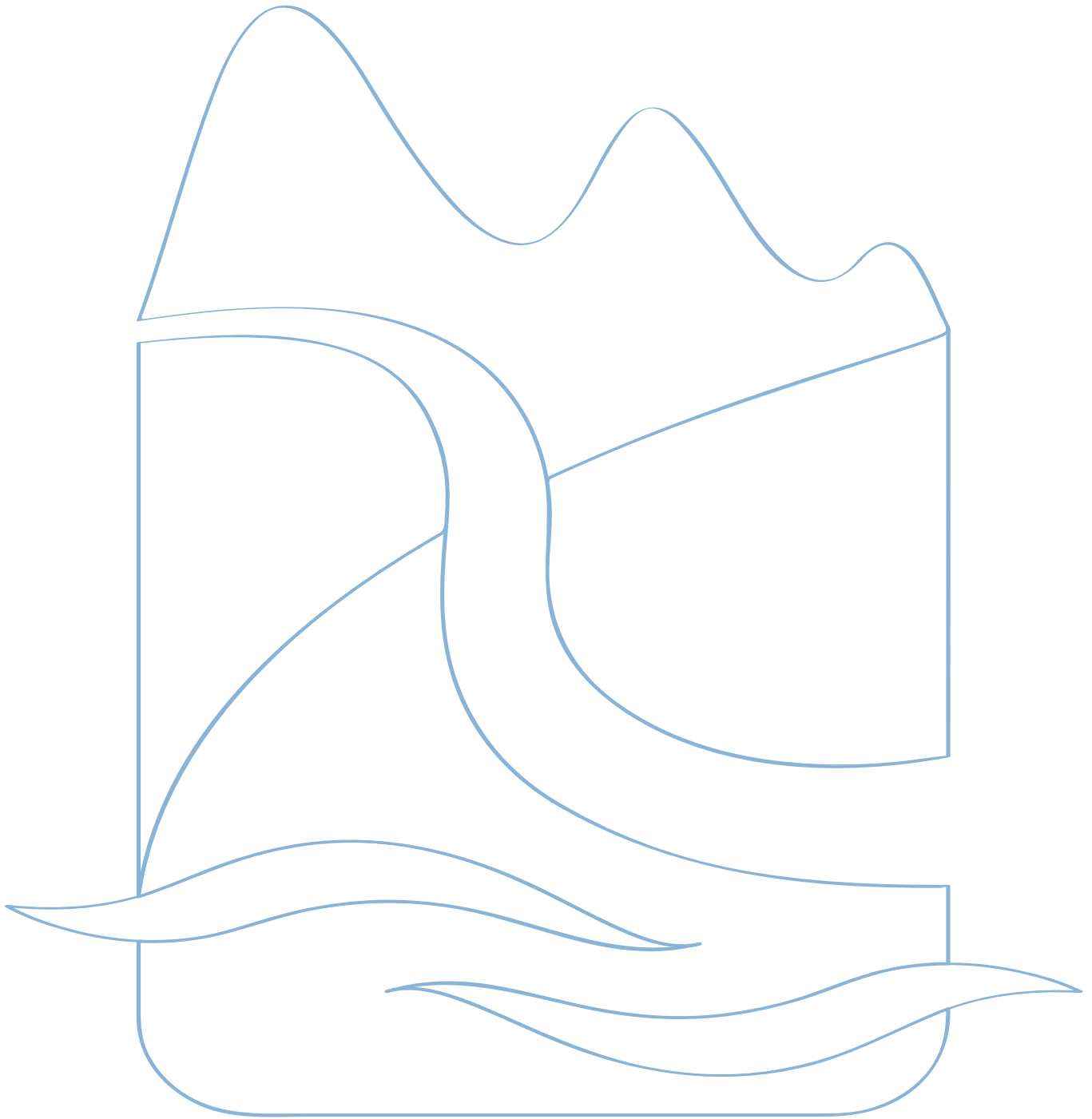
City of Campbell River

ORGANIZATION CHART



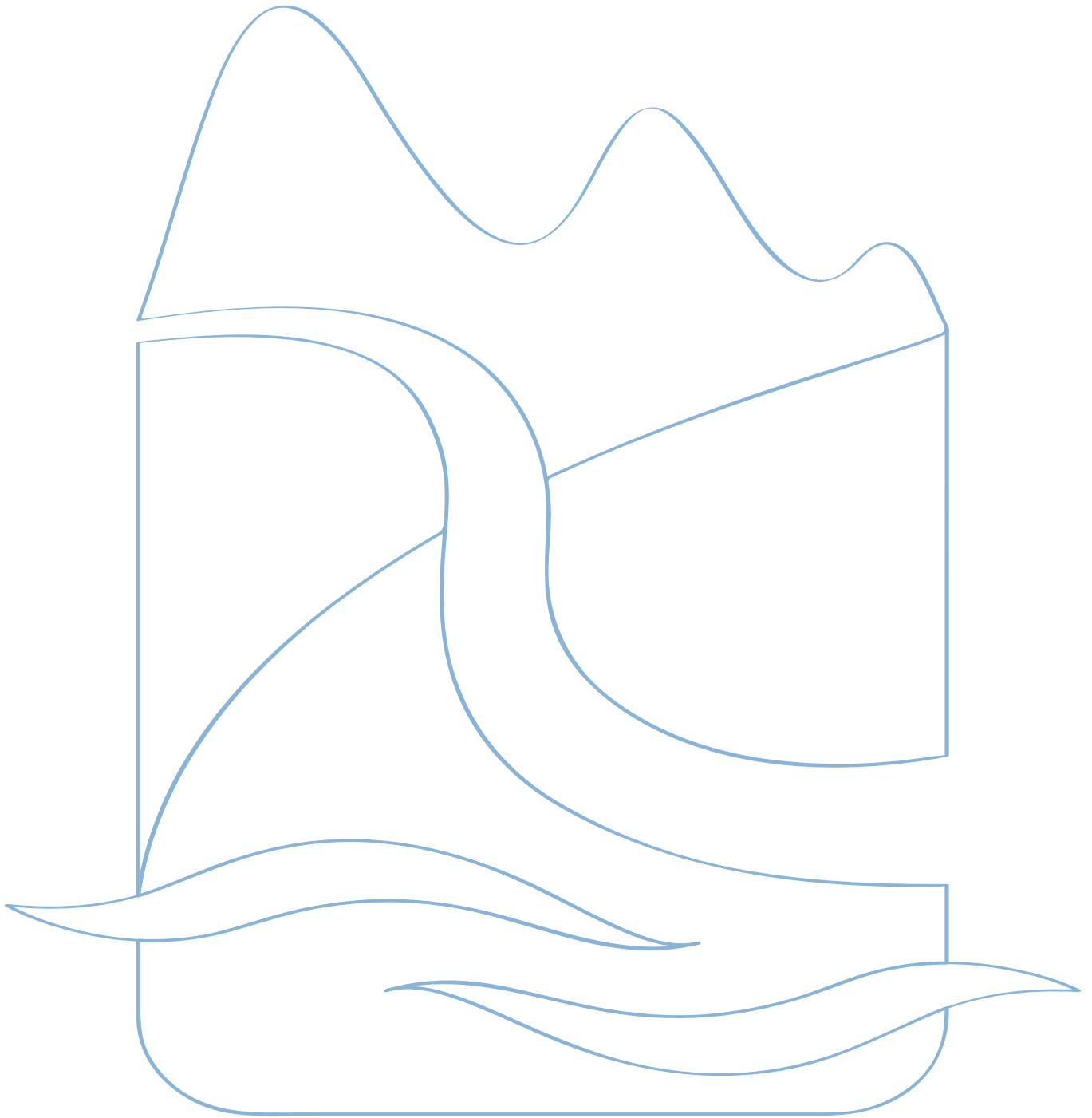
DEPARTMENT HEADS

Chief Administrative Officer (Acting).....	George Paul
General Manager, Corporate and Protective Services/City Clerk.....	Bill Halstead
General Manager, Facilities and Supply Management.....	Dave Morris
General Manager, Financial Services.....	Doug Chapman
General Manager, Operations.....	Ron Neufeld
General Manager, Parks, Recreation and Culture.....	Ross Milnthorp
Human Resources Manager.....	Laura Ciarniello
Fire Chief.....	Dean Spry
Legislative Services and Bylaw Enforcement Manager/Deputy City Clerk.....	Peter Wipper
RCMP Inspector.....	Lyle Gelinas
RCMP Municipal Manager.....	Carrie Jacobs
Capital Works Manager.....	Jason Hartley
Facilities – Property Manager.....	Andrew Bailey
Finance Manager.....	Dawn Christenson
Financial Planning Manager.....	Nancy Frank
Information Services Manager.....	Mary Ellen Callaghan
Land Use Manager.....	<i>Vacant</i>
Land Use Supervisor.....	Sara Brodie
Sustainability Manager.....	Amber Zirnhelt
Transportation Manager.....	<i>Vacant</i>
Airport Supervisor.....	Tyler Masee
Roads Supervisor.....	Jim Corcoran
Utilities Manager.....	<i>Vacant</i>
Water Supervisor.....	Jennifer Brunn
Wastewater Supervisor.....	Graham Stewart
Recreation & Culture Supervisor.....	Michele Sirett
Parks Operations Supervisor.....	Grant Parker
Parks Project Supervisor.....	Lynn Wark





DEPARTMENTAL REVIEWS





Councillors with Ishikari Carving



Olympic Torch Relay



Sewid Totem Pole-Raising Ceremony

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
- Comprehensive Community Planning
- Quality Parks, Recreation and Culture
- Infrastructure
- Effective Protective Services
- Improved External Relations
- Corporate Maintenance

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES —CITY MANAGER

CITY MANAGER

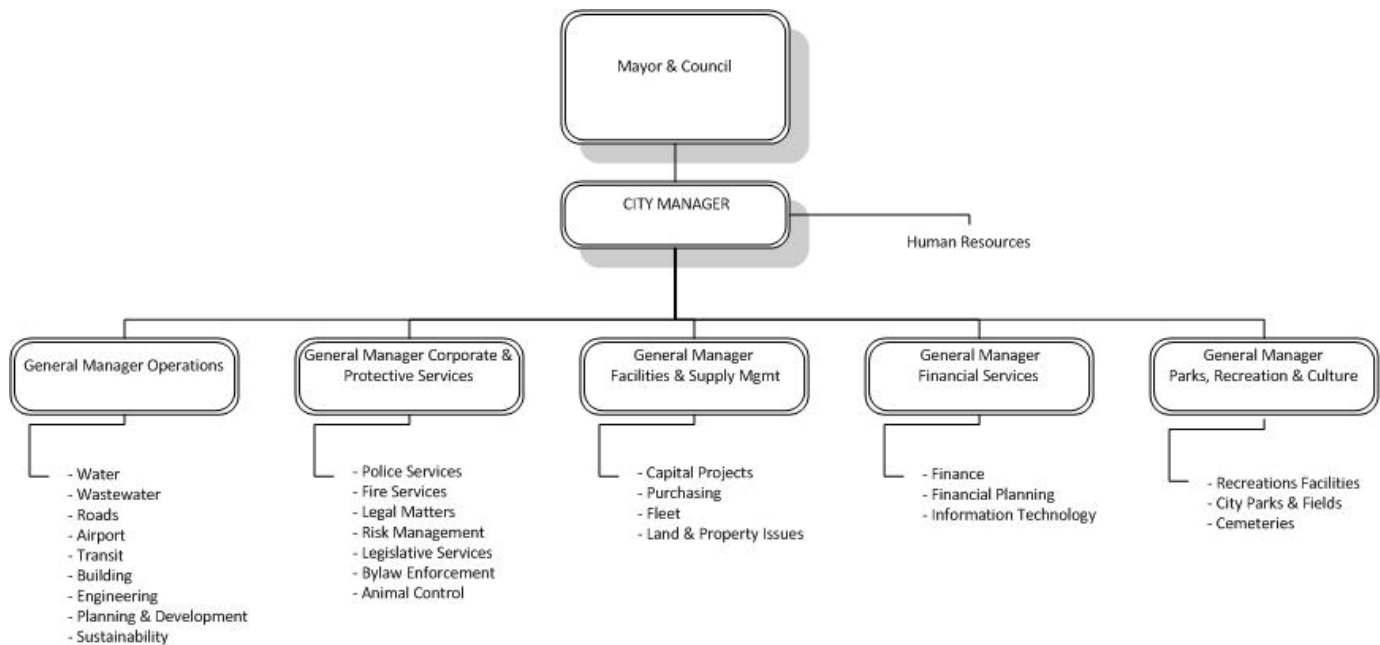
The City Manager assists Council to establish its strategic direction for the City, promotes Council teambuilding and acts as the liaison for the Mayor. This department provides recommendations to Council that reflect relevant facts, options and professional opinion pertaining to issues considered by Council. The City Manager’s Office takes the lead role in managing the implementation of policy direction, which has been established by Council. It provides managerial leadership, control and direction to all City departments and operations. It is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.

Human Resources Department

The Human Resource Department is responsible for providing a variety of services, including managing the ongoing employment relationship with employees; recruiting and staffing; the provision of competitive compensation and benefits; setting a favorable labour relations climate; dealing with the Unions in a fair and consistent manner; development of training plans and opportunities; ensuring compliance with occupational health and safety regulations; and the development of proactive human resources policies.

2009 Highlights

- ✓ Facilitated the City’s reorganization with all departments and unions
- ✓ Negotiated a collective agreement with the IAFF
- ✓ Recruited vacant management and union positions
- ✓ Implemented an employee orientation program
- ✓ Conducted a training program for respectful workplace behaviours for all staff
- ✓ Introduced a Contractor Coordination program
- ✓ Revised all Administrative Policies
- ✓ Facilitated the changes in personnel as a result of the



DEPARTMENTAL GOALS & OBJECTIVES —CITY MANAGER (CONTINUED)

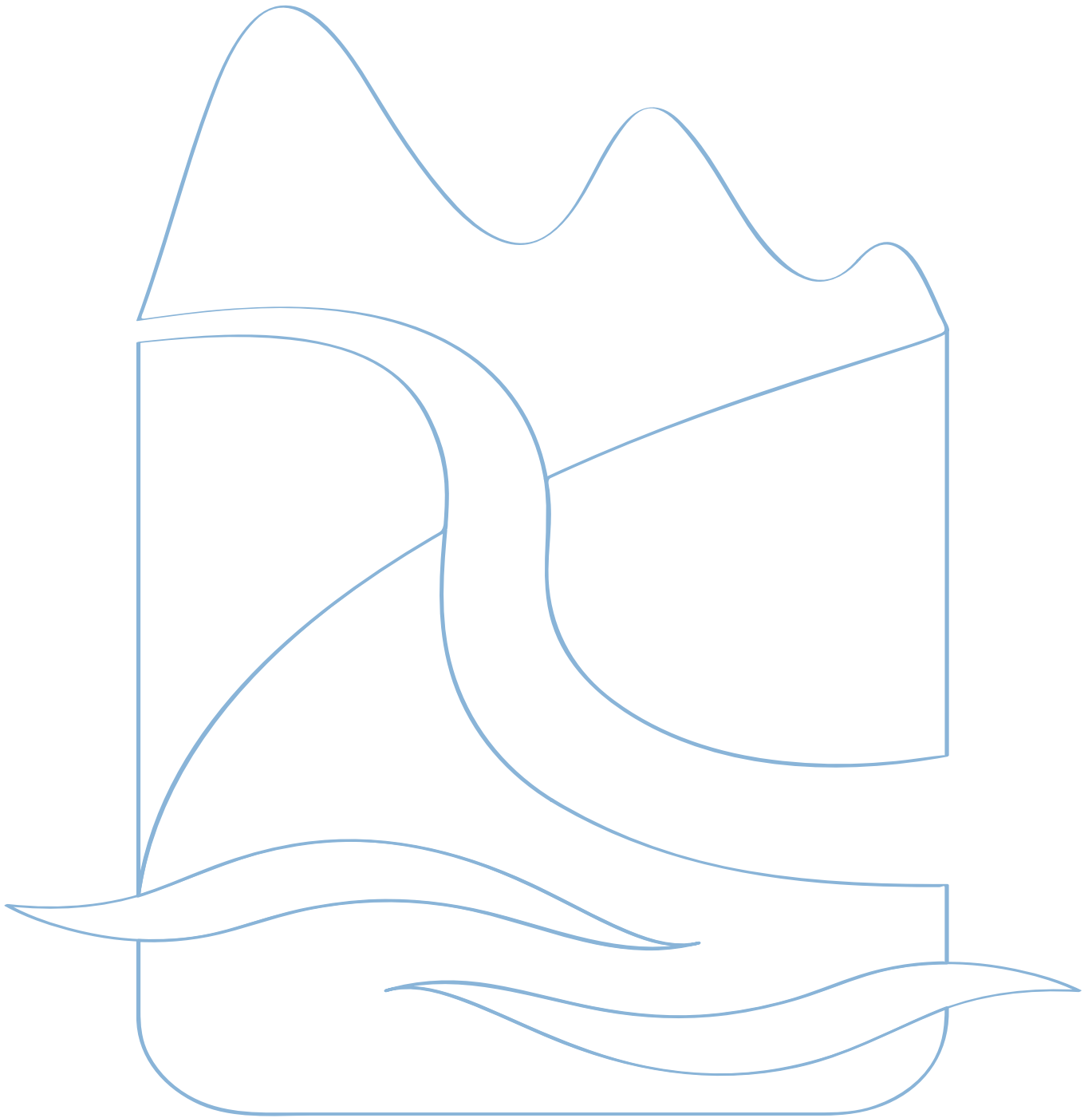
- budget service level reductions
- ✓ Implemented an Employee Suggestion Program to encourage employee cost saving or operational efficiency suggestions

