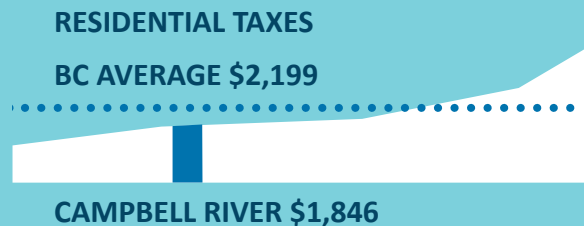


# 2016 | Annual Report

# 2016 | by the numbers

The City spent \$17,798,201  
on 125 capital projects



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

75  
trees  
planted




83%  
increase in fitness  
memberships  
from 2015

# 2016 | by the numbers

 **65,138**  
YBL Passengers


 Campbell River  
Visitor Centre  
**30,202**  
individual visitors  
welcomed


 YBL  
**18,203**  
Aircraft landings/takeoffs

Fire response saved  
**\$113,400,000**  
in property value 

 Incidents attended  
by Fire Department  
**3,117**

 Total construction value  
**\$143,036,576**

Processed  
**334**  
Building  
Permits 

 **3,878** Tonnes of garbage  
**1,300** Tonnes of recycling  
**3,200** Tonnes of yardwaste

 **3 new**  
bus shelters





*Many thanks to Sara Brodie, Dani Karrass, Terri Martin, Dave Morris, Trina Soltys, Strathcona Photography, Suavair, Ingrid Thomas Photography, Tanya Wood and Mark Wunsch for photo contributions.*





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# INTRODUCTION

## | MESSAGE FROM THE MAYOR

**W**hen this Council took office in December 2014, there was a collective desire to move Campbell River forward in a positive, professional and respectful way.

The results of the citizen satisfaction survey conducted in fall 2016 showed that more people were satisfied with City services than in earlier surveys – an indication that we’re going in the right direction to meet community expectations and needs.

The survey provided information for Council’s budget deliberations in December, where we continued our commitment to financial stability.

### MOVING FORWARD AND LOOKING UP

In 2016, Campbell River was the first local government in B.C. to adopt a 10-year financial plan. This plan controls spending through operational efficiencies and predictable, stable, modest and competitive property tax increases. The plan also replenishes reserves and invests in vital infrastructure such as community water, sewer, storm drain and road systems as well as foreshore restoration and park improvements.

In the provincial Auditor General’s March 2016 report the City of Campbell River was praised for adopting a 10-year financial plan and for the progressive capital asset management planning. The City is acting on the report’s suggestions for improvements that “would be enhancements on an already sound foundation.”

Further, the report confirmed the City has sound processes protecting the interest of taxpayers by ensuring value for money in our activities.

This Council continues to be very fiscally prudent in allocating limited resources to growing demand for services. With the continued high rate of building and development work in Campbell River, and the related revenue from new construction, we are able to meet some of those demands for new or enhanced services. In 2020, the City will begin to realize the returns from the investment in downtown revitalization and the tax exemption programs, which will generate increased property tax revenue from the construction of impressive new buildings such as the Seymour Pacific and Broadstreet Properties head office building, Berwick by the Sea and the Comfort Inn. This additional revenue will enable future enhancements of the Downtown Refresh revitalization plan.

The 2015-2019 strategic plan continues to guide decisions around priorities for City services based on livability, relationships, governance and management and economic development.

A quarterly report by staff to Council provides updates on progress made toward short, medium and long-term goals for City operations and capital projects. To serve current and future residents, we are actively repairing and replacing aging infrastructure, and planning for and building new amenities (such as the Robron artificial turf field and the new water supply and treatment building).



## **KEEPING IN TOUCH**

We have made a number of changes to improve reporting out to the community.

Council agendas are now published Thursdays and meetings are held Mondays, which better aligns with news media deadlines, giving them more time to prepare reports on Council decisions.

To complement the official meeting minutes, we also publish regular Council Meeting Highlights, and have begun televising Council Currents, in partnership with Shaw TV.

If you want to watch Council meetings, but can't make it to City Hall, tune in to webcasts, live and archived, on the City website.

You can also subscribe to receive email updates on City of Campbell River news at [www.campbellriver.ca](http://www.campbellriver.ca).

A hallmark of this Council has been community engagement. We appreciate the valuable insight coming from the expertise of volunteers on commissions for the Airport, Community Services, Recreation and Culture and Advisory Planning and Environment as well as the Public Art and Public Safety subcommittees and the Forestry Task Force, which began its work in 2016 to enhance and retain business, attract new forest investment capital and enhance the sustainability of the forest sector. We're looking forward to the advice and suggestions from the 3.5 Acre Task Force, whose work will include community participation.

We've also been reaching out to the community by conducting project surveys, public workshops, open houses and meeting with community organizations.

Thanks to your input, we've refined recreation programming, and in 2017 we'll offer online registration.

We've also seen a number of positive changes taking place through Refresh Downtown initiatives. Council thanks everyone who helped develop priorities for downtown revitalization and hopes you had the opportunity to take in some of the new family-oriented summer activities and enjoy new features like the parklet and colourful crosswalk on Shoppers Row.

A once-in-a-lifetime opportunity arose this year to paint a tile for Campbell River's Canada 150 Mosaic Mural. This collaborative effort between the City's Public Art Committee, local First Nation artist Curtis Wilson, mosaic artist Lewis Lavoie and 400 Campbell River residents celebrates our community's past and future.

Council sincerely appreciates the efforts of everyone who has come out to share thoughts on updating Campbell River's Sustainable Official Community Plan. In 2017, we will complete the update to the City's Zoning Bylaw to align with the SOCP and will again call on you to share your ideas and provide comment.

**MAYOR**  
**Andy Adams**





# INTRODUCTION

## MESSAGE FROM THE CITY MANAGER

The City of Campbell River’s 2016 Annual Report provides a comprehensive summary of City operations and goals, with By the Numbers highlighting key community service statistics.

2016 offered many indicators that Campbell River is riding a number of upward trends.