- ☞ Ensure all job descriptions are current. (Council Goal: Corporate Maintenance C1)
- ☞ Implement HR benchmarks and metrics. (Council Goal: Corporate Maintenance C1)

2010 Objectives

Major goals and projects aligned with the 2009 - 2011 Corporate Strategic Plan:

- ☞ Implementation of Payroll and Human Resources modules within the Vadim computer system
- ☞ Negotiation of a collective agreement with CUPE
- ☞ Enhance the disability management program through education of management and employees, improving relationships with external parties and by completing a core audit
- ☞ Revamping the Joint Health and Safety Committee structure within the City
- ☞ Implementation of recommended electrical regulations changes throughout City facilities
- ☞ Review benefits process and interaction between Payroll and Human Resources to provide employee service
- ☞ Review and update Health and Safety policies
- ☞ Assistance to Land Use Department with asbestos / development permit regulations changes. (Council Goal: Effective Protective Services C1)
- ☞ Audit / review of vacation usage to ensure compliance with statutory regulations
- ☞ Implementation of Employee ID Cards as an improved security measure. (Council Goal: Effective Protective Services C1)
- ☞ To provide all staff training in cross cultural relations. (Council Goal: Improved External Relations A4)
- ☞ Assist in the creation of internal communication policies and plans. (Council Goal: Improved Internal and External Communication A2)
- ☞ Create a customer service policy and provide training of same. (Council Goal: Corporate Maintenance C1)
- ☞ Audit the employee training and development process. (Council Goal: Corporate Maintenance C1)
- ☞ Enhance the City's performance management process. (Council Goal: Corporate Maintenance C1)



Corporate & Protective Services



Day of Mourning



First Responders Attend to an Accident



Olympic Fire Fighters

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
- Comprehensive Community Planning
- Quality Parks, Recreation and Culture
- Infrastructure
- Effective Protective Services
- Improved External Relations
- Corporate Maintenance

DEPARTMENTAL GOALS & OBJECTIVES —CORPORATE & PROTECTIVE SERVICES

CORPORATE AND PROTECTIVE SERVICES

The Corporate and Protective Services Division consists of:

- Legislative Services
- Bylaw Enforcement
- Risk / Claims Management
- Fire Department
- RCMP

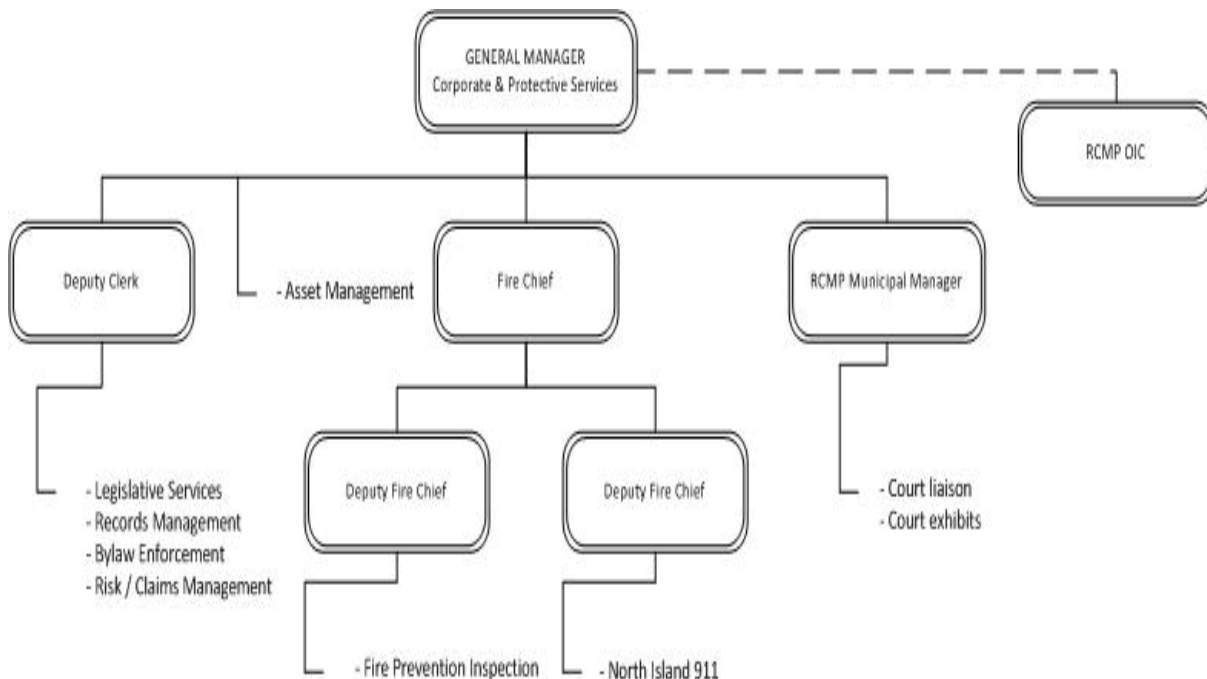
Legislative Services and Bylaw Enforcement

Services Provided

- Preparation, maintenance and execution of official City records including agendas, minutes, bylaws, contracts, policies and procedures
- Corporate records management and access to information
- Communication link between Council, its advisory bodies, staff and the public
- Bylaw Enforcement and Animal Control
- Corporate Risk & Claims Management

2009 Highlights

- ✓ Coordinated the consolidation of Legislative Services, Bylaw Enforcement, Risk & Claims Management and Animal Control functions into one department
- ✓ Provided legislative and administrative services to the Homelessness Task Force and the Financial Task Force, facilitating the development of their recommendations to Council
- ✓ Cross-trained administrative assistants in an effort to reduce the need to hire auxiliaries for holiday relief. (Council Goal: Financial Sustainability E1)
- ✓ Provided corporate staff training sessions for Civic web applications
- ✓ Successful implementation of anti-graffiti measures. (Council Goal: Effective Protective Services B)
- ✓ Coordinated risk assessments for the Tidemark Theatre, Library, Discovery Fishing Pier and Myrt Thompson Trail



DEPARTMENTAL GOALS & OBJECTIVES —CORPORATE & PROTECTIVE SERVICES (CONTINUED)

2010 Objectives

- ☞ Develop and implement communication policy to improve public awareness of regulatory bylaws. (Council: Improved Internal and External Communication C1)
- ☞ Update legislative, bylaw and animal control information on City's website. (Council Goal: Improved Internal and External Communication C1)
- ☞ Improve and maintain communication between Bylaw Enforcement and the RCMP. (Council Goal: Effective Protective Services B)
- ☞ Update Council's Bylaw Enforcement Policy and Parks Bylaw in order to more effectively deal with enforcement issues. (Council Goal: Effective Protective Services B)
- ☞ Re-write bylaw officers' job descriptions in response to reduction in officers from three to two

Fire Department

Services Provided

The Fire Department strives to deliver quality services in a fiscally responsible manner to citizens of Campbell River and under contract with the three local First Nation communities and the Stories Creek area of the Strathcona Regional District.

Through a well-established safety and training program, the following services are provided:

- Fire suppression; vehicle extrication; hazardous material mitigation; environmental protection; confined space, technical rope and trench rescues; pre-hospital medical emergency care
- Fire inspections of multi-residential, public assembly, industrial and commercial properties; promotion of compliance to the Provincial Fire and Building Codes and local Municipal Bylaws
- Public education and awareness
- Dispatching of 49 fire departments through a cost sharing contract with the North Island 911 Corporation

2009 Highlights

- ✓ Completions of two auxiliary firefighter recruit classes
- ✓ Development of an operational study and Fire Underwriters Grading Survey
- ✓ Electrical energy consumption reduced at No. 2 Station
- ✓ JEPP/USAR grant for equipment
- ✓ New fire apparatus purchase (reduced carbon emissions)
- ✓ Computer aided dispatching capabilities within first line apparatus at No. 2 Station

2010 Objectives

- ☞ Reduce electrical energy consumption at No. 1 Station. (Council Goal: Environmental Sustainability C2)
- ☞ On-line training accessibility for all firefighters. (Council Goal: Corporate Maintenance C2)
- ☞ Increased Fire Department roles and responsibilities profile with the public and council members. (Council Goal: Improved Internal / External Communication C1)
- ☞ Increase our public education throughout the City and

DEPARTMENTAL GOALS & OBJECTIVES —CORORATE AND PROTECTIVE SERVICES (CONTINUED)

First Nation delivery areas

- ☞ Develop more certified trainers and evaluators within the auxiliary complement
- ☞ Conduct auxiliary firefighter recruit classes
- ☞ Develop Strategies to implement recommendations of the SCM Report
- ☞ Implementation of the Coroner's Inquest on Inspection and Audit Checklist
- ☞ Complete the updating of the Fire Service Bylaw
- ☞ Implement a Quality Assurance Program for NI 911 Corporation

RCMP

Services Provided

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

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

2009 Highlights

- ✓ Crime Reduction initiatives: Targeting prolific offenders
- ✓ Successful civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity

2010 Objectives

- ☞ Implementation of the Crime Reduction Strategy
- ☞ Civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity

Facilities and Supply Management



Discovery Pier Light-Up



Tibetan Monks Bless Spirit Square



Tour of the Green Roof

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
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- Corporate Maintenance

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT

FACILITIES AND SUPPLY MANAGEMENT

Supply Management manages all major purchasing and contracting competitions for City goods/services;

Facilities & Property maintains and repairs City-owned facilities; responsible for City-owned properties;

Capital Works handles all the Capital Works projects;

Fleet Administration manages City’s vehicle fleets;

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

Supply Management Department

Services Provided

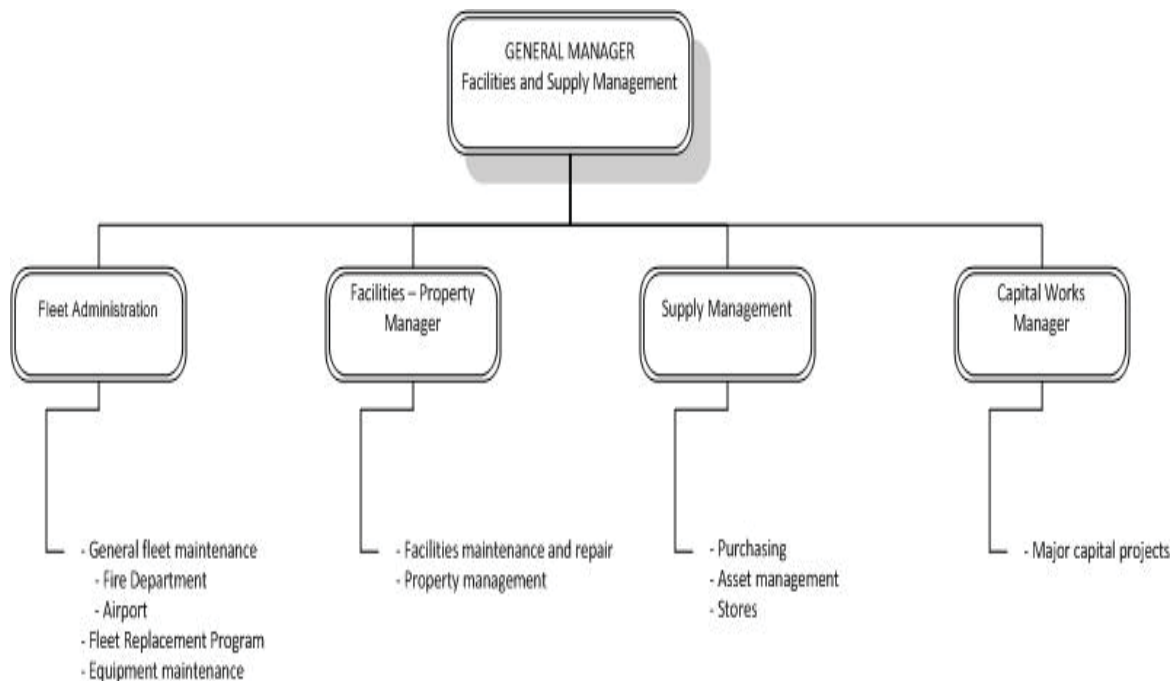
Supply Management is a service department that is responsible for acquiring goods and services and managing the disposal of surplus materials for the City in an ethically professional and cost-effective manner. This department maintains a strict purchasing policy coupled with domestic and international trade agreements compliance, and internationally recognized procurement practices.

2009 Highlights

- ✓ Completion of our Stores operation re-organization and rationalization of inventory for a more efficient operation of the Dogwood Operations Centre
- ✓ Processed more than 70 public competitions in 2009

2010 Objectives

- ☞ Develop a map of current supply management processes to determine where efficiencies can be made
- ☞ Create a multi-media supply management presentation for City staff and vendors. (Council Goals: Improved Internal and External Communication A2, B2 and C1)
- ☞ Develop and implement a more comprehensive, user-friendly website for Information / Supply Management customers. (Council Goal: Improved Internal and External Communication C2)
- ☞ Develop benchmark performance measurements for our processes, staff and customers
- ☞ Develop an internal Sustainable Purchasing Guide for staff that complements the Environmental Purchasing Policy. (Council Goal: Environmental Sustainability B2)
- ☞ Establish a revised city-wide purchasing card program in conjunction with the Finance Department



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

Facilities - Property Department

Services Provided

The Facilities – Property Department ensures City facilities are operated and maintained in an efficient, cost-effective, and sustainable manner that provides staff and the public a safe environment. The property services side handles any agreements pertaining to City owned land and facilities such as leases, operating agreements, sale / purchase and right-of-ways.

2009 Highlights

- ✓ Completed construction of a green roof retrofit for City Hall, the first of its kind in BC. Landscaping on the upper portion of the roof includes drought resistant plants, and the courtyard portion provides an amenity area with seating. Benefits include increased insulation, which moderates inside temperature, reduces heating and ventilation costs; reduced storm water runoff; improved aesthetics; improved access and safety; and reduced CO₂ emissions. (Council Goals: Environmental Sustainability C1 and C2)
- ✓ Partnered with Daybreak Rotary to replace lighting at Discovery Pier to enhance security and improve aesthetics; returning the look of the pier close to its original design, and in keeping with street lighting upgrades to downtown and Willow Point. (Council Goals: Quality PRC C2 and Effective Protective Services C1)
- ✓ Space planning review and initiative has been completed with short-term solutions and long-term plans aimed at providing sufficient space for the City's administrative needs and more efficient delivery of services to the public
- ✓ Facilitated office moves of four buildings for 40+ employees
- ✓ Working with BC Hydro, the City conducted a full Energy Management Assessment for civic facilities, which qualified the City to participate in retrofit and other incentive programs offered through BC Hydro. (Council Goal: Environmental Sustainability C2)
- ✓ Provided upgrades to the Vancouver Island Regional Library to improve public safety. (Council Goal: Effective

Protective Services C)

- ✓ RCMP cell block upgrades
- ✓ Centennial Pool upgrades were aimed at improving staff and public safety. (Council Goal: Effective Protective Services C)
- ✓ Exterior improvements to the Museum including completion of siding remediation
- ✓ Major facility works at Community Centre and Sportsplex

2010 Objectives

- ☞ Ensure all arrangements are in place to facilitate Highway 19A construction and potentially the Airport Runway Extension project
- ☞ Fuel depot upgrades to aging fuel delivery systems at Fire Hall No. 1 and the Dogwood Operations Centre and introduction of biodiesel fuel. (Council Goal: Environmental Sustainability C1)
- ☞ Continued improvement of safety to all City facilities including the installation of a networked closed circuit television system (CCTV) at some of the most used civic facilities. (Council Goals: Effective Protective Services B1 & B2)
- ☞ Completion of filing system reallocation throughout City Hall/Enterprise Centre
- ☞ Facilities staff will work closely with the Sustainability Department and the newly created Green Team
- ☞ Facilities staff will work with Human Resources to improve Contractor Coordination

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

Capital Works Department

Services Provided

Capital Projects department has been established as a new department within the City's Facilities and Supply Management Division. This new department has been structured so as to provide consistent delivery of all of the City's major capital projects ready to be constructed.

Services provided by the department align with the various phases of major project delivery, evolving from a support role in the early phases of the project lifecycle into the lead role when the project goes to tender / contracting. The department work effort then peaks as the project undergoes the construction process by ensuring all necessary support and controls are in place and the project is delivered in accordance with the objectives. These tasks can generally be described as:

- Long range strategic planning: identifying project priorities and alignment with overall master delivery schedule in a coordinated effort with various departmental project sponsors
- Design support: as the project evolves from concept through detailed design, the department is relied upon to provide technical input from a variety of perspectives, ensuring constructability and best practices
- Development of project completion plans: used to determine the best approach for delivering major projects. The project completion plans are then used in refining and updating budget estimates and act as means of evaluating a project's readiness to advance
- Financial Controls: are defined, implemented and managed by the department, ensuring accurate cost tracking and reporting is maintained through the construction phase, which typically accounts for 70-80% of a project's total cost
- Contract administration: involves the securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts

- Site inspection: requires continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner while providing necessary contact and information to affected area residents and partners
- Progress reporting: involves provision of accurate and timely reporting to all stakeholders within and external to the organization

2009 Highlights

- ✓ Developed new department operating plan and capital project delivery model, presented to the entire organization
- ✓ Developed an RFO process to collect an inventory of qualified professional consultant service providers to work on upcoming projects on an as needed basis
- ✓ Completed design development to 50% complete state for Lift Station #7 and Foreshore Sanitary Forcemain projects
- ✓ Completed delivery of Spirit Square construction project on time and on budget
- ✓ Completed delivery of Penfield West Linear Park construction on time and on budget
- ✓ Completed delivery of Pressure-Reducing Valve Stations construction project on time and on budget
- ✓ Developed project delivery strategy and completion plan for Hwy 19A Improvement project

2010 Objectives

- ☞ Significant Completion of the Hwy 19A major road reconstruction and utilities upgrade project. (Council Goal: Infrastructure A3)

It is expected that the construction will be delivered as distinct work packages:

1. Simms Creek Culvert Casing Installation and Hwy 19A Sanitary Main and Water Main Replacement: Jan - May 2010
 2. Hwy 19A Road Reconstruction and 3rd Party Utility Undergrounding: Jun 2010 - Mar 2011
 3. Lift Station #7 Reconstruction: Mar 2010 - Mar 2011
- ☞ Support the delivery of the Airport Runway Expansion

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

- project with departmental scope to be determined
- ☞ Further Development of the Capital Project Delivery Operating Plan

Fleet Admin Department

Services Provided

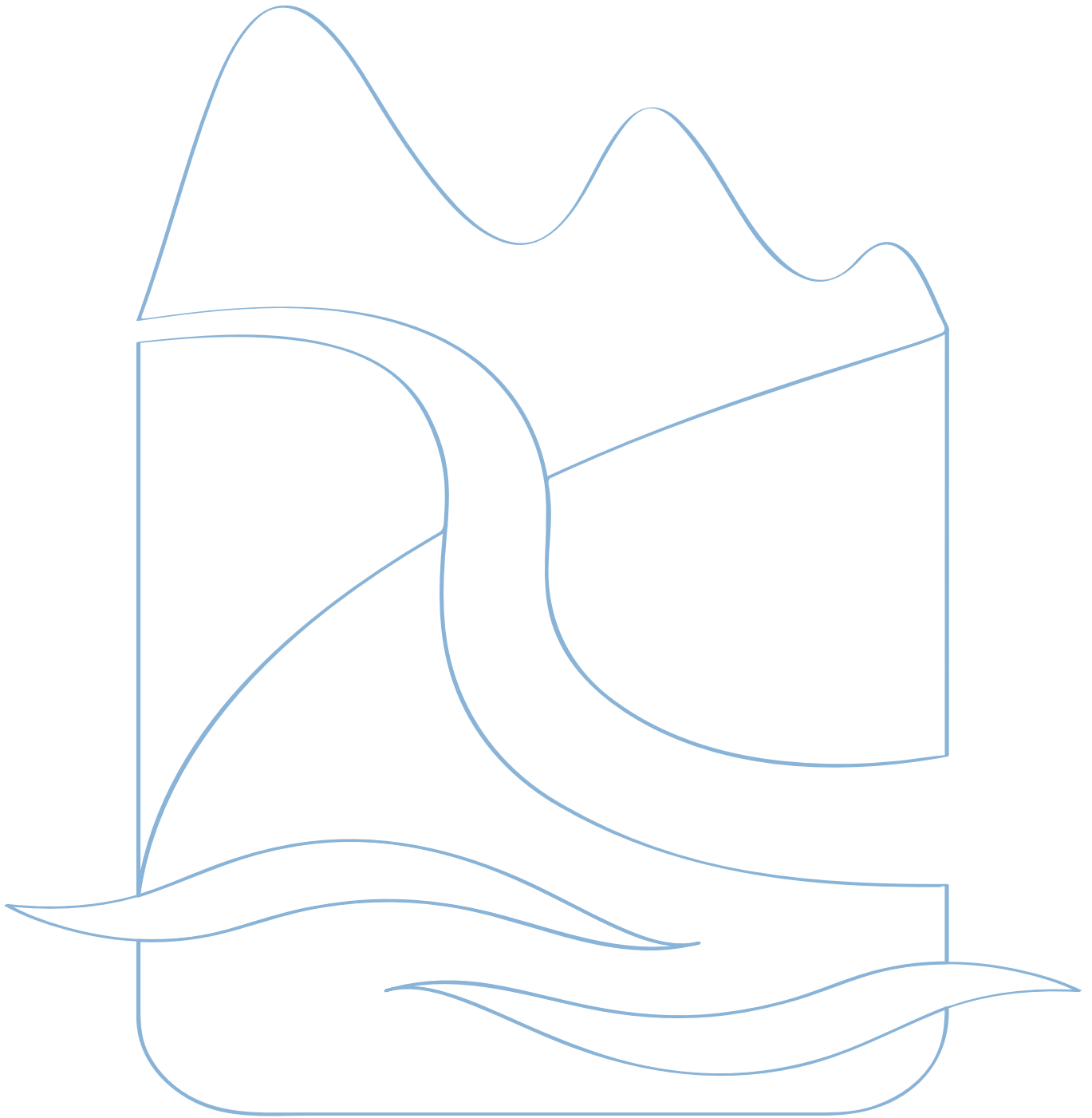
This new department within the City's Facilities and Supply Management Division is structured to provide consistent replacement and equitable assignment of vehicles.

2009 Highlights

- ✓ With assistance from the Fraser Basin, Council's E3 Fleet Program, the City completed a Green Fleet Review of its civic fleet, which examined fuel use patterns, vehicle utilization and availability, fleet emissions, and best-in-class upgrades

2010 Objectives

- ☞ To launch a newly developed anti-idling policy. This aims to make efficient use of City resources by restricting wasteful idling of City vehicles. The policy restricts field operating idling times to three minutes for diesel vehicles and one minute for gas powered vehicles. (Council Goal: Environmental Sustainability B4)
- ☞ A move to more compact, fuel-efficient vehicles for field staff. (Council Goal: Environmental Sustainability B4)
- ☞ Examination of GPS tracking system aimed at improving routing and fuel use, and the sourcing of hybrid, fully electric, or sub-compact fuel efficient vehicles, starting with the purchase of three hybrid SUVs
- ☞ Review of vehicle assignments and vehicle use policy
- ☞ Review of vehicle maintenance delivery models



Financial Services

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
- Comprehensive Community Planning
- Quality Parks, Recreation and Culture
- Infrastructure
- Effective Protective Services
- Improved External Relations
- Corporate Maintenance

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS For the Year Ended December 31, 2009

	2008 Budget (revised note x)	2009 Actual	2008 Actual
ANNUAL SURPLUS	0,134,775	3,356,609	0,233,526
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(22,134,340)	(7,947,972)	(10,513,014)
Amortization	8,080,884	8,660,984	8,384,102
Net book value of disposal of tangible capital assets	28,280	26,250	82,183
	(13,447,072)	738,302	(10,047,310)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory and prepaids	-	-	(60,872)
	-	-	(60,872)
INCREASE IN NET FINANCIAL ASSETS	(7,312,297)	4,035,839	(1,327,047)
Net Financial Assets, Beginning of Year	0,140,058	9,149,958	10,870,705
NET FINANCIAL ASSETS, END OF YEAR	1,036,761	13,184,097	9,543,658

Financial Statement for 2009



Mayor Cornfield receiving federal funding



Information Technology Department

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES —FINANCE

FINANCIAL SERVICES DIVISION

The Financial Services Division’s primary role is to provide support services to other City departments through three departments:

- Finance Department manages the receipt, disbursement and investment of funds
- Financial Planning Department coordinates the efforts in the preparation of the financial plans
- Information Services Department provides support for computer users, file servers, mapping, and email services

Finance Department

Services Provided

Financial Department delivers services to other City Divisions. The core services provided by the Finance Department are:

- Financial reporting
- Property taxes levy and collection
- Accounts payable
- Accounts receivable
- Payroll

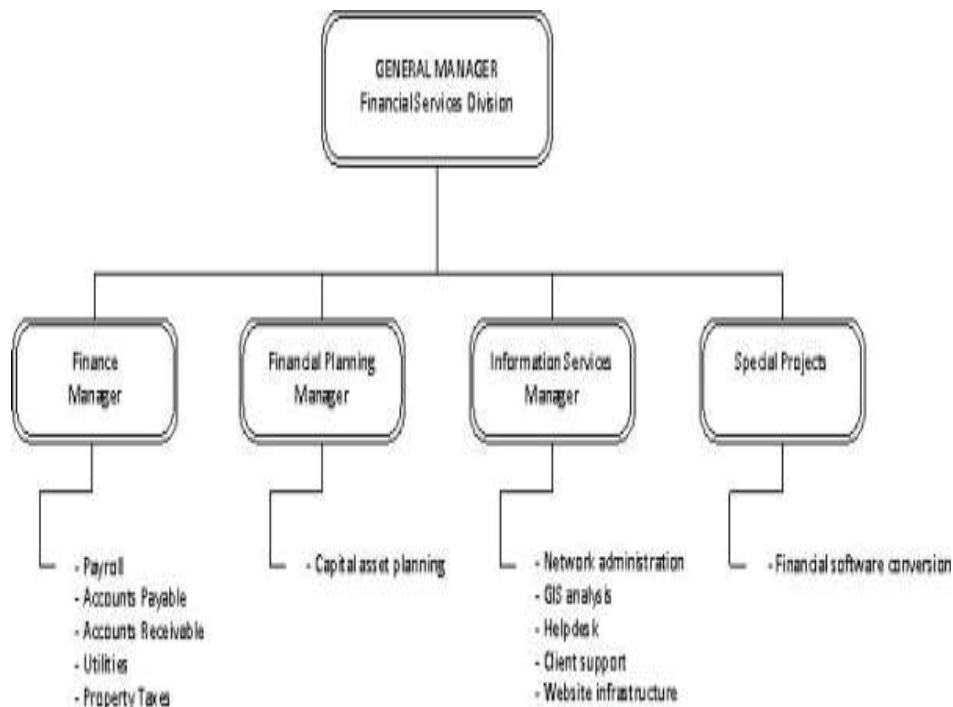
- Investments
- Utility billing

2009 Highlights

- ✓ Completed the necessary planning for the integration of the two payrolls into one payroll;
- ✓ Study was completed to move to a payroll system where benefits charged directly where the time is charged;
- ✓ Improved financial reporting to departments. All reports are available on-line when needed;
- ✓ Cemetery records were brought up to statutory and regulatory requirements;
- ✓ A new strategy for the investment of temporarily surplus funds has been developed for implementation in the 2010 financial year

2010 Objectives

- ∞ Participate in the Development Cost Charge (DCC) review. (Council Goal: Financial Sustainability C3)
- ∞ Establish suitable corporate reserve funds as identified in the Financial Sustainability Policies. (Council Goal: Financial Sustainability C2)
- ∞ Implement the Vadim payroll system
- ∞ Complete the asset inventory and valuation project



DEPARTMENTAL GOALS & OBJECTIVES —FINANCE (CONTINUED)

(Council Goals: Financial Sustainability C1 & 2)

- ☞ Institute a tax installment program for property taxes and utilities
- ☞ Prepare to implement the HST
- ☞ Continue to develop and improve monthly reporting to Council

Financial Planning Department

Services Provided

Financial Planning provides advice and direction to departments for budget preparation. Debt management is done through Financial Planning as well as the tracking of grant applications and receipts.

2009 Highlights

- ✓ Worked with Finance Department to determine if the City should move to a payroll system where benefits charged directly with the time
- ✓ Set up the budgeting software in the new financial system for easier input of budget information
- ✓ Acted as a clearing house for grant applications

2010 Objectives

- ☞ Determine necessary reserves and levels for corporate reserve funds. (Council Goal: Financial Sustainability C2)
- ☞ Present to Council a set of financial sustainability Policies. (Council Goal: Financial Sustainability C2)
- ☞ Develop options for reduced revenues for short / long term. (Council Goal: Financial Sustainability E1)
- ☞ Review and update the City's five-point plan to reduce reliance on major industrial taxation. (Council Goal: Financial Sustainability B2)

DEPARTMENTAL GOALS & OBJECTIVES—FINANCE (CONTINUED)

Information Services Department

Services Provided

Information Services provides the following services to the City and taxpayers:

- Support City websites and their interactive maps
- Keep all network services operational so that staff can communicate internally and with residents
- Keep the major business applications operational so business licenses, utility bills, taxes, dog licenses, etc. can be generated and monies collected
- Keep the SCADA (process control system), which controls our water, sewer and storm pumping stations operational

2009 Highlights

- ✓ Brought City operations to Office 2007 on all desktops
- ✓ Installed a new camera security system at the Community Centre
- ✓ Assisted with the implementation of taxes and utilities modules in Tempest Land System
- ✓ Upgraded the SCADA legacy system at Norm Woods Environmental
- ✓ Upgraded Class Registration System to Ver. 6.04 for Recreation programs
- ✓ Upgraded Cartography Infrastructure System to Ver. 8.0
- ✓ Upgraded both Vadim Financials and Tempest Land System in 2009
- ✓ City Hall Phone System Upgrade

2010 Objectives

- ☞ Negotiate IT Service Contract with Strathcona Regional District. (Council Goal: Financial Sustainability E1)
- ☞ GIS Server Upgrade to Version 9.3.1. (Council Goal: Improved Internal / External Communications C2)
- ☞ Website Enhancements – Sustainability Section. (Council Goal: Environmental Sustainability B3); Parks Recreation and Culture Section. (Council Goal: Quality Parks Recreation and Culture C5)
- ☞ Email System upgrade to Exchange 2007. (Council Goal: Improved Internal / External Communications B1)
- ☞ SCADA System enhancements to improve failover and emergency callout. (Council Goal: Corporate

Maintenance B1)

- ☞ Implementation of Tempest Prospero (Current Planning / Inspections) Module. (Council Goal: Improved Internal / External Communications C1)
- ☞ HR Benefits & Payroll System (AS400) Replacement
- ☞ Firewall Replacement
- ☞ Implementation of Wireless Network, Enhanced Data Backup Strategy

Operations



Highway 19A Upgrade Project



Curbside Recycling Pickup



Campbell River Airport

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
- Comprehensive Community Planning
- Quality Parks, Recreation and Culture
- Infrastructure
- Effective Protective Services
- Improved External Relations
- Corporate Maintenance

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS

OPERATIONS DIVISION

The City's Operations Division consists of the:

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

TRANSPORTATION DEPARTMENT

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

Campbell River Airport

Services Provided

The Campbell River airport operates 24 hours a day, seven days per week. Maintenance staff are on-site from 5:30 a.m. to 11 p.m. daily and are responsible for ensuring the airport remains in compliance with the Canadian Aviation Regulations. Duties include:

- Runway maintenance
- Snow and ice control
- Wildlife control

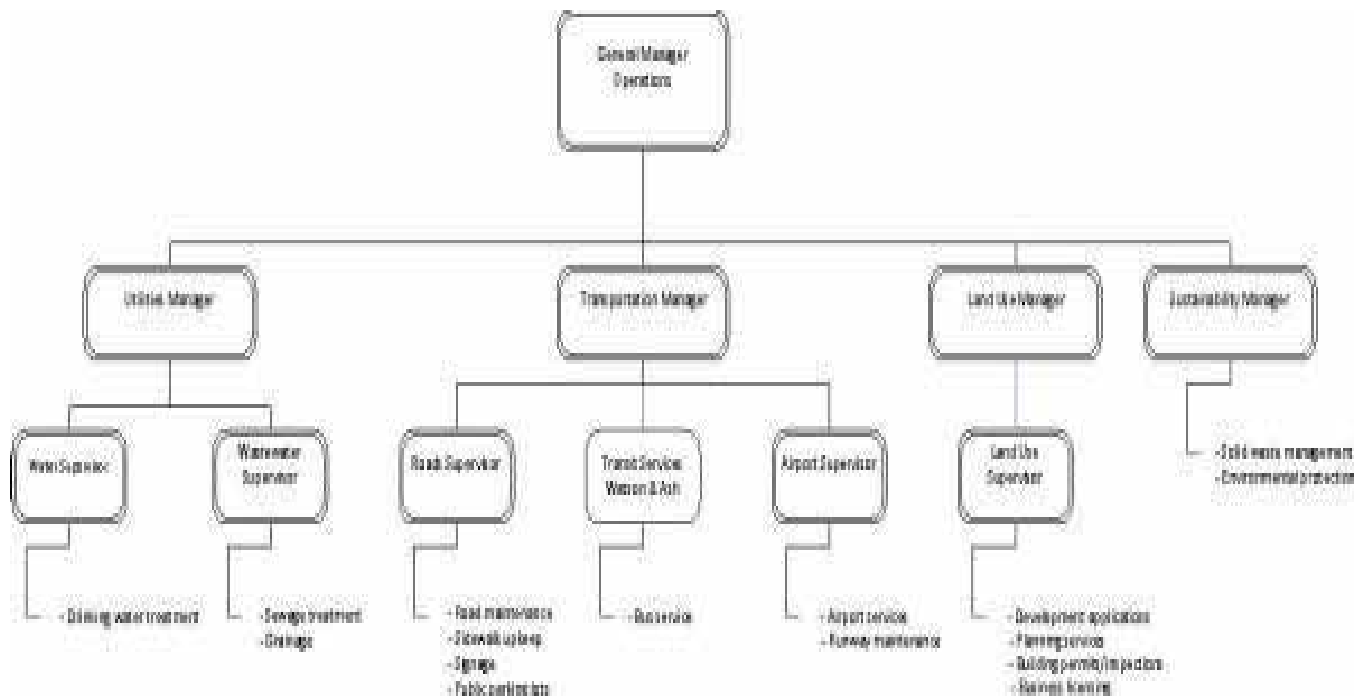
- Fence line and field maintenance
- Storm water management
- Security for commercial apron and airside lands

2009 Highlights

- ✓ Received federal and provincial funding for runway extension and air terminal building improvements
- ✓ Purchased a new runway sweeper and road sander with 95% funding from the federal Airport Capital Assistance Program

2010 Objectives

- ∞ Secure ICET airport runway extension funding
- ∞ Complete construction of airport runway extension
- ∞ Complete air terminal building improvements
- ∞ Improve signage at the junction of Jubilee and Inland Island Highway 19
- ∞ Secure federal Airport Capital Assistance Program funding for reduced visibility operations
- ∞ Complete Master Airport Plan



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Roads Department

Services Provided

The City's Roads Department is responsible for maintenance of the City's road network. Duties include:

- Road and sidewalk maintenance
- Snow and ice control
- Regulatory signage
- Traffic signals
- Street lighting
- Public parking lot maintenance
- Provision of labor and equipment for sewer and water system repairs/upgrades
- Miscellaneous small scale capital works projects

2009 Highlights

- ✓ Completed the transit exchange improvements at the Community Center
- ✓ Completed sidewalk construction around Sandowne Elementary School neighborhood
- ✓ Constructed Fisher / Petersen pedestrian walkway
- ✓ Completed asphalt paving overlays on 9th Avenue, Homewood Rd, 10th Avenue & Cedar and 11th Avenue & Cedar intersections
- ✓ Completed the Dogwood Street traffic signal upgrade
- ✓ Completed Shoppers Row architectural street light upgrading
- ✓ Initiated Murphy Street traffic calming
- ✓ Completed City Hall parking lot repairs
- ✓ Secured federal and provincial funding for the upgrade of Highway 19A

2010 Objectives

From Council's Strategic Plan:

- ☞ Identify green power opportunities for City facilities / utilities
- ☞ An LED street lighting pilot project will be developed along Dogwood, between 7th and 9th Avenue
- ☞ Identify critical infrastructure improvements
- ☞ Initiate an update to City's Master Transportation Plan
- ☞ Implement critical roads overlay program
- ☞ Implement a downtown area sidewalk repairs / improvements program

- ☞ Complete sidewalk infill program (Murphy St, Ridge Rd)
- ☞ Continue with the upgrade of Highway 19A
- ☞ Complete detailed design to upgrade 16th Avenue
- ☞ Complete design to upgrade along Alder Street corridor
- ☞ Complete design for Simms Creek bike path (Rockland to McPhedran)

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Public Transit

Services Provided

Public Transit is provided throughout the City of Campbell River and portions of Electoral Area D of the Strathcona Regional District through partnership between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District and the City of Campbell River. Service includes both conventional transit service as well as a custom service for persons with specialized transportation needs.

To enhance public safety in the downtown area, the transit interchange has been relocated to a new location, adjacent to the Community Centre. This interchange consists of seven bus bays situated on both Cedar Street and 11th Avenue immediately adjacent to the Community Centre.

2009 Highlights

Improvements included in the new interchange include:

- ✓ Four new bus shelters (two on Cedar Street and two on 11th Avenue)
- ✓ Decorative street lighting
- ✓ Benches
- ✓ Trash cans
- ✓ Updated landscaping
- ✓ Closed circuit TV security monitoring

2010 Objectives

- ☞ Install additional bus shelters along Dogwood Street and Highway 19A
- ☞ Coordinate the development of BC Transit's Transit Master Plan with the update of the City's Master Transportation Plan

Land Use Services Department

The Land Use Services Department provides a single point of service related to:

- Business Licensing
- Development Servicing
- Development Applications (OCP amendment, rezoning, subdivision, development permits, variance permits)
- Building Permits and Inspections

2009 Highlights

Major goals and projects completed in 2009 are as follows:

- ✓ Reorganization of internal City departments to create the Land Use Services Department in early 2009
- ✓ Review of business practices to create a more effective process between functions within the department to enhance customer service
- ✓ Completed the Downtown Revitalization Tax Exemption Bylaw
- ✓ Initiated review of the Building Bylaw
- ✓ Initiated the process for the Official Community Plan review
- ✓ Initiated the review of the Development Cost Charge Bylaw
- ✓ Approved more than 200 new business licenses
- ✓ Received approximately 40 development applications
- ✓ Processed more than 245 building permits
- ✓ Established a new Development Review Committee involving several municipal departments
- ✓ On-going support for the City's development advisory commission

2010 Objectives

Major goals for 2010 include the following:

- ☞ Review and update the Development Cost Charge Bylaw. (Council Goal: Financial Sustainability C4)
- ☞ Review of fees related to building permits and development applications. (Council Goal: Financial Sustainability E1)
- ☞ Update Official Community Plan including comprehensive and integrated sustainability goals, objectives and principles. (Council Goals: Environmental

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Sustainability B1 and Comprehensive Community Planning B1)

- ☞ Pursue cycling infrastructure within new developments applications. (Council Goal: Environmental Sustainability B8)
- ☞ Update and reorganize information on the City's website to reflect the new organizational structure and functions and to enhance customer service. (Council Goal: Improved Internal / External Communication C2)
- ☞ Encourage revitalization of the downtown through lower downtown development costs and a revitalization tax exemption. (Council Goal: Comprehensive Community Planning A2 and A3)

Sustainability Department

The Sustainability Department's objectives are to ensure that the corporate actions and decisions of the City are done with proper consideration given to social, economic and environmental impacts. While the key focus is the City's corporate actions, the department also provides a supportive and educational role in influencing community actions and decisions. Key duties:

- Implementing the Green City Strategy
- Ensuring corporate Climate Action Charter compliance and greenhouse gas reduction planning
- Energy planning and conservation (including pursuit of alternative energy opportunities)
- Solid waste management, waste diversion and reduction and public education
- Environmental management, stewardship and protection of natural resources
- Providing leadership in corporate and community sustainability planning (engagement of staff and the public at large in visioning, planning and initiatives to assist in the implementation of the Green City Strategy)
- Opportunities for input into Green City Strategy policy development
- Public education and communication around the Green City Strategy and sustainability initiatives
- Facilitating corporate Green Team facilitation
- Pursuing funding opportunities for community and corporate sustainability projects
- Providing on-going support to the City's Environmental Advisory Commission

2009 Highlights

- ✓ Secured \$20,000 Provincial Woodstove Exchange Program grant
- ✓ Completed changes to the Clean Air By-law No. 3293 to include a section that all solid fuel burning appliance installations must be certified to the Canadian or USA Standard; associated ticketing for Bylaw Offences also changed
- ✓ Partnered with Strathcona Regional District to deliver the Pesticide Awareness Campaign, Nature Works!
- ✓ Delivered the City Stewardship Awards showcasing environmental achievements in the Community

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

- ✓ Provided on-going support for the City’s Environmental Advisory Commission
 - ✓ Continued on-going participation with the Stewardship Advisory Council
 - ✓ Completed draft of the Watercourse and Storm Drainage Protection Bylaw
 - ✓ Worked with Greenways Land Trust to formalize a stewardship agreement for the Haig-Brown Property
 - ✓ Hosted Ministry of Environment Urban Development (Develop with Care) workshop
 - ✓ Working to correct tender documents to address outstanding environmental requirements
 - ✓ Partnered with the Wildlife Tree Stewardship program
 - ✓ Participated on the Quinsam Coal Environmental Technical Review Committee
 - ✓ Participated in Convening for Action on Vancouver Island (CAVI)
 - ✓ Participated in Earth Hour, Earth Day, Annual Bald Eagle Festival and Rivers Day/Haig-Brown Festival
 - ✓ Continued work to raise Environmental Management Plan standards for City projects
 - ✓ Organized Erosion and Sediment Control staff training
 - ✓ Partnered with Strathcona Regional District on public education for waste reduction (\$55,000 secured)
 - ✓ Partnered with Science World for proposal to Natural Resources Canada for wind energy implementation and education
 - ✓ Initiated a Tidal Power Feasibility Study
 - ✓ Developed a corporate Green Team to integrate sustainability principles and practices within the organization and demonstrate leadership
 - ✓ Pursued BC Hydro Energy Funding Opportunities including Community Energy & Emissions Plan Funding, energy audit opportunities and incentive programs
 - ✓ Pursued Sustainable Official Community Plan and associated funding through FCM
 - ✓ Initiated planning for zero-waste policy actions, including low-waste event guidelines, recycling and composting for City facilities
 - ✓ Developed communication materials for the Green City Strategy/Sustainability Department communications
- 2010 Objectives
- ☞ Overarching Goal: Demonstrate and communicate leadership and innovation in the implementation of the Green City Strategy and sustainability projects
 - ☞ Development of the Sustainable Official Community Plan. (Council Goals: Environmental Sustainability A2, Comprehensive Community Planning B1)
 - ☞ Carbon Neutral Strategy Development. (Council Goal: Environmental Sustainability A1)
 - ☞ Development of the Community Energy and Emissions Plan and Mayor’s Task Force on Energy and Emissions. (Council Goal: Environmental Sustainability A1)
 - ☞ Tidal Power Feasibility Study Completion. (Council Goals: Environmental Sustainability C1 and 2)
 - ☞ Solar Community Initiatives. (Council Goals: Environmental Sustainability C1 and 2)
 - ☞ Green Building Leaders Program Participant (Pembina Institute). (Council Goal: Environmental Sustainability C)
 - ☞ Agricultural Plan and Strategy Development. (Council Goal: Environmental Sustainability B2)
 - ☞ Active participation in the Regional Solid Waste Management Plan and associated programs. (Council Goals: Environmental Sustainability E1 and F1)
 - ☞ Development of Corporate Waste Reduction Strategy. (Council Goal: Environmental Sustainability F1)
 - ☞ Environmental Purchasing Policy Implementation – Decision Making Guide Development. (Council Goal: Environmental Sustainability B2)
 - ☞ Improved Green City content for the website. (Council Goals: Improved Internal / External Communication C2, Environmental Sustainability B3)
 - ☞ Development of a Communications Plan for the Sustainability Department, including establishment of Sustainability: Direct Delivery (e-news) and Green City Currents. (Council Goal: Improved Internal / External Communication C2)
 - ☞ Support of Transportation Planning initiatives such as the update to the Master Transportation Plan, and Bike to Work Week. (Council Goals: Environmental Sustainability B4 and B5)
 - ☞ Facilitation of the Corporate Green Team to assure the organization’s alignment with Sustainability principles,

DEPARTMENTAL GOALS & OBJECTIVES—OPERATIONS (CONTINUED)

objectives and the Green City Strategy. (Council Goals: Environmental Sustainability B2, Corporate Maintenance C)

- ☞ Pesticide reduction education material, policies and bylaw development. (Council Goal: Environmental Sustainability B5)
- ☞ Work with the Environmental Advisory Commission to identify Watershed Protection opportunities. (Council Goal: Environmental Sustainability D)

UTILITIES DEPARTMENT

Responsible for the overall coordinated management of the City's Water, Wastewater and Stormwater Drainage systems.

Water Department

Services Provided

The City of Campbell River owns and operates a water distribution system that provides high quality potable water to more than 30,000 residents and provides bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The system includes protection of a 1,800 square kilometre watershed so that the dual disinfection used (ultra violet and chlorination) can produce the highest quality water possible. This water is delivered to the community through over 280 km of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 60 pressure-reducing valves, and multiple valves and fire hydrants.

2009 Highlights

- ✓ Completed a watershed protection and water conservation educational program
- ✓ Completed design and construction of the three new pressure-reducing valves

2010 Objectives

- ☞ To ensure an adequate supply of high quality raw water to the community
- ☞ To effectively treat the raw water to provide high quality potable water to the community
- ☞ To ensure high quality potable water delivery to all points within the system that is of adequate volume and pressure for domestic and emergency purposes
- ☞ To ensure effective management of all water system aspects and provide adequate customer service and information to the community
- ☞ To manage water demand by effectively assessing and managing water losses from leaks in the system
- ☞ To provide adequate volume and pressure for firefighting purposes at all times
- ☞ To implement effective water demand management
- ☞ To develop water rates that cover the direct and indirect

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

costs of operation and infrastructure renewal

Wastewater Department

Services Provided

The wastewater and drainage department provide both collection and treatment of sanitary sewage and storm water systems within the city.

2009 Highlights

- ✓ Upgraded sanitary mains at Harrogate and Erickson
- ✓ Completed land application of biosolids at Norm Woods Environmental Centre
- ✓ Completed Norm Woods Environmental Centre upgrade pre-design
- ✓ Issued tender for new aeration blowers at Norm Woods Environmental Centre
- ✓ Secured provincial and federal funding for the upgrade of the Simms Creek Pump Station

2010 Objectives

- ☞ Upgrade data and mapping of storm outfalls
- ☞ Update storm water pond mapping
- ☞ Develop new contractor sanitary dumping facility
- ☞ Install aeration blowers at Norm Woods Environmental Centre
- ☞ Develop storm drain utility and storm water quality bylaw
- ☞ Initiate detailed design for Norm Wood Environmental Centre upgrade
- ☞ Expand biosolids land application program

Parks, Recreation and Culture



New Penfield West Linear Park



Robron Park Sportsfield Upgrade



New Centennial Park Tennis Courts

STRATEGIC PRIORITIES

- Financial Sustainability
- Environmental Sustainability
- Improved Internal / External Communications
- Comprehensive Community Planning
- Quality Parks, Recreation and Culture
- Infrastructure
- Effective Protective Services
- Improved External Relations
- Corporate Maintenance

DEPARTMENTAL GOALS & OBJECTIVES —PARKS, RECREATION & CULTURE

PARKS, RECREATION AND CULTURE DIVISION

Parks, Recreation and Culture oversees the operation of the Sportsplex, Community Centre, Centennial Pool, Mclvor Lake and all of Campbell River’s parks sports fields and public open spaces. This division of the City of Campbell River works to enhance the lifestyle and health of the community through a variety of quality programs and services based on public consultation.

To meet this goal, the division works with the Community Advisory Commission, Youth Advisory Committee, Campbell River Access Awareness Committee, Field User Fee Advisory Group, Happy Wanderers Committee, Community Beautification Committee, Communities in Bloom Committee and a variety of focus groups specific to program interests. Parks, Recreation and Culture is committed to providing recreation and parks services for people of all ages, stages, and abilities.