### CITIZEN SATISFACTION SURVEY

The encouraging results of September’s statistically-valid citizen satisfaction survey gave high marks to quality of life in Campbell River, with 96 per cent satisfied with overall, and 95 per cent rating the community as a good place to raise children and a good place to retire. Satisfaction with City services and programs increased significantly, with 96 per cent satisfied overall (up from 85 per cent in 2013 and 64.1 per cent in 2006). The majority (86 per cent) feel that the City of Campbell River is doing a good job (up from 53 per cent in 2013). Also, customer service by City employees was rated as excellent, with the vast majority saying that City staff are courteous, knowledgeable and accessible. The overall service satisfaction rate was 88 per cent.

The survey interviewed 400 residents by telephone, and the detailed results on a wide range of services informed Council’s budget deliberations in December.

### FINANCIAL RESILIENCY

In 2016, City Council adopted a 10-year financial plan, a first for any B.C. community. The plan focused on stable property tax rates, with a 2.45 per cent increase that included ongoing capital funding of 0.75 per cent or \$190,000. The budget also included \$791,814 in tax exemptions to 76 culture and recreation, health, housing and community service organizations as well as \$578,214 in 14 grants to local organizations to assist with important community services and events. After deliberations in December 2015, Council adopted the 2016 financial plan in February, the earliest budget completion ever by Campbell River Council. The international Government Financial Officers Association recognized Campbell River’s Financial Stability and Resiliency Program with a 2016 Distinguished Budget Presentation Award.

Continuing this leading trend, 2017 budget deliberations were concluded with the budget unanimously adopted in December 2016 – and Campbell River was the first B.C. municipality to submit the 2017 budget to the provincial ministry. A 2.5 per cent property tax increase for 2017 continues to support new funding for asset renewal and expanded services.

Positive provincial audit results highlighted the City’s balanced, long-term financial planning approach and the strength of our capital asset management to address risks related to infrastructure deficit.



The City has committed to act on audit recommendations, which included updating the purchasing policy and continued development of an asset management framework.

## **OUR EMPLOYEES SHINE**

Complementing the financial recognition, in 2016 City employees won awards for safety, water operations and leadership. We also won two international awards for promotional videos (about downtown revitalization and parks and recreation hot spots), and we launched At Your Service, Campbell River, featuring City employees talking about their work and the community. (See Awards & Milestones, page 102)

The dedication of City employees was clearly demonstrated by crews working to protect properties along the Campbell River when intense fall rains brought a flood warning. Over the Remembrance Day long weekend, crews built a sandbag berm along the lowest part of the river bank and installed a temporary dike to prevent water from spreading into low-lying areas of Campbellton. The City made sandbag supplies available for property owners, and firefighters went door-to-door twice with written notices advising people of the flooding risk and how to prepare to protect their property from damage. Luckily for all of us, the river flowed within its banks.

## **ON DEVELOPMENT AND INFRASTRUCTURE**

In construction news, Campbell River saw another busy year, with 231 new business licences, 2,199 building inspections, 107 development applications and 334 building permits processed. That's an increase of 25 per cent in development applications and 30 per cent in building permits over 2015 – a trend expected to continue into 2017.

Downtown saw significant investment with the completion of Healthyway, Beach Fire Brewing and the construction of the new Tyee Plaza apartment building. Willow Point is home to new So Cal, Sea Wok and Waffle House restaurants, while Campbellton is Nesbitt's Island Coffee's new location.

Downtown revitalization got a boost from the Refresh Downtown community consultation program to develop plans for streetscape designs and infrastructure upgrades and from public suggestions for small initiatives such as CR Live Streets events, the parklet on Shoppers Row, a new Logger Mike carving at Spirit Square, a light canopy and mega chess and checkers game between the library and the Tidemark Theatre (now bright pink!) and crosswalk art. A popular new pirate playground in Ostler Park set sail in summer, too.

Necessitated by the BC Hydro John Hart generating station replacement project, the largest single capital project ever undertaken by the City of Campbell River – a new community water supply – is nearing completion. A major milestone was reached last year with a new lake intake structure connected to the location of the future new water treatment facility. The final stage of the new \$26.2 million water supply project includes construction of the \$10,793,000 water treatment building in 2017.

Other prominent City infrastructure upgrades this year included an airport sign at the intersection of Jubilee Parkway and the Inland Island Highway, and Willis Road improvements that create safer cycling and walking access.

## ENVIRONMENTAL INITIATIVES

Our commitment to environmental protection continued to focus on environmentally sensitive areas. This year, 250 metres of softshore work was completed, using a natural beach slope to prevent shoreline erosion, improve beach access and restore habitat. The City continued to pursue an agreement to rehabilitate a Jubilee Parkway wetland. Also, Council endorsed the intention of the Urban Forest Management Plan to increase tree canopy cover within Campbell River's urban area, and subdivision tree planting is in the works in a number of neighborhoods.

The effort to reduce solid waste and divert recyclable material from the landfill was reflected at the Earth Week film festival, hosted by the Youth Action Committee and at two Repair Café events, part of a worldwide initiative to encourage people to repair broken belongings rather than toss or replace them.

In terms of recycling, data shared in 2016 indicate that the amount of unacceptable material in our curbside program is among the lowest in the province, making Campbell River's single-stream blue bin system one of the very best and most efficient in British Columbia.

The City's partnership with Multi-Material BC supported mandatory recycling programs required for multi-family buildings by Dec. 31.

The City continues to focus on energy use and carbon emissions as well. In 2016, we replaced nearly 500 streetlight lamps with lower cost and longer-lasting LED bulbs, continuing a retrofitting program that began three years ago. Also, Council endorsed a revised Community Energy and Emissions Plan that promotes Campbell River's status as an emerging leader in climate action, creating a healthier and more economically-viable community.

Campbell River was selected as one of three municipalities in Canada to receive 400 hours of free advising to develop an implementation strategy, and a two-year funding partnership with BC Hydro supports a new community energy advisor position responsible for implementing the plan.

Community energy use was the focus of City rebates on home energy evaluations through Power Down 2 Campbell River, as well as top-up funding for other provincial programs. Campbell River's sixth wood stove exchange program offered rebates to help residents switch out uncertified wood stoves with high-efficiency, cleaner-burning appliances.

With 2016's hard work and achievements setting the stage, we begin 2017 with a strong foundation of plans and new initiatives, going forward into another progressive year.

Ever proudly at your service,  
Campbell River.

**Deborah Sargent,**  
**City Manager**



*We welcome your feedback on the Annual Report. Please contact us via email at [info@campbellriver.ca](mailto:info@campbellriver.ca) or write to: City of Campbell River, 301 St. Ann's Road, Campbell River, BC V9W 4C7 For online information about City of Campbell River services, programs and events, please see our website [www.campbellriver.ca](http://www.campbellriver.ca) Follow us on social media through our Facebook page, YouTube channel and LinkedIn.*





## City of Campbell River | HIGHLIGHTS & HISTORY



In 2008, Campbell River was named one of the top five quality of life destinations in North America. With the waters of Discovery Passage at our shoreline and majestic mountains as a backdrop, Campbell River is located at the 50th parallel on the east coast of northern Vancouver Island. We are the third largest city on the island, with a population of more than 32,500, and the urban service centre and hub community for approximately 60,000 people living and working in our region.



Campbell River is home to three First Nations:

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

Incorporated as a Village in 1947 and later designated a Municipal District, Campbell River became a City in 2005. In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper.

In 1958, a national heritage event “rocked” Campbell River when the Ripple Rock explosion removed the top of a marine hazard in Seymour Narrows that had claimed at least 114 lives. The spectacular blast moved 100,000 tons of rock and water, allowing larger vessels through the passage. At the time, the Ripple Rock blast was the world’s largest non-nuclear explosion.

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





# City of Campbell River | HIGHLIGHTS & HISTORY

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

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





SELECTED CENSUS CHARACTERISTICS	
CAMPBELL RIVER	
CHARACTERISTICS	2011/16 CENSUS DATA
<b>Total population in private households by citizenship</b>	<b>32,588*</b>
Canadian citizens	30,075**
Canadian citizens aged under 18	6,135**
Canadian citizens aged 18 and over	23,940**
Not Canadian citizens	650**
<b>Labour Force (15+years)</b>	<b>15,810**</b>
Employed	14,365
Unemployed	1,440
Participation rate (ppt.=percentage points)	61.5%
Employment rate	55.9%
Unemployment rate	9.1%
<b>Total Population 25 to 64 years by education</b>	<b>17,220</b>
No certificate, diploma, or degree	2,270
High school certificate or equivalent	5,090
Post-secondary certificate, diploma or degree	9,855
Apprenticeship/trades certificate or diploma	3,015
College, CEGEP or other certificate or diploma	4,140
Certificate or diploma below bachelor level	590
University certificate, diploma or degree	2,100
Bachelor's degree	1,365
Certificate diploma or degree above bachelor	735
<b>Median Income (2010)</b>	<b>28,329**</b>
Males	39,201
Females	21,537
Median Family Income of economic families (2010)	69,484
<b>Private Households</b>	<b>14,810*</b>
Owned	9,975**
Rented	3,450**

\*New numbers from 2016 Census Profile data  
 \*\*Based on 2011 Census Profile data

2011 Census Profiles can be found at:  
[www12.statcan.gc.ca](http://www12.statcan.gc.ca)  
 Source: Statistics Canada.  
<http://bit.ly/1TSXvbo>

More data from the 2016 Census Program will be released throughout 2017.  
<http://bit.ly/1S6NJWC>



City of Campbell River | **ELECTED OFFICIALS**



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



**EACH AND EVERY DECISION COUNCIL MAKES WILL BE APPROACHED IN A FISCALLY RESPONSIBLE MANNER THAT PROMOTES PROSPERITY AND SOCIAL, ECONOMIC AND ENVIRONMENTAL HEALTH FOR CURRENT AND FUTURE GENERATIONS.**

### **FOCUS ON RELATIONSHIPS**

- We recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.
- We value our first nations neighbours and seek alignment and opportunities to work together.
- We understand that a community is strengthened through diversity and is defined by how it treats its most vulnerable.

### **FOCUS ON ECONOMIC GROWTH**

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

### **FOCUS ON LIVABILITY**

- We will address community safety issues for transportation and infrastructure in Campbell River.
- We recognize access to recreational and cultural amenities as key to a healthy, vibrant and livable community.
- We will ensure a marine and river waterfront that is open and accessible.

### **FOCUS ON MANAGEMENT AND GOVERNANCE**

- We actively support a regional solution for management and reduction of solid waste.
- We plan proactively for the long-term costs of maintaining our critical infrastructure.
- We value community input and will be disciplined in defining the scope of advisory groups and others.



## City of Campbell River | **COUNCIL APPOINTMENTS 2016**

### **COUNCIL STANDING COMMITTEES**

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

### **COUNCIL SELECT COMMITTEES**

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

### **EXTERNAL BOARDS, COMMISSIONS & COMMITTEES:**

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

### **CITY COMMISSIONS:**

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

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

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

# City of Campbell River | **COUNCIL APPOINTMENTS 2016 (CONTINUED)**

## **EXTERNAL ORGANIZATIONS (NON-VOTING LIAISON APPOINTMENTS):**

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

## **COUNCILLORS' PORTFOLIOS:**

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

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



Community consultation for Refresh Downtown Campbell River initiative



### **CORPORATE MISSION STATEMENT**

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

### **CORPORATE VISION STATEMENT**

The Corporation of the City of Campbell River is:

- well run
- results oriented
- accountable
- inclusive
- responsive
- innovative
- an adaptive organization
- a great place to work and work with

### **CORPORATE VALUES**

**Communication** | Both internal and external communication that is timely, constructive, concise, honest, clear and respectful is valued.