Recreation and Culture Department

Services Provided

Recreation and Culture provides a wide variety of recreational services to people of all ages and abilities. The Department focuses on community development and partners with many

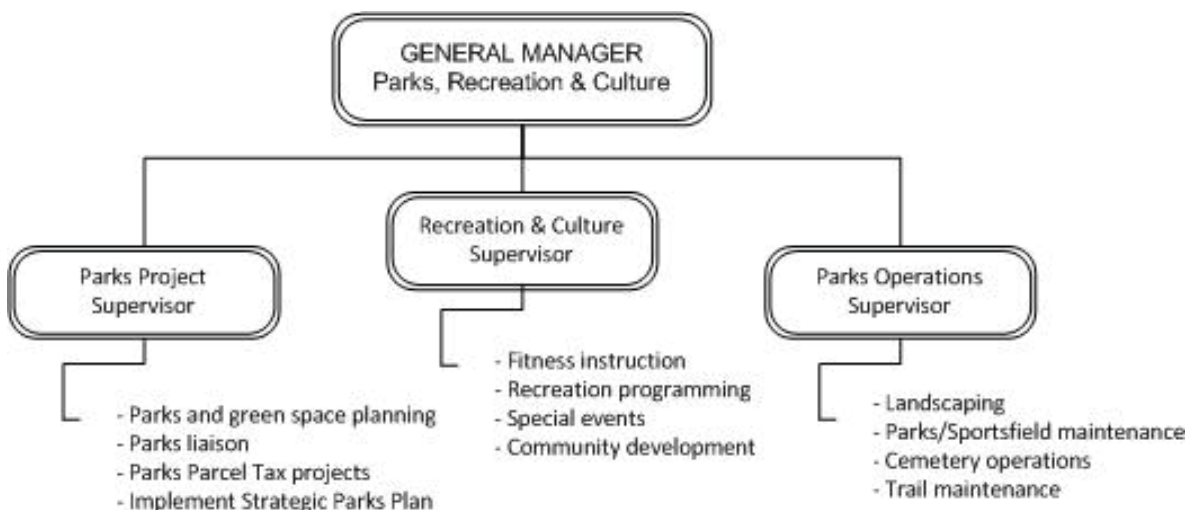
different community organizations to provide services that keep residents active and engaged.

2009 Highlights

- Revamped the LIFE program (financial aid for program participation) to provide a uniform approach with Strathcona Gardens and to make it easier for people to stay active using all the recreation facilities in the community
- Through Active Campbell River the Department installed nine new bike racks and has established a program to fund more bike racks in the future
- Working with a community committee, the Department staged a highly successful Olympic Torch Relay event for the community
- Secured more than \$100,000 in grant funding for programs

2010 Objectives

- ✓ Complete a Heritage Context Plan for the City. (Council Goal: Quality Parks, Recreation and Culture B1)
- ✓ Complete a Statement of Significance for the Big Rock. (Council Goal: Quality Parks, Recreation and Culture B1)
- ✓ Organize the 2010 BC Seniors Games. (Council Goal:



DEPARTMENTAL GOALS & OBJECTIVES —PARKS, RECREATION & CULTURE (CONTINUED)

Financial Sustainability A4)

- ✓ Using public input, create a Public Art Policy. (Council Goal: Quality Parks, Recreation and Culture C3)
- ✓ Through Active Campbell River, the department will install up to nine more bike racks on public and private properties. (Council Goal: Environmental Sustainability B4 & B8)
- ✓ Recreation and Culture will work with the community to support local community run events and to establish a host of uses for the Spirit Square. (Council Goals: Quality Parks, Recreation and Culture C5, Improved Internal /External Communications C1 & C3, Comprehensive Community Planning A5)

Parks Department

Services Provided

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

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

2009 Highlights

- Competed in the national level of Communities in Bloom achieving a 5 Bloom rating and winning the Community Involvement Criteria Award
- Obtained Heritage BC funding and completed a Conservation and Feasibility Plan for the Sybil Andrews Cottage and Property
- Obtained LocalMotion funding for and completed construction of Penfield West Linear Park
- Completed upgrades to Willow Point Park Ball Diamonds 4 & 5, irrigation upgrades at Pinecrest sports field, upgrades to Robert Ostler Park Garden and upgrades to traffic circles in Maryland subdivision and Eden Street
- Completed City-wide hazard tree removal
- Completed construction of Campbellton Landscape Display
- Developed Volunteer Worker Health and Safety Orientation
- Developed Baikie Island Nature Reserve Interpretive Signage
- Completed grant applications for:
 - Baikie Island Riparian Forest Zone Restoration (The Federal Habitat Fund and the Habitat Conservation Trust Fund)
 - Playground Equipment Replacement (RInC Funding)
 - Ball Diamond Upgrades (RInC Funding)
 - Artificial Turf (RInC Funding)

DEPARTMENTAL GOALS & OBJECTIVES —PARKS, RECREATION & CULTURE (CONTINUED)

- Dogwood Extension - Trees for Tomorrow
- Sybil Andrews Cottage & Property Restoration (Heritage BC / Coast Sustainability Trust Fund)
- Conducted public process for Robron Park detailed site design (design to be finalized in January 2010)
- Completed conceptual design for development of the Maritime Heritage Centre Trail/Park, which was subsequently approved by Council
- Worked with the CR Minor Lacrosse Association to site the Outdoor Lacrosse Box and develop process for construction (to be built at Robron Park in 2010)
- Worked with Greenways Land Trust (GLT) to establish GLT as Project Manager for completion of the Greenways Loop

2010 Objectives

Parks Operational Goals:

- ✓ Develop maintenance priorities and service levels. (Council Goal: Quality Parks, Recreation and Culture C1)
- ✓ Continue partnerships with field users groups. (Council Goal: Communication C1)
- ✓ Continue to provide user groups with high quality turf grass maintenance. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Continue to work towards central controller irrigation system
- ✓ Continue with flower displays around the city. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Continue with street tree and park tree maintenance. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Continue with monthly inspections and maintenance on playground structures. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Continue with litter control in parks areas

Parks Project Goals:

- ✓ Complete or continue projects initiated in 2009:
 - Sybil Andrews Cottage & Property Restoration
 - Baikie Island Restoration
 - Penfield West Linear Park (signage, park furniture and playground equipment)
 - Robron Park Detailed Site Design
 - Maritime Heritage Centre Trail / Park Detailed

- Design. (Council Goals: Communication C1, Quality Parks, Recreation and Culture C2)
- ✓ Upon approval of RInC funding, install playgrounds within five City Parks; complete ball damond improvements within three City Parks by March 31, 2010. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Liaison for CR Minor Lacrosse on Outdoor Lacrosse Box construction project. (Council Goal: Communication C1)
- ✓ Liaison for Greenways Loop Completion project. (Council Goal: Communication C1)
- ✓ Implement all Parks projects approved in the 2010-2014 Financial Plan. (Council Goal: Quality Parks, Recreation and Culture C2)
- ✓ Compete in the 2010 edition of National Communities in Bloom
- ✓ Develop partnerships with School District 72 and First Nations to implement joint initiatives from Strategic Parks Plan. (Council Goal: Communication C2)
- ✓ Update Strategic Parks Plan and Capital Budget Timeline. (Council Goal: Quality Parks, Recreation and Culture A1)



FINANCIAL STATEMENTS

CITY OF CAMPBELL RIVER

Management's Responsibility for Financial Reporting

The preparation of information in these Financial Statements is the responsibility of management. The consolidated Financial Statements have been prepared in accordance with accounting principles generally accepted for British Columbia municipalities as outlined under "Significant Accounting Policies" in the notes to the Financial Statements. These include some amounts based on management's best estimates and careful judgment.

Management maintains a system of internal accounting controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded, and reported properly. Management also maintains a program of proper business compliance.

Meyers Norris Penny LLP, the City's independent auditor, has audited the accompanying Financial Statements. Their report accompanies this statement.



Doug Chapman, CGA
Finance Manager



Auditors' Report

MEYERS NORRIS PENNY LLP

To the Mayor and Council of the City of Campbell River:

We have audited the consolidated statement of financial position of the City of Campbell River as at December 31, 2009 and the consolidated statements of operations, cash flows and change in net financial assets for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2009 and the results of its operations, cash flows and change in net financial assets for the year then ended in accordance with Canadian generally accepted accounting principles.

Campbell River, British Columbia

December 15, 2010

Meyers Norris Penny LLP

Chartered Accountants

FINANCIAL STATEMENTS — STATEMENT A

CONSOLIDATED STATEMENT OF FINANCIAL POSITION As at December 31, 2009

	2009	2008 (restated note 19)
FINANCIAL ASSETS		
Cash and equivalents (note 3)	37,936,881	41,704,644
Accounts receivable (note 5)	9,944,847	5,201,730
Inventory held for sale	55,839	35,864
Land held for sale	470,806	470,806
Deposits	9,739	9,739
	48,418,112	47,422,783
LIABILITIES		
Accounts payable and accrued liabilities (note 6)	8,203,443	8,581,020
Deferred revenue (note 8)	13,423,976	12,492,633
Capital lease (note 10)	1,252,048	1,636,985
Long-term debt (note 11)	12,354,548	15,563,087
	35,234,015	38,273,725
NET FINANCIAL ASSETS	13,184,097	9,149,058
NON FINANCIAL ASSETS		
Inventory of supplies and prepaids	282,851	221,979
Tangible capital assets (schedule 1)	202,400,465	202,123,265
	202,683,316	202,345,244
ACCUMULATED SURPLUS (note 12)	215,867,413	211,494,302

See Commitment and Contingencies Note 13 and 14.

The Financial Statement Notes are an integral part of the Financial Statements.

Doug Chapman, CGA
General Manager, Financial Services

City of Campbell River

FINANCIAL STATEMENTS — STATEMENT B

CONSOLIDATED STATEMENT OF OPERATIONS For the Year Ended December 31, 2009

	2009 Budget (revised note 17 and 20) (unaudited)	2009 Actual	2008 Actual (restated note 19)
REVENUE			
Taxes and user fees	35,679,747	33,734,331	32,143,130
Payments in lieu of taxes	425,983	482,546	442,528
Services provided to other governments	770,262	969,165	753,946
Sale of services	4,143,770	3,515,055	3,845,111
Other revenue from own sources	1,818,769	2,291,801	2,453,313
Interest on investments	210,000	355,478	1,136,205
Development cost charges recognized	3,579,099	370,945	290,634
Proceeds from sale of tangible capital assets	-	321,120	24,313
Developer contributed tangible capital assets	221,714	221,714	8,081,677
Other contributions	378,688	416,521	841,272
Conditional transfers from other governments	6,653,139	4,574,099	2,944,604
MFA debt reserve fund refund	-	115,893	43,040
MFA surplus repatriation	-	379,136	244,481
Actuarial adjustment on debt	-	817,083	919,575
	53,881,171	48,564,887	54,163,829
EXPENSES			
General government	6,104,892	5,280,616	4,701,742
Protective services	12,645,518	12,127,150	12,093,735
Transportation services	11,794,127	11,117,693	11,647,217
Environmental health services	1,388,702	1,312,049	1,217,942
Public health services	221,551	178,176	219,241
Development services	1,053,100	1,027,820	1,444,717
Recreation and cultural services	6,340,607	5,957,417	6,276,464
Sewer utility	4,045,082	3,624,129	3,785,543
Water utility	3,136,357	3,566,726	3,615,668
	46,729,936	44,191,776	45,002,269
ANNUAL SURPLUS/(DEFICIT)	7,151,235	4,373,111	9,161,560
Accumulated Surplus, Beginning of Year	211,494,302	211,494,302	202,332,742
ACCUMULATED SURPLUS, End of Year	218,645,537	215,867,413	211,494,302

See Budget and Statement of Operations Reconciliation Note 17 and 20.

The Financial Statement Notes are an integral part of the Financial Statements.

City of Campbell River

FINANCIAL STATEMENTS — STATEMENT C

CONSOLIDATED STATEMENT OF CASH FLOWS For the Year Ended December 31, 2009

	2009	2008 (restated note 19)
OPERATING ACTIVITIES		
Annual surplus	4,373,111	9,161,560
Non-cash items included in annual surplus:		
Amortization expense	7,644,524	7,472,281
Contributed tangible capital assets	(221,714)	(8,081,677)
(Gain)/loss on disposed of tangible capital assets	(294,830)	57,880
Long-term debt actuarial adjustment	(817,083)	(919,575)
Increase (decrease) in inventory of supplies	(60,872)	(13,854)
Changes in financial assets and liabilities:		
Accounts receivable	(4,743,117)	1,282,005
Inventory held for resale	(19,975)	8,169
Deposits	-	475
Accounts payable and accrued liabilities	(377,577)	800,574
Deferred revenue	931,343	3,323,237
	6,413,810	13,091,075
CAPITAL ACTIVITIES		
Proceeds from sale of tangible capital assets	321,120	24,313
Built/purchased tangible capital assets	(7,726,300)	(10,448,150)
	(7,405,180)	(10,423,837)
FINANCING ACTIVITIES		
Debt proceeds	133,520	2,881,594
Debt and lease principal repaid	(2,909,913)	(2,889,158)
	(2,776,393)	(7,564)
INCREASE (DECREASE) IN CASH AND EQUIVALENTS	(3,767,763)	2,659,674
Cash & equivalents, beginning of year	41,704,644	39,044,970
CASH AND EQUIVALENTS, END OF YEAR	37,936,881	41,704,644
Interest paid	1,850,475	2,096,309
Interest received	260,279	823,140

The Financial Statement Notes are an integral part of the Financial Statements.

FINANCIAL STATEMENTS — STATEMENT D

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS For the Year Ended December 31, 2009

	2009 Budget <small>(revised note 20) (unaudited)</small>	2009 Actual	2008 Actual <small>(restated note 19)</small>
ANNUAL SURPLUS	7,151,235	4,373,111	9,161,560
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(22,134,346)	(7,948,014)	(18,529,827)
Amortization	7,644,524	7,644,524	7,472,281
Net book value of disposed of tangible capital assets	26,290	26,290	82,193
	(14,463,532)	(277,200)	(10,975,353)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory and prepaids	-	(60,872)	(13,854)
INCREASE IN NET FINANCIAL ASSETS	(7,312,297)	4,035,039	(1,827,647)
Net Financial Assets, Beginning of Year	9,149,058	9,149,058	10,976,705
NET FINANCIAL ASSETS, END OF YEAR	1,836,761	13,184,097	9,149,058

The Financial Statement Notes are an integral part of the Financial Statements.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Notes to Consolidated Financial Statements

Year Ended December 31, 2009

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 reincorporated 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

The City's consolidated financial statements are prepared by management in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The following is a summary of the City's significant policies:

a) Basis of presentation

The financial statements of the City are the representations of management prepared in accordance with generally accepted accounting principles for local government as established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. Budget information has been aggregated to comply with these reporting standards. Certain comparative figures have been reclassified to conform to the current year's presentation.

b) Adoption of new accounting policies

Effective January 1, 2009 the City changed its method of recording tangible capital assets, inventory and prepaids to the method (accrual basis of accounting) required by the Public Sector Accounting Handbook sections 3150 and 1200. The handbook requires that these assets be recognized as assets until the future economic benefits underlying the assets are partly or wholly used or consumed. These assets are now on the Statement of Financial Position as non-financial assets and will be expensed when used/consumed. The proxy for use/consumption for tangible capital assets is amortization expense. Previously these assets were fully expensed in the year of acquisition. The impacts of these changes are very significant and have driven a number of changes in the presentation of the financial statements, and have resulted in material changes to both the City's financial position at year-end and annual operating results. The changes have been applied retroactively adjusting the 2008 financial results (Note 19). The prior years' figures have been reclassified where applicable to conform to the current year presentation.

c) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, and changes in financial position of the reporting entity which comprises all the organizations that are accountable for the administration of their financial affairs and resources to Council and are owned or controlled by the City. This includes Campbell River Economic Development Corporation (Rivercorp). All inter-fund balances and transactions are eliminated.

The Cemetery Trust Funds administered by the City are specifically excluded from the consolidated financial statements and are reported separately.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

d) 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. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost.

e) Revenue recognition

Taxation

Annual levies for non-optional District services and general administrative services are recorded as General Taxation. Levies imposed by other taxing authorities (Note 15) are not included in these financial statements.

Government Transfers

Unconditional grant revenue is recognized either when it is received or when collectability is assured. Conditional grant revenue is recognized to the extent the conditions imposed on it have been fulfilled.

Development Cost Charges and Other Deferred Revenues

Receipts which are restricted by the legislation of senior governments or by agreement with external parties are reported as Deferred Revenue at the time they are received. When the qualifying expenditures are incurred the related Deferred Revenue is brought into revenue.

Investment Income

Investments are recorded at cost, except Municipal Finance Authority (MFA) Pooled Investment Funds which are recorded at market value. The carrying value of investments is reduced if, in management's opinion, there is a permanent decline in value.

f) Cash Equivalents and Investments

Investments are held with the Municipal Finance Authority. 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 investments balances detailed in Note 3 are reported at market value which is also cost on December 31, 2009.

g) Long-term debt

Interest payments related to long-term debt obligations are recorded on an accrual basis. Actuarial adjustments are the budgeted earnings on a member's principal payments made to the Municipal Finance Authority (MFA) that annually reduce the outstanding debt obligation. Each year, as the MFA receives principal payments from its members on an issue, it invests these monies in a sinking fund to be used to retire the debt at maturity. In this regard, the MFA annually recognizes an actuarial reduction to a member's borrowing based on the annual budgeted earnings of their cumulative principal payments made to date. These actuarial amounts are reported on a member's amortization/repayment schedule for an issue and are reflected in the reducing balance outstanding at each annual principal payment date. Actuarial reduction amounts are recognized and compounded annually following the first year of principal payments received on an issue. For all MFA issues prior to 2005, this rate is 5%; however, for debt issues launched in 2005 and later this rate is set at 4%. The MFA reserves the ability to adjust existing actuarial rates if market conditions dictate that a set earnings rate can no longer be achieved.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

h) Financial instruments

The City's financial instruments consist of cash and equivalents, accounts receivable, deposits, accounts payable and accrued liabilities and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency, or credit risk arising from these financial instruments. Interest rates for the capital lease and long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in note 5, and property taxes receivable collections are assured through the tax sale provisions of the *Local Government Act*.

i) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Intangible capital 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. In the year, the tangible capital asset is put into use amortization is calculated at one-half of the annual amount.

Type	Major Asset Category	Useful Life Range (years)
General:	Land	n/a
	Buildings	20-60
	Furniture, Machinery & Equipment	3-25
Engineering Structures:	Drainage	30-80
	Roads	15-60
	Marine Structures	30-40
	Sewer	20-60
	Water	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. Assets under construction are not amortized until the asset is in 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.

j) Use of estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenditures during the reporting period. 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. Significant areas requiring estimates include allowance for doubtful accounts, the determination of accrued liabilities, actuarial adjustments to MFA debenture debt, net book value for tangible capital assets capitalized prior to 2009, and amortization expense.

2. Related party transactions

The City is the sole shareholder of Campbell River Economic Development Corporation (Rivercorp). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of Rivercorp are consolidated at December 31st each year. During the year Rivercorp received \$519,046 (2008 – \$476,287) as funding contributions from the City.

3. Cash and equivalents

	<u>2009</u>	<u>2008</u>
General Capital Fund	\$ -	\$ 197,290
General Operating Fund	25,184,192	29,269,579
Capital Lending Reserve Fund	3,461,977	3,600,371
Parks Acquisition and Development Reserve Fund	707,748	292,931
Parkland Reserve Fund	333,097	329,448
Facility Reserve Fund	17,962	18,470
Development cost charges deferred revenue	8,231,905	7,996,555
	<u>\$ 37,936,881</u>	<u>\$ 41,704,644</u>

4. Trust funds

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

	<u>2008</u>	<u>Receipts and Interest</u>	<u>Expenditures</u>	<u>2009</u>
Campbell River Municipal Cemetery	\$ 310,330	\$ 7,652	\$ 6,831	\$ 311,151
Elk Falls Memorial Cemetery	164,163	10,771	3,678	171,256
	<u>\$ 474,493</u>	<u>\$ 18,423</u>	<u>\$ 10,509</u>	<u>\$ 482,407</u>

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

5. Accounts receivable

	<u>2009</u>	<u>2008</u>
Property taxes	\$ 5,578,048	\$ 892,312
User fees	58,699	270,104
Due from Federal Government	1,432,646	1,199,125
Due from Provincial Government	834,432	235,542
Due from Regional District and other governments	7,673	9
Airport	72,782	62,092
Development cost charges	195,234	475,826
Other	1,765,333	2,066,720
	<u>\$ 9,944,847</u>	<u>\$ 5,201,730</u>

Included in the property taxes receivable is an amount due from one taxpayer for \$4,232,771; this amount was subsequently paid in the following year. Other receivables includes from one customer an amount of \$1,405,490 of which \$432,563 was subsequently paid after year-end. The remaining \$972,927 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 2029.

6. Accounts payable and accrued liabilities

	<u>2009</u>	<u>2008</u>
Due to other governments	\$ 220,291	\$ 509,828
Trade accounts payable	4,582,022	4,007,328
Accrued wages and benefits	2,077,874	2,364,457
Accrued interest	209,101	254,228
Deposits and holdbacks	1,114,155	1,445,179
	<u>\$ 8,203,443</u>	<u>\$ 8,581,020</u>

7. Restricted assets

Included in the consolidated assets are short-term investments of \$8,231,905 (2008 = \$7,996,555) and installments receivable of \$195,234 (2008 = \$475,826). These assets can only be used for expenditures as permitted by the Development Cost Charges Bylaw and the relevant sections of the *Local Government Act*, unless otherwise authorized by the Ministry of Community Sport & Cultural Services.

8. Deferred revenue

Included in deferred revenue are contributions from developers collected under the Development Cost Charges Bylaw. These contributions will be recognized as revenue in future years when the related capital projects for which they were collected are completed.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

	Deferred Revenue	Deferred Payments	2009	2008
Development cost charges				
Roads	\$ 3,991,944	\$ 51,636	\$ 4,043,580	\$ 4,057,734
Public open space	1,026,040	21,311	1,047,351	1,043,245
Water	1,643,183	82,506	1,725,689	1,719,314
Storm water drainage	212,295	-	212,295	209,970
Sanitary sewer	1,138,199	27,955	1,166,154	1,118,895
Other parks	220,244	11,826	232,070	323,223
	<u>8,231,905</u>	<u>195,234</u>	<u>8,427,139</u>	<u>8,472,381</u>
Other deferred revenue				
Prepaid property taxes	254,985	-	254,985	342,121
Future local improvement projects	2,458,290	-	2,458,290	1,644,843
Community Works Fund (Note 16)	1,574,260	-	1,574,260	979,086
Other	709,302	-	709,302	1,054,202
	<u>4,996,837</u>	<u>-</u>	<u>4,996,837</u>	<u>4,020,252</u>
	<u>\$ 13,228,742</u>	<u>\$ 195,234</u>	<u>\$ 13,423,976</u>	<u>\$ 12,492,633</u>

9. Municipal Finance Authority Debt Reserve Fund

The Municipal Finance Authority of British Columbia provides capital financing for regional districts and their member municipalities. The Authority 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 Authority 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. As at December 31, 2009 the total of the City's MFA Debt Reserve Fund is comprised of:

	2009	2008
General	\$ 1,187,887	\$ 1,375,973
Sanitary Sewer	857,836	1,070,593
Waterworks	-	110,315
	<u>\$ 2,045,723</u>	<u>\$ 2,556,881</u>

10. Capital lease

The City has a lease with ICI/Windley Group for the Community Centre at an annual cost of \$481,106, including GST and interest at 5.97%, until December 15th, 2012. At that time the City has the option to purchase the facility for \$1.

City of Campbell River

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

11. Long-term debt

All debt is reported at the gross amount. The City has no debt assumed by others on its behalf, and has assumed no debt for others. The principal payments for the next five years are:

<u>Year</u>	<u>General</u>	<u>Sewer</u>	<u>Total</u>
2010	\$1,356,190	\$431,192	\$1,787,382
2011	1,037,334	272,183	1,309,517
2012	1,005,692	272,183	1,277,875
2013	933,382	272,183	1,205,565
2014	859,999	272,183	1,132,182
Totals	<u>\$5,192,597</u>	<u>\$1,519,924</u>	<u>\$6,712,521</u>

Refer to Schedule 3 for maturity dates, interest rates, and payments in the year.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

12. Accumulated Surplus

Accumulated surplus is represented by:

	2009	2008 (restated)
Unappropriated Surplus		
General	4,046,951	3,818,689
Water	2,683,573	3,474,717
Sanitary sewer	4,783,683	4,528,394
Airport	(153,307)	351,845
Rivercorp	7,335	(12,905)
	11,368,235	12,160,740
Non-Statutory Reserves		
General	8,493,853	7,914,867
Water	546,932	627,757
Sanitary sewer	860,409	861,911
Airport	395,524	71,829
	10,296,718	9,476,364
Statutory Reserves		
Capital lending	3,596,126	3,600,371
Parkland acquisition & development	707,749	292,931
Parkland	333,097	329,448
Facilities	17,962	18,470
	4,654,934	4,241,220
Investment in Land Held for Sale	470,806	470,806
Investment in Non-Financial Assets	189,076,720	185,145,172
Total	215,867,413	211,494,302

The Unappropriated Surplus is the amount of Accumulated Surplus remaining after deducting the other surplus balances. It is available to temporarily finance operations until planned revenues (i.e. property taxes, grants etc.) are received, or for other operating or capital purposes as determined by Council.

The Non-Statutory Reserves are the amount of Accumulated Surplus that has been set-aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance 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 the 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 Land Held for Sale is the purchase costs plus costs to ready the land for sale. When sold, the funds will be available to finance operations or for other operating or capital purposes, as determined by Council.

Investment in Non-Financial Assets is equal to the non-financial assets less related long-term debt (including the capital lease debt). In the normal course of operations, the non-financial assets will be consumed/used to provide services and debt will be repaid by future period revenues.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

13. Outstanding commitments

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

<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
\$ 26,407	\$ 25,870	\$ 21,741	\$ 2,767	\$ 907

14. Contingent liabilities

a) Pension liability

The City and its employees contribute to the Municipal Pension Plan (the plan), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 150,000 active members and approximately 54,000 retired members. Active members include approximately 32,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The City paid \$1,073,682 (2008 = \$1,067,783) for employer contributions to the plan in fiscal 2009. The employees' contributions during 2009 amounted to \$885,714 (2008 = \$836,884).

b) Regional District debt

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City.

c) Claims for damages

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

During 2010, a claim against the city for building envelope failure was settled; the City incurred a settlement liability of \$660,000. The cost of the settlement will be paid from the non-statutory insurance reserve fund, which is part of the General Fund non-statutory reserve balance in Note 12.

d) Property assessment appeals

As at December 31, 2009, there were various assessment appeals pending with respect to properties. The outcome of those appeals may result in adjustments to property taxes receivable for the current and prior years. During 2010, two court decisions were rendered that required the city to refund a total of \$1,682,205 in property taxes; the adjustment to property taxes was done within the 2009 fiscal year. The City has a non-statutory reserve for the provision for tax refunds totaling \$1,746,783, which is part of the General Fund non-statutory reserves in Note 12.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

e) Environmental Regulations

The City makes every reasonable effort to comply with all environmental regulations that apply to its operations. These regulations may require future expenditures to meet applicable standards. Amounts required to meet these obligations will be charged to operations when incurred or set aside as future reserves when they can be reasonably estimated.

15. Property tax collections for other governments

	<u>2009</u>	<u>2008</u>
Provincial School Levy	\$ 14,250,562	\$ 14,503,711
Comox Strathcona Regional Hospital District	3,499,964	2,807,253
Strathcona Regional District	3,411,591	3,529,148
Vancouver Island Regional Library	965,366	949,613
Municipal Finance Authority	1,007	793
BC Assessment Authority	386,889	368,258
	<u>\$ 22,515,379</u>	<u>\$ 22,158,776</u>

16. Federal Gas Tax Agreement

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements. The City reports the balance as deferred revenue until it is used to fund the specified projects outlined in the funding agreement. Interest is recorded and allocated regularly to the balance.

	<u>2009</u>	<u>2008</u>
Balance, beginning of year	\$ 979,086	\$ 620,364
Funds received	1,260,881	618,784
Interest earned	11,965	27,772
	<u>2,251,932</u>	<u>1,266,920</u>
Expenses	(677,672)	(287,834)
	<u>\$ 1,574,260</u>	<u>\$ 979,086</u>

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

17. Budget Reconciliation

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 legislative requirement for a balanced budget has been met.

	2009 Budget (restated)	2009 Actual	2008 Actual (restated)
Statement of Operations, Annual Surplus	7,151,235	4,373,111	9,161,560
Adjustments for Non-Cash Items:			
Debt actuarial adjustment	-	(817,083)	(919,575)
Contributed tangible capital assets	(221,714)	(221,714)	(8,081,677)
Tangible capital assets*	7,670,814	7,670,814	7,554,474
Change in inventory and prepaids	-	(60,872)	(13,854)
Debt proceeds	2,143,032	133,520	2,881,594
Debt principal repayments	(2,901,011)	(2,909,913)	(2,889,158)
Capital expenditures	(22,134,346)	(7,726,300)	(10,448,150)
Net Transfer (to)/from statutory reserves	1,545,205	(413,714)	(620,074)
Net Transfer (to)/from non-statutory reserves	6,746,785	(820,354)	(484,851)
Net Transfer (to)/from unappropriated surplus	-	792,505	3,859,711
Budget Balance	-	-	-

*Tangible capital asset amortization, write-downs, net book value disposals

18. Segmented Reporting

The City of Campbell River provides various City services within various divisions. The segmented information as disclosed in Schedule 2 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 systems and legislative operations.

Protective Services – activities related to providing for the security of the property and citizens of the City including police, fire protection, building inspection and bylaw enforcement including animal control.

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

Environmental Health Services – activities related to solid waste management.

Public Health Services – activities related to child care, victim services and cemetery maintenance.

Development Services – activities related to community planning and development.

Recreation & Cultural Services – activities related to all recreational and cultural services including the maintenance of parks and facilities for recreational and cultural activities.

Sewer Utility – activities related to gathering, treating, transporting, storing and discharging sewage or reclaimed water.

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

Water Utility – activities related to supplying, storing, treating and transporting water.

For each reported segment, revenues and expenses represent amounts that are directly attributable to the segment, in addition to amounts that are allocated to each segment on a reasonable basis. The reader is referred to Schedule 2 for segment revenue and expense detail on a comparative basis.

19. Prior Period Restatement

As detailed in Note 1(b), effective January 1, 2009, the City changed its method of recording tangible capital assets, inventory and prepaids to the method required by the Canadian Institute of Chartered Accountants Public Sector Accounting Handbook, with the changes applied on a retroactive basis. The City has also retroactively accounted for the change in classification land held for development or sale from Financial Assets to Non-Financial Assets.

These changes in reporting have resulted in the changes to the 2008 comparative values as outlined in the table below. In summary, the changes increased the 2008 annual surplus by \$10,989,207 and decreased closing accumulated surplus by \$120,694,492.

Statement of Operations	2008 (restated)	2008 (previously reported)	Change
Revenues:			
-Reclassification airport fuel costs to expenses	-	(770,167)	770,167
-All other revenues	54,163,829	54,163,829	-
	54,163,829	53,393,662	770,167
Expenses:			
-Tangible capital assets expensed	390,906	18,920,733	(18,529,827)
-Tangible capital asset amortization	7,472,281	-	7,472,281
-Tangible capital assets disposal	82,193	-	82,193
-Change in inventory expense	(13,854)	-	(13,854)
-Reclassification airport fuel costs from revenue	770,167	-	770,167
-All other expenses	36,300,576	36,300,576	-
	45,002,269	55,221,309	(10,219,040)
Annual Surplus/(Deficit)	9,161,560	(1,827,647)	10,989,207

Statement of Financial Position	2008 (restated)	2008 (previously reported)	Change
Financial Assets and Liabilities:			
-Land held for sale	470,806	1,170,806	(700,000)
-All other financial assets less liabilities	8,678,252	8,678,252	-
Impact on Net Debt	9,149,058	9,849,058	(700,000)
Non-Financial Assets:			
-Tangible Capital Assets	202,123,265	322,117,757	(119,994,492)
-All other non-financial assets	221,979	221,979	-
Impact on Non-Financial Assets	202,345,244	322,339,736	(119,994,492)
Accumulated Surplus	211,494,302	332,188,794	(120,694,492)

FINANCIAL STATEMENTS —NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

19. Prior period restatement (continued)

The opening balance for Accumulated Surplus changed as follows:

Accumulated Surplus, Jan/1/2008, previously reported	315,282,249
-Less: change in accounting for tangible capital assets	112,949,507
Accumulated Surplus, Jan/1/2008, restated	202,332,742

20. 2009 budget adjustments

The budget amounts presented throughout these financial statements are based on the Budget (referred to as the Financial Plan in the legislation) approved by Council on May 12, 2009, with the exception of the budgets for tangible capital asset related expenses (amortization, write-downs and loss on disposal). The budgets for the tangible capital asset expenses are equal to actual expenses. This exception was made in order to improve the comparability of the budget amounts with the actual amounts given that these items are non-cash and accordingly are not required to be funded under the legislation. As well, these budgets could not have been reasonably established when the Budget was originally approved in May 2009.

The table below shows the adjustments made to the 2009 Budget values with the addition of the budgets for tangible capital asset items. The Adjusted Budget values are then comparable to the 2009 actual values, and are the budget values shown in the Statement of Operations and the Statement of Net Financial Assets.