**Ethics** | Integrity, honesty and professionalism are valued.

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

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

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

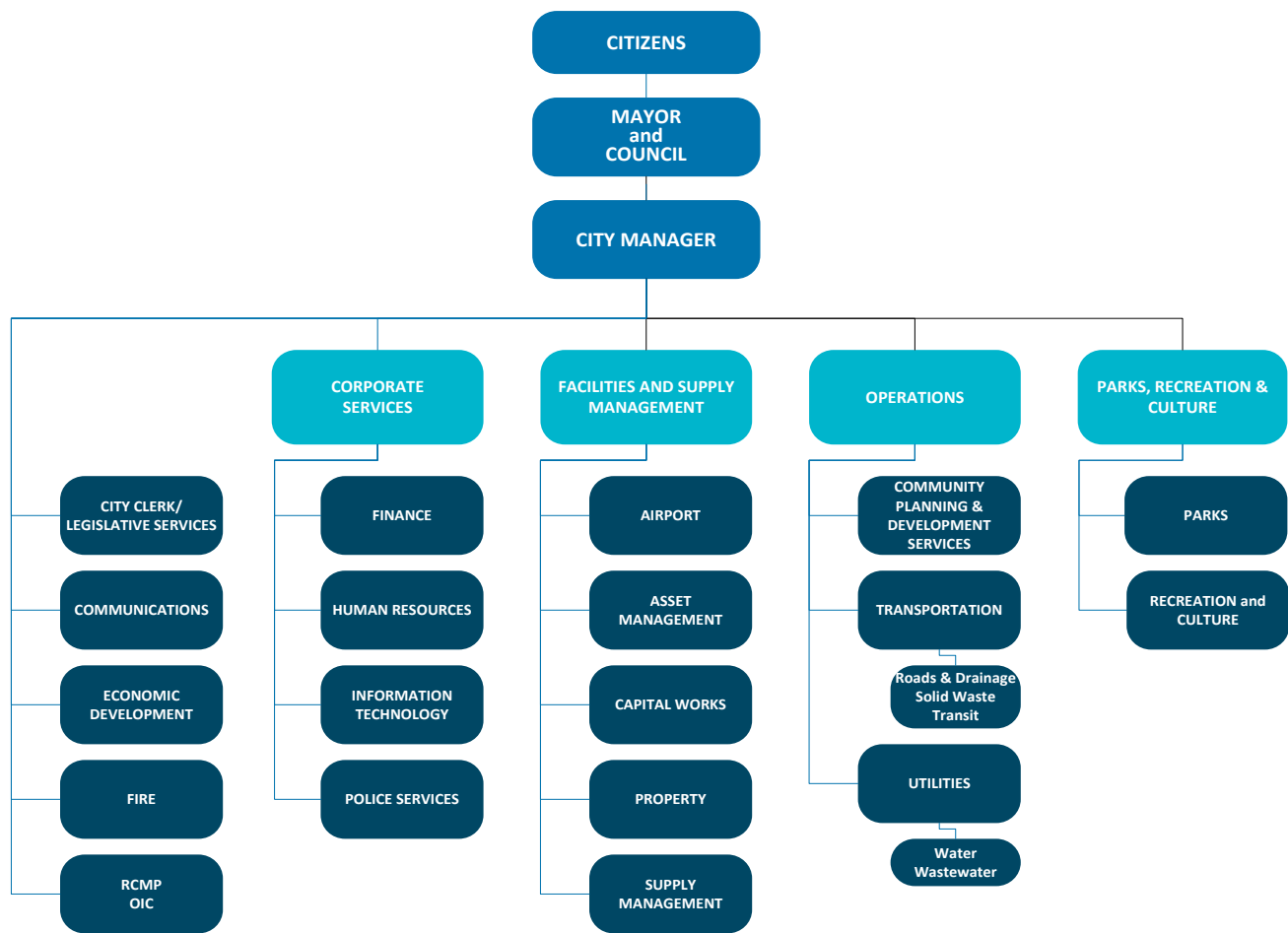
**Professionalism** | Learning, professional development and mentoring are valued and supported by both Council and staff.

**Safe and Healthy Workplace** | A safe and healthy workplace is promoted and supported.











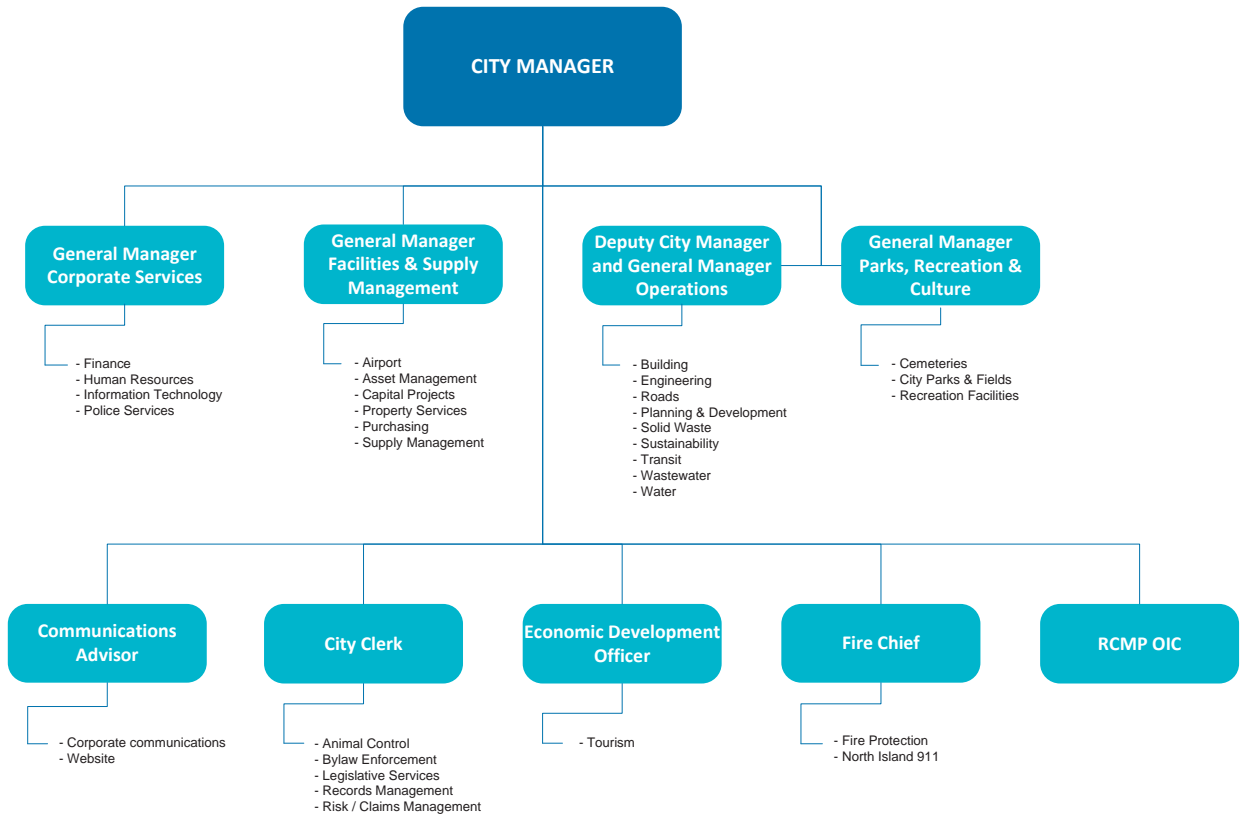


# DEPARTMENT HEADS

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



The **City Manager** assists Council in establishing the City’s strategic direction, provides recommendations to Council that reflect relevant facts, options and professional opinion on issues considered by Council and takes the lead in managing implementation of policy direction established by Council. The City Manager also provides managerial leadership, control and direction to all City departments and operations and is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.



## **LEGISLATIVE SERVICES & BYLAW ENFORCEMENT**

Legislative Services serves as the communication hub between Council, its advisory bodies, staff and the public. The department also serves as the City's historian, responsible for maintaining the City's official records. Legislative Services manages the City's liability claim files and provides risk management advice to all City departments. Bylaw Enforcement is responsible for administering and enforcing the City's regulatory bylaws, including management of the animal control and parking enforcement contracts.

### **LEGISLATIVE SERVICES**

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

### **BYLAW ENFORCEMENT/ ANIMAL CONTROL**

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

### **RISK CLAIMS MANAGEMENT**

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

## **2016 HIGHLIGHTS LEGISLATIVE SERVICES**

- Provided legislative and administrative services to the City's commissions, committees and task forces
- Brought forward amendments to Council's Procedure Bylaw
- Assisted various departments with the preparation of bylaws and legal agreements
- Assisted VILGMA with 2016 Annual Convention
- Organized Community Builder Award event
- Working with communications department, began televising Council Currents on Shaw TV

## **2017-2018 OBJECTIVES LEGISLATIVE SERVICES**

- Work with AVICC to host 2017 annual convention
- Initiated new Tourism Advisory Committee and Waterfront Task Force
- Assist with implementation of Administration area office renovations
- Implement new physical file storage system
- Provide ongoing support for Council's commissions, committees and Task Forces
- Preparing, updating and maintaining Council's policy manual
- Implement recommendations from the City's corporate records management review
- Implement recommendations of the privacy assessment for 2018 General Election
- Assist with governance review of Council's committee structure



**2016 HIGHLIGHTS**

**BYLAW/ANIMAL CONTROL**

- Hired a second full time bylaw officer
- Developed new odour and vacant building regulations for adoption
- Amended Public Nuisance Bylaw by:
  - Implementing new vacant building regulations and registry
  - Implementing new odour regulations
  - Adding new graffiti regulations
- Updated Ticketing Bylaw
- Updated Animal Control Bylaw
- Initiated proactive intersection visibility hedge patrols on major arterial roads
- Implemented parking patrols near hospital
- Implemented property-based filing system
- Updated Traffic Bylaw violation notices

**2017-2018 OBJECTIVES**

**BYLAW/ANIMAL CONTROL**

- Ongoing revision improvements to regulatory bylaws
- Adopt Community Standards Procedure Bylaw regarding acceptable behaviour in City facilities
- Traffic & Hwy Update (including 14 recommendations to Transportation Dept)
- Adopt Water wasting provision
- Adopt Camping Regulation Bylaw

**2016 HIGHLIGHTS RISK MANAGEMENT**

- Provided Risk Management seminars to various operations departments

**COMMUNICATIONS**

This department is responsible for corporate communications initiatives including news releases, website and social media postings, advertising, citizen surveys, branding and in-house communications training to ensure that clear, consistent and complete information is distributed through multiple channels. The goal: to share information about City programs, events and initiatives as well as the local government decision-making process with community members – and to encourage valuable feedback and positive working relationships that improve City services.

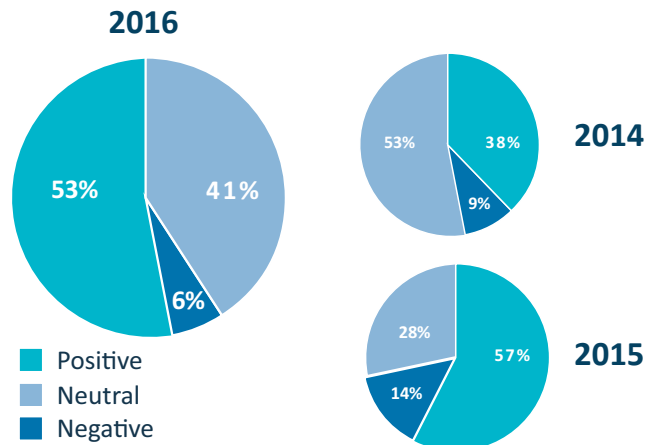
**2016 HIGHLIGHTS**

- Awards for Campbell River Smile and Downtown Revitalization videos
- At Your Service, Campbell River video launch
- Council Currents broadcast in partnership with Shaw TV
- Citizen satisfaction survey
- Crisis Communications team training

**2017-2018 OBJECTIVES**

- City Scorecard to track service levels
- Update photo waiver, advertising and communications policies
- Outreach and information sharing through screens in facilities and on-hold messages

**MEDIA COVERAGE 2014 - 2016**



## FIRE

The Campbell River Fire Department delivers quality, efficient services that promote a safe and vibrant community. These services are delivered to the citizens of Campbell River, including three First Nation communities and the area of the Strathcona Regional District south of Campbell River to Oyster Bay. Since 1995, the department has delivered effective and highly-regarded fire dispatch services to communities throughout the North Island and Powell River regions. The City is engaged in a contract with the North Island 9-1-1 Corporation (NI 911) to provide this service to six regional governments.