	2009 Budget		
	Original	Adjustments For TCA*	Adjusted
Statement of Operations			
Revenues	53,659,457	221,714	53,881,171
Expenses			
General government	5,835,141	269,751	6,104,892
Protective services	12,200,683	444,835	12,645,518
Transportation services	7,668,438	4,125,689	11,794,127
Environmental health services	1,388,702	-	1,388,702
Public health services	216,750	4,801	221,551
Development services	1,044,903	8,197	1,053,100
Recreation and cultural services	5,264,182	1,076,425	6,340,607
Sewer utility	3,273,015	772,067	4,045,082
Water utility	2,167,308	969,049	3,136,357
	39,059,122	7,670,814	46,729,936
Annual surplus	14,600,335	(7,449,100)	7,151,235
Statement of Change in Net Financial Assets			
Annual surplus	14,600,335	(7,449,100)	7,151,235
Tangible capital assets	(22,134,346)	7,449,100	(14,685,246)
Increase in net financial assets	(7,534,011)	-	(7,534,011)

*Tangible capital assets

City of Campbell River

FINANCIAL STATEMENTS — SCHEDULE 1

CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE For the Year Ended December 31, 2009

	Land	Buildings	Machinery & Equipment	Engineering Structures	Capital Assets Subtotal	Assets Under Construction	2009 Actual	2008 Actual
Opening Balance	31,155,192	31,163,677	12,938,874	247,010,654	322,268,397	593,771	322,862,168	304,505,425
Additions	36,468	592,746	1,986,695	4,660,108	7,276,017	671,997	7,948,014	18,529,827
Disposals	-	-	(136,952)	(10,403)	(147,355)	-	(147,355)	(173,084)
Ending Balance	31,191,660	31,756,423	14,788,617	251,660,359	329,397,059	1,265,768	330,662,827	322,862,168
Opening Accumulated Amortization	-	(12,428,364)	(8,335,229)	(99,975,310)	(120,738,903)	-	(120,738,903)	(113,357,513)
Amortization Current Year	-	(893,993)	(953,557)	(5,796,974)	(7,644,524)	-	(7,644,524)	(7,472,281)
Adjustment for amortization on disposals	-	-	117,345	3,720	121,065	-	121,065	90,891
Ending Accumulated Amortization		(13,322,357)	(9,171,441)	(105,768,564)	(128,262,362)	-	(128,262,362)	(120,738,903)
Net Book Value	31,191,660	18,434,066	5,617,176	145,891,795	201,134,697	1,265,768	202,400,465	202,123,265

City of Campbell River

FINANCIAL STATEMENTS — SCHEDULE 2

CONSOLIDATED SCHEDULE OF SEGMENTED INFORMATION For the Year Ended December 31, 2009

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services	
	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)
REVENUE										
Taxes & user fees	\$ 24,317,279	\$ 22,438,916	\$ -	\$ -	\$ -	\$ -	\$ 1,621,908	\$ 1,515,111	\$ -	\$ -
Payments in lieu of taxes	482,546	442,528	-	-	-	-	-	-	-	-
Services provided to other governments	647,703	422,223	321,462	331,723	-	-	-	-	-	-
Sale of services	454	34,524	251,453	273,364	2,313,716	2,516,353	1,208	1,131	65,654	65,129
Other revenue from own sources	1,137,301	1,015,911	66,597	54,519	203,327	182,096	914	2,557	10,510	17,216
Interest on investments	165,275	604,918	-	-	6,350	20,205	-	-	-	-
Development cost charges recognized	287,110	202,695	-	-	-	-	-	-	-	-
Proceeds from sale of tangible capital assets	321,120	24,313	-	-	-	-	-	-	-	-
Developer contributed tangible capital assets	161,939	5,485,540	-	-	-	-	-	-	-	-
Other contributions	334,778	74,344	-	7,500	-	-	-	-	-	-
Conditional transfers from other governments	2,594,127	1,077,562	1,352,197	1,191,863	218,728	-	124,134	33,062	-	-
MFA debt reserve fund refund	43,691	42,653	-	-	-	-	-	-	-	-
MFA surplus repatriation	379,136	244,481	-	-	-	-	-	-	-	-
Actuarial adjustment on debt	277,192	442,963	-	-	-	-	-	-	-	-
	<u>31,149,651</u>	<u>32,553,571</u>	<u>1,991,709</u>	<u>1,858,969</u>	<u>2,742,121</u>	<u>2,718,654</u>	<u>1,748,164</u>	<u>1,551,861</u>	<u>76,164</u>	<u>82,345</u>
EXPENSES										
Wages & benefits	3,167,446	2,552,672	5,445,927	5,407,122	2,140,640	2,180,864	5,034	11,696	141,258	170,931
Interest & debt issue	11,373	38,468	2,473	2,510	910,064	1,008,057	-	-	-	-
Operating expenses	1,832,045	1,847,092	6,233,916	6,249,559	3,960,907	4,447,213	1,307,015	1,206,246	32,117	43,620
Amortization	269,752	263,510	444,834	434,544	4,106,082	4,011,083	-	-	4,801	4,690
	<u>5,280,616</u>	<u>4,701,742</u>	<u>12,127,150</u>	<u>12,093,735</u>	<u>11,117,693</u>	<u>11,647,217</u>	<u>1,312,049</u>	<u>1,217,942</u>	<u>178,176</u>	<u>219,241</u>
ANNUAL SURPLUS (DEFICIT)	\$ 25,869,035	\$ 27,851,829	\$ (10,135,441)	\$ (10,234,766)	\$ (8,375,572)	\$ (8,928,563)	\$ 436,115	\$ 333,919	\$ (102,012)	\$ (136,896)

City of Campbell River

FINANCIAL STATEMENTS — SCHEDULE 2 (CONTINUED)

CONSOLIDATED SCHEDULE OF SEGMENTED INFORMATION For the Year Ended December 31, 2009

	Development Services		Recreation & Cultural Services		Sewer Utility		Water Utility		Consolidated	
	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)	2009	2008 (restated)
REVENUE										
Taxes & user fees	\$ -	\$ -	\$ 651,400	\$ 632,400	\$ 4,409,669	\$ 4,562,428	\$ 2,734,075	\$ 2,994,275	\$ 33,734,331	\$ 32,143,130
Payments in lieu of taxes	-	-	-	-	-	-	-	-	482,546	442,528
Services provided to other governments	-	-	-	-	-	-	-	-	969,165	753,946
Sale of services	964	5,000	866,572	924,809	9,654	8,836	5,380	15,965	3,515,055	3,845,111
Other revenue from own sources	838,178	1,160,806	26,443	13,610	6,202	4,951	2,329	1,647	2,291,801	2,453,313
Interest on investments	-	-	-	-	93,016	247,815	90,837	263,267	355,478	1,136,205
Development cost charges recognized	-	-	-	-	14,435	-	69,400	87,939	370,945	290,634
Proceeds from sale of tangible capital assets	-	-	-	-	-	-	-	-	321,120	24,313
Developer contributed tangible capital assets	-	-	-	-	4,640	1,197,926	55,135	1,398,211	221,714	8,081,677
Other contributions	-	-	31,743	51,568	-	251,724	50,000	456,136	416,521	841,272
Conditional transfers from other governments	60,244	120,332	124,704	133,635	59,965	130,097	40,000	258,053	4,574,099	2,944,604
MFA debt reserve fund refund	-	-	-	-	48,135	-	24,067	387	115,893	43,040
MFA surplus repatriation	-	-	-	-	-	-	-	-	379,136	244,481
Actuarial adjustment on debt	-	-	-	-	474,141	419,673	65,750	56,939	817,083	919,575
	899,386	1,286,138	1,700,862	1,756,022	5,119,857	6,823,450	3,136,973	5,532,819	48,564,887	54,163,829
EXPENSES										
Wages & benefits	679,052	807,403	2,922,833	3,001,606	1,022,296	950,954	1,307,738	1,160,877	16,832,224	16,244,125
Interest & debt issue	8,070	12,958	100,023	127,681	835,288	969,600	41,175	82,350	1,908,466	2,241,624
Operating expenses	332,501	611,728	1,858,136	2,095,656	994,478	1,110,785	1,255,447	1,432,340	17,806,562	19,044,239
Amortization	8,197	12,628	1,076,425	1,051,521	772,067	754,204	962,366	940,101	7,644,524	7,472,281
	1,027,820	1,444,717	5,957,417	6,276,464	3,624,129	3,785,543	3,566,726	3,615,668	44,191,776	45,002,269
ANNUAL SURPLUS (DEFICIT)	\$ (128,434)	\$ (158,579)	\$ (4,256,555)	\$ (4,520,442)	\$ 1,495,728	\$ 3,037,907	\$ (429,753)	\$ 1,917,151	\$ 4,373,111	\$ 9,161,560

City of Campbell River

FINANCIAL STATEMENTS — SCHEDULE 3

CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES As at December 31, 2009 (Unaudited)

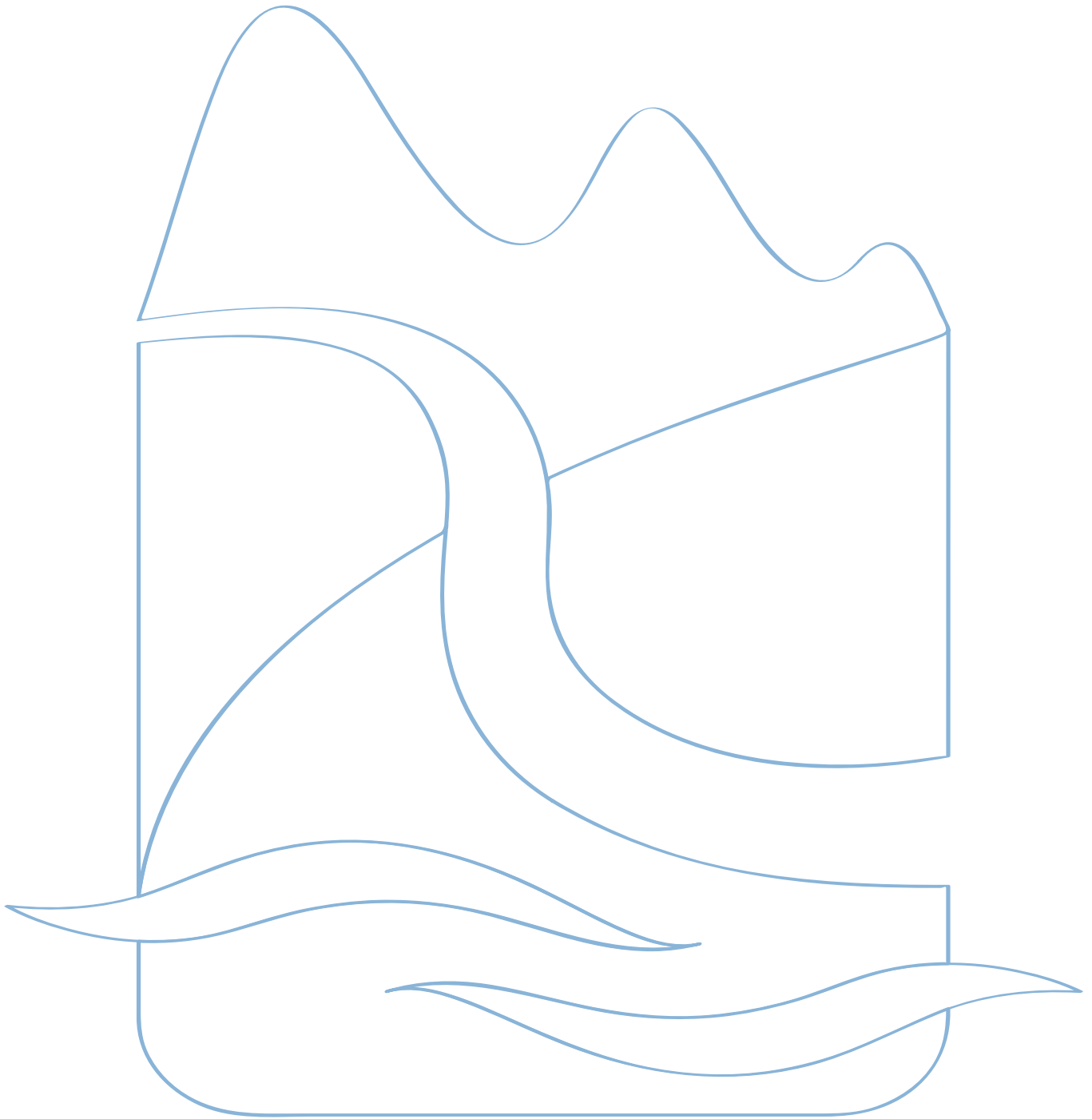
Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2008	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2009
Chartered banks								
Short Term Capital Borrowing								
3092	Tyee Spit Dev	30/06/09	4.39	170,000	-	170,000	-	-
Total chartered banks borrowing				170,000	-	170,000	-	-
Municipal Finance Authority								
Storm Drains Construction								
2672	Issue #68	24/03/08	5.50	-	-	-	-	-
2735	Issue #70	01/06/09	5.49	90,159	-	58,117	32,042	-
2805	Issue #72	27/03/10	6.45	244,414	-	80,697	38,529	125,188
2880	Issue #74	01/06/11	5.90	3,527	-	795	324	2,408
2958	Issue #78	03/12/12	5.25	20,665	-	3,578	1,217	15,870
3011	Issue #79	03/06/12	5.25	17,942	-	2,544	703	14,695
				376,707	-	145,731	72,815	158,161
Local Improvements								
2736	Issue #70	01/06/09	5.49	245,689	-	158,373	87,316	-
2806	Issue #72	27/03/10	6.45	749,377	-	247,419	118,131	383,827
2879	Issue #74	01/06/11	5.90	136,837	-	30,848	12,558	93,431
2932	Issue #77	01/06/11	5.90	382,069	-	66,150	22,496	293,423
3012	Issue #79	03/06/12	5.25	499,572	-	70,839	19,571	409,162
2968	Issue #81	22/04/14	4.86	90,054	-	10,892	2,347	76,815
2969	Issue #81	22/04/14	4.86	147,898	-	17,889	3,855	126,154
3050	Issue #81	22/04/14	4.86	51,271	-	6,201	1,336	43,734
3073	Issue #85	02/12/14	4.90	1,314,651	-	159,009	34,268	1,121,374
2964	Issue #92	06/04/15	4.55	7,770	-	875	109	6,786
2966	Issue #92	06/04/15	4.55	6,290	-	708	88	5,494
2967	Issue #92	06/04/15	4.55	34,040	-	3,831	478	29,731
2968	Issue #92	06/04/15	4.55	20,350	-	2,291	286	17,773
3071	Issue #92	06/04/15	4.55	190,180	-	21,406	2,672	166,102
3073	Issue #92	06/04/15	4.55	1,570,648	-	176,783	22,074	1,371,791
3074	Issue #92	06/04/15	4.55	20,720	-	2,332	290	18,098
2967	Issue #99	19/10/16	5.00	957,920	-	96,118	7,843	853,959
3073	Issue #99	19/10/16	5.00	1,160,046	-	116,399	9,499	1,034,148
2964	Issue #102	12/01/12	4.82	160,424	-	14,576	583	145,265
2966	Issue #102	12/02/17	4.82	137,506	-	12,494	500	124,512
2967	Issue #102	12/03/17	4.82	100,838	-	9,162	367	91,309
3303	Issue #103	23/04/23	4.65	194,480	-	9,713	-	184,767
2964	Issue #104	20/11/18	5.15	594,500	-	49,516	-	544,984
2966	Issue #104	20/11/18	5.15	656,500	-	54,681	-	601,819
3074	Issue #104	20/11/18	5.15	240,000	-	19,990	-	220,010
3301	Issue #104	20/11/23	5.15	685,500	-	34,235	-	651,265
3302	Issue #104	20/11/23	5.15	500,000	-	24,971	-	475,029
3302	Issue #106	10/13/24	4.13		133,520			133,520
				10,855,130	133,520	1,417,700	346,667	9,224,282

City of Campbell River

FINANCIAL STATEMENTS — SCHEDULE 3 (CONTINUED)

CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES As at December 31, 2009 (Unaudited)

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31 2007	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31 2008
Other								
2933	Issue #77 Cambr	01/06/12	6.06	14,924	-	2,584	878	11,462
				<u>14,924</u>	<u>-</u>	<u>2,584</u>	<u>878</u>	<u>11,462</u>
Sanitary Sewer								
2182	MFA Issue #58	10/05/14	8.95	3,665,580	-	272,183	266,721	3,126,676
2737	MFA Issue #70	01/06/14	3.15	370,013	-	238,513	131,500	-
2804	MFA Issue #72	01/06/10	3.15	481,604	-	159,009	75,920	246,675
				<u>4,517,197</u>	<u>-</u>	<u>669,705</u>	<u>474,141</u>	<u>3,373,351</u>
Waterworks Utility								
2708	MFA Issue #70	01/06/09	5.49	185,007	-	119,257	65,750	-
				<u>185,007</u>	<u>-</u>	<u>119,257</u>	<u>65,750</u>	<u>-</u>
Accrued actuarial adjustment				(555,878)	-	-	(143,170)	(412,708)
Total Municipal Finance Authority borrowing				<u>15,393,087</u>	<u>133,520</u>	<u>2,354,976</u>	<u>817,081</u>	<u>12,354,548</u>
Total long-term debt				<u>15,563,087</u>	<u>133,520</u>	<u>2,524,976</u>	<u>817,081</u>	<u>12,354,548</u>
Capital lease								
	Equipment Capital Lease			73,341	-	20,015	-	53,326
	Community Centre Buildin	15/12/12	5.97	1,563,644	-	364,922	-	1,198,722
Total capital lease				<u>1,636,985</u>	<u>-</u>	<u>384,937</u>	<u>-</u>	<u>1,252,048</u>
Total long-term liabilities				<u>\$17,200,072</u>	<u>\$133,520</u>	<u>\$2,909,913</u>	<u>\$817,081</u>	<u>\$13,606,596</u>





AWARDS

City of Campbell River

AWARDS —GIVING AND RECEIVING

On February 12, 2009, as part of a Spirit Week Walk to promote the arrival of the Olympic Torch Relay in Campbell River on November 2, 2009, First Nations artist Richard Krentz presented the City of Campbell River with a Spirit of the River torch. The artist intended, and the Mayor confirmed during the presentation ceremony, that the torch will be available for community use.