### SERVICES PROVIDED:

- Fire suppression, emergency management, vehicle extrication, hazardous material response, environmental protection, pre-hospital emergency medical care, confined space rescue, technical high angle rope rescue, structural collapse rescue and shore-based swift water rescue

- Fire inspections and code enforcement
- Public fire and life safety education
- Enforcement of Fire Services Bylaw 2612, Clean Air Bylaw 3293 and Fireworks Regulation Bylaw 3297
- After-hours call taking and callout of City operations division
- Fire protection services are maintained 24 hours a day and are currently handled by 20 career firefighters, 60 auxiliary firefighters and one fire prevention officer.
- The delivery of full service fire dispatch operations to 51 fire departments through a cost sharing agreement with the North Island 911 Corporation
- Fire dispatch operations are maintained 24 hours a day and are delivered by 10 professional emergency dispatchers.



Firefighter Level II Graduation Ceremony 2016

2016 BY THE NUMBERS			
TOTAL INCIDENTS ATTENDED	3,117	COMMUNITY FIRE INSURANCE AND PROTECTION COSTS	\$10,194,102
VALUE AT RISK	\$115,000,000	INSURANCE COST WITHOUT FIRE PROTECTION	\$15,961,571
VALUE LOSS	\$1,600,000	SAVINGS TO COMMUNITY	\$5,767,468
VALUE SAVED	\$113,400,000	COST BENEFIT FOR EVERY \$ SPENT	\$1.57

### 2016 HIGHLIGHTS

- Fire Services Review received by Council
- Negotiated new fire dispatch contract with North Island 911 to 2021
- New records management system
- New 101-foot tower truck in service
- Request for proposals for new fire engine issued in Q4
- 13 auxiliary firefighters completed certification to National Fire Protection Association (NFPA) 1001 Firefighter Level II
- 10 new auxiliary members recruited
- 11 auxiliary firefighters completed certification to NFPA 1021 Fire Officer Level I
- Nine auxiliary firefighters Fire Officer 1 trained
- Seven members trained to emergency medical responder
- High angle rescue agreement established with John Hart Dam project
- Confined space rescue agreement established with Ocean Pacific Marine
- \$113,400M in property value saved from fire
- \$1.6M in dollar loss from fire
- Fire dispatch centre handled 11,074 incidents (10.3 per cent increase over 2015)
- Increased redundancy and business continuity built into fire dispatch operations
- Fire dispatch increase in the number of fire departments in current service delivery area



### 2017-2018 OBJECTIVES

- Continue to address strategic issues identified in the Fire Services Review.
- Establish weekday staffing of No.2 fire station.
- Recruit a deputy fire chief of operations
- Identify property for relocation of No.1 fire station and complete 50 per cent design.
- All 2016/17 auxiliary recruits complete NFPA 1001 Firefighter Level II by September 2017.
- Update Fire Services Bylaw.
- Award contract for a replacement fire engine.
- Refurbish 1993 75-foot ladder truck.
- Consolidate fire department small fleet vehicles with City fleet program.
- Replace 37-year-old brush truck with smaller multi-purpose brush truck.
- Dispatch an estimated 13,000 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Expansion of the fire dispatch service delivery area into Peace River Regional District.



**ECONOMIC DEVELOPMENT**

Aligning with Council’s strategic plan, this department promotes economic growth and ensures the City has the tools necessary to respond to a marketplace that has become increasingly global in nature.

The division supports a proactive, long-term, focused strategy based on well defined goals and objectives, which will lead to a resilient, prosperous community. Working collaboratively with First Nations and other regional stakeholders, the City of Campbell River encourages growth in innovative businesses that embrace future technology.

**Economic Development goals**

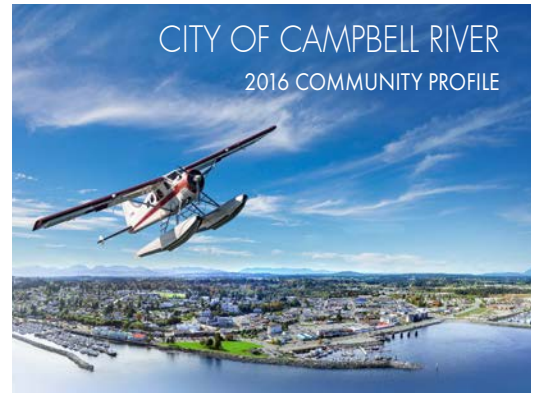
- A distinctive, vibrant downtown
- A diversified economy
- Targeted technology sector development

**The Economic Development strategy**



**2016 HIGHLIGHTS**

- Creation of USB business cards
- Creation of City of Campbell River presentation folders
- Collection of data for community profile and sector profiles



- Launch of Economic Development Facebook page
- Activation of City’s Twitter account
- Release of first Economic Development Newsletter *In the Spotlight*
- Technology Talk and Mixer at Maritime Heritage Centre
- Creation of sector profiles
- Campbell River’s municipal broadband network was branded in November 2016. Marketing materials are being designed to accompany the launch of this important Council initiative. The municipal broadband network will be one of Campbell River’s strategic advantages setting the community apart from other Vancouver Island municipalities.



## 2017-2018 OBJECTIVES

### Business Retention and Expansion

- Partner with Campbell River Chamber of Commerce to hold Business Walk.
- Implement a strategic “think local” program to support local, independent businesses.
- Champion City’s incentive initiatives such as the Façade Improvement grant, downtown revitalization tax exemption program and municipal broadband network.

### Investment

- Create marketing materials such as: Community profile, Sector profiles, Investor attraction videos.
- Create ad and narrative for the Invest in BC publication.
- Create and maintain an up-to-date web and social media presence.

### Collaboration

- With other City departments to further Council’s strategic initiatives
- Form a technology sector working group.
- Seek regional opportunities.
- Seek opportunities with First Nations.
- Non-voting member of tourism committee.

### Opportunities

- Municipal Broadband Network - Support a technology sector eco-system to attract technology dependent businesses and support existing technology businesses.
- Participate in Forestry Task Force.
- Airport - Promote this facility as the airport of choice, and work with the Airport Commission to market land development.
- Champion Refresh Downtown initiatives.

### Communications

- Publish quarterly newsletter.

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## TOURISM CAMPBELL RIVER

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### Strategy and Marketing plan

The economic development officer worked with the Tourism transition committee to promote Campbell River through the new tourism strategy and five-year marketing plan, which moved forward with a tourism representatives meeting, a request for proposals to manage and operate visitor services and a call for volunteers to join the tourism advisory committee.