The torch is made of copper and aluminum, with a removable propane flame mechanism. The copper artwork depicts the mountains and river as well as industries that sustain the community: fishing, forestry, mining and tourism.

Highlights: Copper torch created by local artist Richard Krentz commemorates one-year countdown to 2010 Olympic Games.



Spirit of the River Torch

A Message into the Future

By Richard Kwantamus, February, 2009

My dear grandchildren:

A long time ago, back in 2009, when you were very young, people of Campbell River asked me to make a torch for them.

It was not just any old torch. It was to serve a special purpose. Whenever the people of Campbell River gathered together for special events, the torch would be lit and a young man or woman would carry the fire into the gathering, holding it high for all to see. The torch would be a symbol of our common spirit, a way of showing the world--and each other--that our light still shone, even in dark times, that the warmth we felt for each other, for our community, still radiated.

A burning torch is an ancient symbol, grandchildren. Far back in the oldest of old times, fire kept out the darkness and lighted our ancestors' way when they had to walk through the night forest. Fire set us apart from all the other creatures, because the creator had decreed that only man could make a flame. And we honoured fire by placing its home--the hearth--at the centre of our homes.

I decided I would make the torch out of copper, because in our first nations' tradition, copper was the rarest and most beautiful

material our ancestors knew. It took a great deal of effort to beat it by hand, then it had to be polished for days with fine sand and shark skin until it shone like a piece of the sun.



Kwakwaka'wakw First Nations man with copper piece, hammered in the characteristic "T" shape. Photo taken by Edward Curtis

So anything made of copper was precious and the only designs placed on copper were those of great importance.

The torch also had to be a statement on behalf of our community, so I thought for a long time about the symbols that would be combined in its design. At its top, where the flame would be lit, are the mountains that are the setting to Campbell River, the heights that we look up to for inspiration. From those mountains, at the top, a ribbon of copper winds down and around

the torch to the place where each torchbearer's hand will grip it. The ribbon represents our river, the living jewel at the heart of our community, the reason our ancestors first gathered here thousands of years ago. And on either side of the ribbon of the river are the industries that have built and sustained our city since the first European settlers came: fishing, forestry, mining, tourism.

The ribbon comes all the way down so that it can wrap around the torchbearer's hand. This is to remind us that the river will always work in partnership with us, so long as we honour our side of the bargain by keeping its waters pure and healthy.

So, you see, grandchildren, the torch says many things. It represents our pride in the past and our hope for the future, our recognition that we are part of something that started long ago and that will go on long after our lives have run their course. But most of all, it stands for our togetherness as a community, and as a community of communities.

Whenever a young person brings the torch into any gathering, every pair of eyes turns toward the flame, every pair of hands claps, every pair of ears hears the unspoken message of that symbol: that though we may have come here ten thousand years ago, or only yesterday, though we may hail from every corner of the world, we are all here now on the banks of this river; we are here together, and we are one community; and our community will endure and prosper because we will work together for the common good.

City of Campbell River

AWARDS —GIVING AND RECEIVING (CONTINUED)

Back when I made the torch, grandchildren, the world was going into a dark time, a time of uncertainty, of insecurity, of fear. Great forces of economics and politics were sweeping around the globe, and ordinary people like us, in small communities like ours, could do nothing about what was happening in America, in Europe, in China, in India. But there was one thing that was within our power to decide: how we would treat each other, within our community.

I wanted the torch to be a voice that said, “We will show a light in the dark times, and the light will represent all our hopes, all our visions, and all our faiths. It will represent our determination to combine our strengths, and our willingness to shore up each other’s weaknesses, and to do both of those things together, as a community, as the people of Campbell River.”

The torch says, “We have been here a long time, through many trials and triumphs, and we intend to be here, together, for a long time to come.” Because, ultimately, all of us do what we do in the hope that our children and their children can inherit a world of peace and plenty. So, when I made the torch, grandchildren, I made it in the hope that your lives might be lived here, as mine was, in a happy and beautiful place called Campbell River.

COMMUNITY BUILDER HONOURS

The City of Campbell River established the Community Builder Award in January 2007. From artists and model corporate citizens to social and environmental activists, Community Builder Honours recognize outstanding individuals who have provided initiative and leadership in the development of Campbell River and left a legacy for us to enjoy and build upon.

Criteria for selection allow for posthumous nominees and include recognition for specific service or deeds, outstanding contributions in a particular field or endeavor, selfless volunteerism and activities that have made our community a better place to live.

See the City’s website (www.campbellriver.ca) for a complete list of Community Builder Award recipients.

In 2009, Community Builder Awards honoured:

James (Jim) Luckhurst (1920-1993)

Jim Luckhurst was a leading business figure and devoted environmentalist, who contributed to the economic growth of the community from the 1960s to 1980s.



James Luckhurst

He’d been a resident of Campbell River since 1962, and lived on Vancouver Island his entire life from the time his family emigrated from England when he was four years old.

He was an original partner of Raven Lumber from 1962 until his passing in 1993. He was also a founding member of Ducks Unlimited for both Vancouver Island (Regional) and Campbell River chapters.

Jim Luckhurst served on the Drug & Alcohol Commission in the 70s and 80s, was a Chamber member, belonged to the Truck Loggers Association and volunteered and contributed to the Campbell River fishing pier, Baikie Island, Campbell River Slough – to name just a few.

Jim’s commitment to wildlife and conservation were a complement to his business partner, Pat Martin’s, social interests. Jim worked behind-the-scenes to build our community, enabling support for Raven Park and Ducks Unlimited. It was through Ducks that he carried Campbell River’s name and reputation to functions beyond the boundaries of our

City of Campbell River

AWARDS —GIVING AND RECEIVING (CONTINUED)

community.

His legacy and tradition live on today in the Raven Group, now a major real estate development group, which continues to support restoration and improvement of the environment and enhancing lands for the communities in which it operates.

Barry Henshall (1944-2008)

Barry Allen Douglas Henshall was orphaned at the age of 10 and raised by extended family on Quadra Island, where he was mentored by his uncle Buford Haines.

For more than 30 years, Barry's work in education had a positive influence on generations of young people. He began his career in 1967 as teacher and principal in rural schools in Fort St. John. He joined School District #72 in 1969 as a teacher at Quadra Elementary. In 1972, he taught at Maple Elementary, then became a vice-principal at Rockland Elementary in 1974. He became principal at Evergreen Elementary in 1977, then at Rockland in 1980. He became vice-principal at Southgate in 1982, and principal in 1986.

Barry also served as Chairman and Director of the CR Principals' & Vice-Principals' Association and was elected as the first Chairman of the SD72 Intermediate Teachers' Association.

Barry believed that all students are special and should be guided to reach their potential. He was described as a kid-oriented administrator who championed cooperative education and initiatives he believed were focused on the wellbeing of students. Barry wrote of his personal educational philosophy: "Excellence is an attainable goal in education. To fulfill this commitment, I insist upon the greatest possible effort on the part of all personnel involved in the education of our youth. This doesn't imply regimentation or lock-step discipline; rather it infers a dedication of time and effort to ensure all students receive the best a school administration and staff has to offer."

Barry was also a force behind making good things happen for community, and his joyful spirit affected and attracted other people. He served as a director with CRTV for more than 19 years, and his warm, friendly nature and enthusiastic approach – to problems and celebrations – helped generate support for the Community Foundation and Daybreak Rotary Club, organizations he served as president. Barry was praised for selfless



Barry Henshall

commitment and is said to have been the personification of the Rotary motto: Service Above Self. He earned the title Mr. Duck Race for his role in Daybreak Rotary's major fundraiser and was noted for attracting new members to both organizations.

He was also considered a persuasive fundraiser for an endless list of good causes and was a particularly memorable charity auctioneer for Parents for French, Quadra United Church Restoration, CR Museum Society and Catholic Women's Auxiliary. Barry was also a member of the Museum Building Committee, he served as chairman of the trustees of the Campbell River and District Museum, and he was an executive member of the CR Historical Society.

After his retirement in 1999, Barry continued to be a role model in his dedication to Campbell River. He was an avid Storm hockey fan, and had a genuine appreciation for the human condition. His volunteer work focused on making our community a better place for everyone – and the best place in the world to live.

A generous and community-minded person, with time for everyone, Barry loved Campbell River and always encouraged decisions that made our community prosper.

Barry was a mentor to Council members who sought his advice over the years, advice that was generous, frank and focused a positive attitude toward anything that contributed to the well-being of Campbell River.

His belief in the unique potential of everyone – and his optimistic outlook, his focus on the "best" in everyone, in every situation were his hallmark.

City of Campbell River

AWARDS —GIVING AND RECEIVING (CONTINUED)

COMMUNITIES IN BLOOM

The City of Campbell River competed in the National Level of Communities in Bloom (CIB) for the first time in 2009 and achieved a 5-Bloom Award, virtually unheard of for a first-time entry.



PROGRAM INFORMATION

Communities in Bloom is a Canadian non-profit organization committed to fostering civic pride, environmental responsibility, beautification and to improving quality of life through community participation and the challenge of a national program with focus on the protection and conservation of green spaces.

"People, plants and pride... growing together" is our slogan, and it captures the essence of the program.

History. Established with the guidance of Britain in Bloom, Tidy Towns of Ireland and *Villes et Villages Fleuris de France*, Communities in Bloom held its first edition in 1995 and 29 participating municipalities were honoured at the first awards ceremonies on Parliament Hill. The program now includes more than 500 communities across the country and an international challenge involving communities from the United States, Japan and several European countries allows participants to compete internationally.

Program. The program consists of communities receiving information and being evaluated either provincially or nationally by a volunteer jury of trained professionals on the accomplishments of their entire community (municipal, private, corporate and institutional sectors, citizens) on eight key criteria: Tidiness, Environmental Awareness, Community Involvement, Natural and Cultural Heritage Conservation, Urban Forestry, Landscaped Areas, Floral Displays, and Turf & Groundcovers.

Benefits. The pride, sense of community and feeling of accomplishment generated through participation are visible in communities all over Canada. These benefits make Communities in Bloom a program where everyone wins. Participants can benefit financially from the program through community tourism initiatives, business opportunities for the entire community, and other related projects. A valuable information exchange network allows communities to share accomplishments, best practices and projects.

All participants are showcased on the Communities in Bloom website through the "Explore our Communities" section, with a description page and a link to their respective community website. The *Communities in Bloom Magazine*, published twice a year, also features participants and program results, as well as articles and educational content. Communities in Bloom develops, with its partners and sponsors, initiatives and promotional opportunities such as the Gardens at the CN Tower and the VIA Rail Garden Route.

Provincial and National Awards – National Symposium on Parks and Grounds. These events are a unique opportunity for elected officials, parks and grounds professionals and community volunteers to learn and share about current issues, trends and challenges not only in horticulture and gardening but in community tourism and projects, environmental awareness, and much more. Awards ceremonies, along with workshops and symposiums, are held in most provinces throughout the year.

A winter edition – **WinterLights Celebrations** – created in 2001, features community efforts in the following criteria: Winter Pleasures, Festive Celebrations, Visual Presentation, Goodwill Program and Tourism / Promotion. The WinterLights Celebrations Symposium and Awards Ceremonies are held in February.

The Communities in Bloom Foundation, established to support the educational aspect of its activities, is dedicated to funding, developing and disseminating education and awareness to a wide audience on the value, importance and sustainable development of green spaces and natural environment in Canadian society. The foundation also awards bursaries to students in horticulture / environment programs.

Within the context of climate change and environmental concerns, communities involved in the Communities in Bloom program can be proud of their efforts, which provide real and meaningful environmental solutions and benefit all of society.

STEWARDSHIP AWARDS

The Stewardship Awards program is a great opportunity for the community to recognize the efforts of others to conserve and restore our natural resources. It's also a chance for us to formally extend our thanks for the enjoyment of parks, greenways and the fabulous natural scenery around Campbell River to the many people who make caring for the outdoors a priority in life.



Stewardship Awards cake

The City has called on the community for almost a decade for nominations to this annual awards program in order to recognize the huge effort made by volunteers, groups and businesses towards watershed protection and conservation, habitat restoration and protection, waste reduction and energy conservation.

Of course all of the nominations were impressive and we had a difficult time choosing. This year's recipients are:

Individual Category:

Due to the high number of nominees we chose two recipients this year.

Roy Myers has been a valuable member of the Simms Creek Stewardship Society since its inception in 2003. He has contributed to virtually every project the group has undertaken from weir building and manning counting fences to invasive plant removal. Roy also contributes his time generously to the Beaver Lodge Lands Trust Committee and the Discovery Coast Greenways Land Trust, especially in the area of mapping and leading nature tours. You can often see him picking up garbage along the Beaver Lodge side of Dogwood Street. And, in these days of climate concern, Roy never drives anywhere he can walk to.

James Smith has worked for over 15 years in stewardship related activities. He has assisted with trail building and maintenance in the Beaver Lodge Lands and takes great pride in regularly patrolling the trails picking up garbage. James is passing these values to his son – they collect litter together and he continually fosters and an appreciation for nature and the value of keeping local areas clean and pristine.

City of Campbell River

AWARDS —GIVING AND RECEIVING (CONTINUED)

Development, Business & Industry:

Luisa Richardson, Environmental Educator has been working since 2006 to deliver over 340 educational programs on waste reduction and the 4 R's, ecological footprints and water conservation. In total she has worked with over 5,000 students. Her techniques are always dynamic and participatory. Beyond supplying information, Luisa challenges the students she works with in order to identify barriers to change then strategizes solutions to overcome these barriers. This technique is known as community-based social marketing and it the cornerstone to reducing our environmental impact.

Group:

River City Cycle Club including Tom Porsborg worked this summer with Greenways Land Trust and the Beaver Lodge Trust Committee to create multi-use trails. They also worked together to deactivate a number of unauthorized mountain bike features in the forest lands. Since recreation and all activities have a footprint on our shared lands – it is very encouraging to see a group work towards rehabilitation of affected areas. The club has also organized groups of youth to the help with this project.

Youth Individual:

Mike Pickford has five years of stewardship service to the community. This summer he volunteered with Greenways Land Trust and attended almost all litter clean ups, invasive plant species removals and trail restoration events. Mike is also an active member in the Carihi Green Team as well as the Venture Scouts program. In recent years it seems that many naturalist and stewardship organizations are struggling with dwindling youth representation, perhaps lost to the world of computers. For this reason alone, Mike's contribution is out of the ordinary while the sheer volume of his contribution speaks leadership.

Youth Group:

Carihi Green Team started when two students, Lucas Maslen and Kyle Rennie, approached teacher Wayne Demers with a vision to make a difference at school and in the community. As described above, Mike Pickford is also a key member. The students that make up the Green Team continually challenge their classmates and the community to "live lighter". In addition to helping with Greenways Land Trust events, the Green Team conducted a garbage audit in the halls of Carihi, they started a composting program, participated in the Trees for Tomorrow campaign, they are working at a reusable clothing campaign and "hug a mug" to reduce waste.

Special Recognition:

Sandra Milligan has over 10 years of stewardship experience in the community. She has been a member of the Willow Creek Watershed Society for several years as well as a member of Greenways Land Trust. Sandra has, amongst other activities: taken part in Willow Creek projects such as planting in the estuary and leading watershed tours; contributed to the movement against locating large commercial development immediately adjacent to the ecologically sensitive lands of the Campbell River estuary, and; she leads tours of the Kingfisher Creek area for the Land Trust – in fact she'll be leading a tour today. This year, Sandra took the Green Garden Award at the Communities in Bloom celebrations showcasing efforts to create healthier, conservation-oriented living spaces in our community.

City of Campbell River

VISION 2025

Economic Prosperity

Looking back over our history, in order for Campbell River to thrive and grow the community needs economic prosperity. 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 the fact 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 pursue in the future.

Inclusivity and Diversity

We need to be inclusive of all peoples, all types, all ages in Campbell River to make it a dynamic community reaching its 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 at the same time 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 needs to be something that is a focus as our vision for the future. We need to build from our past strengths as we create a new future for Campbell River, enriching our culture and heritage.

Health and Safety

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

Excellence in Local Government

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

Dynamic Families

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



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



City of
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