### Transition Phase

A request for proposals for destination marketing and visitor servicing was issued on November 10 and closed on December 15, 2016. Cadence Strategies provided tourism transition services until Council selects its new tourism contractor(s). During this transition period Campbell River continued to pursue 2017 Destination BC funding opportunities and other tourism marketing initiatives.

### Interim Tourism Services - Visitor Information Centre and plans for tourism promotion

In 2016, the City kept tourism promotion and visitor information services rolling. The 2017 Visitor Guides were printed, advertisements in tourism publications and on internet sites were booked, and staff at the Museum at Campbell River offered temporary visitor information services at their location.



## 2016 HIGHLIGHTS

- Call for Tourism Advisory Committee members
- In November, the City met with tourism accommodators and operators about short-term cooperative marketing initiatives to enhance local business over the next six to nine months.
- Following the November meeting, the City published an invitation for submissions from qualified proponents to manage and operate the City's visitor information services and to promote local tourism-related businesses, attractions and events.
- **Financial commitments** made towards 2017 initiatives:
  - **Innovation Fund** – The City of Campbell River has submitted an application to Destination BC's Innovation Fund for \$6,500 to be combined with \$11,000 from the City's 2017 tourism budget. The funds will be used to enhance Campbell River tourism through mobile visitor servicing including the installation of a kiosk, kiosk staffing and supplies. The 2017 mobile tourism program builds on the successful 2016 initiative.
  - **AHOY BC** – The City of Campbell River has committed \$7,000 towards a marketing campaign with AHOY BC for the commissioning of a three-minute video and a collection of still photos featuring Campbell River from a boater's perspective. \$5,000 of the City's funds are matched by Destination BC for a total of \$12,000 towards this marketing campaign.



- **Western Canada Mountain Bike Tourism Association** – The City has renewed its \$1,500 membership with Mountain Biking BC for 2017.
- **Sport Fishing Institute/BC Fishing Resorts and Outfitters Association/Freshwater Fisheries Society of BC** – \$5,000 has been committed to this marketing initiative. The City's \$5,000 will be matched by Destination BC.

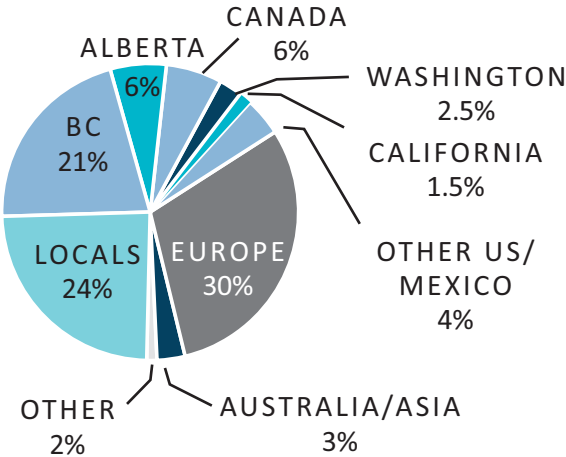
## 2017-2018 OBJECTIVES

- The two-year Tourism Advisory Committee term begins Jan. 1, 2017.
- The Tourism Advisory Committee will promote year-round tourism opportunities and build on community partnerships to enhance visitors' experiences to raise awareness of Campbell River as a destination of choice and to increase the number of visits and longer stays in the community.
- Provincial approval of a three per cent tax on bookings for local hotel/motel rooms in 2017 is anticipated to generate approximately \$250,000.
- The City will continue to contribute \$250,000 annually for local tourism marketing, programs and projects.
- Campbell River will host the 2017 Association of Vancouver Island Coastal Communities and the Vancouver Island Sustainable Technology Association conferences as well as major events such as the BC Elders Gathering and the 2017 Tribal Journeys hosted by the Wei Wai Kum and We Wai Kai First Nations.

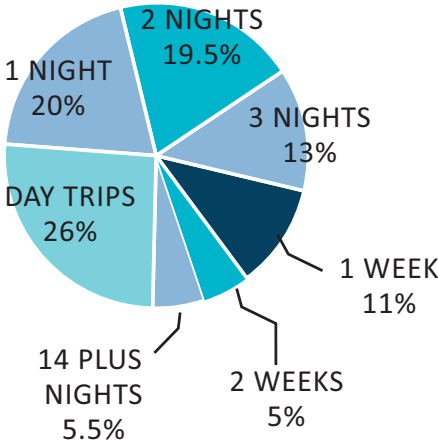




**TOURIST ORIGINS**



**NUMBER OF TOURIST NIGHTS  
CAMPBELL RIVER & REGION**

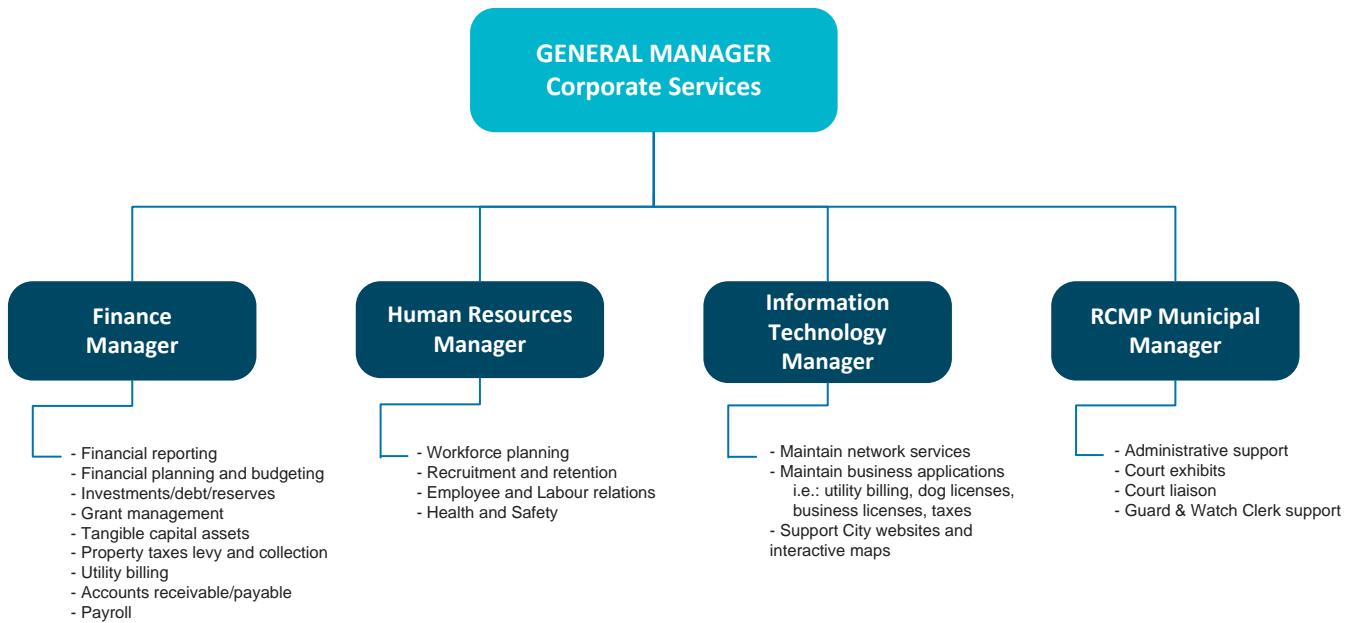




# DEPARTMENTAL REVIEW

## | CORPORATE SERVICES

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



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## **FINANCE**

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The Finance department is responsible for the financial administration of the City of Campbell River, delivering services to both the public and all City departments. The department oversees a \$69 million annual operating budget and the \$29 million annual capital budget of 125 capital projects.

A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget; financial reporting generated from the department includes monthly reporting to management, quarterly and annual reporting to Council, and annual reporting to statutory authorities. Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for exempt, CUPE and IAFF employees. Payroll and benefit administration totals \$22.6 million annually.

The department currently manages 20 grant files for funds received from external organizations, including monitoring federal and provincial grants for all City departments to maximize grant funding opportunities for the City. Management of the internal reserve, debt and investment funds. Tangible Capital Asset ledger maintenance is under the responsibility of finance.

The City is the tax collector for many other organizations such as the regional district, school district and hospital resulting in taxes collected of \$67 million annually, for which 15,000 tax notices are prepared; \$40.5 million of this is for City taxes and utility user fees. The department also administers the provincial tax deferral program and provincial Home Owner Grant programs.

People served at the Finance front counter average 150-200 per week, and up to 1,500 to 2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually. The City issues and collects approximately 250 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

### **CORE DEPARTMENT SERVICES:**

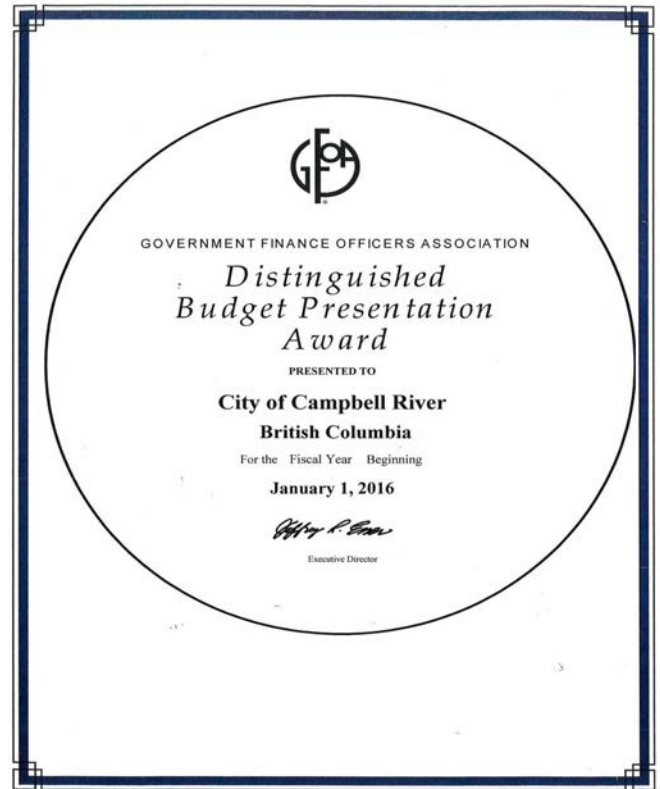
- Financial planning and budgeting
- Financial reporting
- Investment management
- Debt management
- Reserve management
- Grant management
- Management of tangible capital assets and asset management
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll

### **2016 HIGHLIGHTS**

- Continued the integration of business cases into financial planning for 2017 with a focus on key service increase requests and capital projects to aid Council and staff.
- Developed a draft debt policy.
- Draft policy approved in principle by Council.
- Completed initial research on funding source for stormwater (considered general taxation, parcel taxes and user fees) with user fees determined to be the best option.
- Streamlined reporting to Council and integrated quarterly financial reporting with strategic initiative reporting.
- Completed a balance sheet general ledger restructure on 150 accounts.



- Updated and streamlined the three permissive tax exemption bylaws to a one-year bylaw encompassing all permissive exemptions.
- Implemented a new quarterly utility billing process including enhanced variance analysis to improve operational efficiencies related to water leaks and customer service.
- Completed process manuals for utilities, accounts receivable, accounts payable and payroll to increase the department's efficiency and training opportunities.
- **For the first time, in 2016, the City budget won the Government Finance Officers Association of Canada and United States Distinguished Budget Presentation Award, which is the highest award in governmental budgeting.**

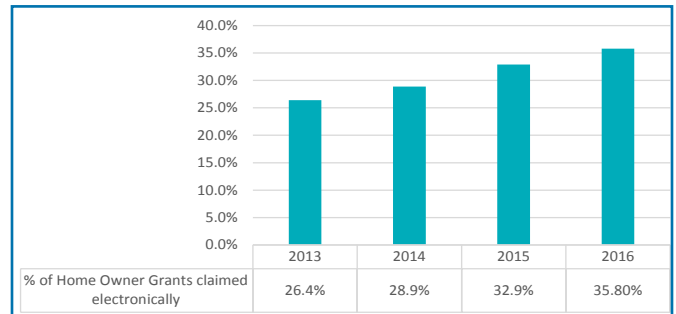


Members of City of Campbell River's Finance Department heading out for a tour of Norm Wood Environmental Centre

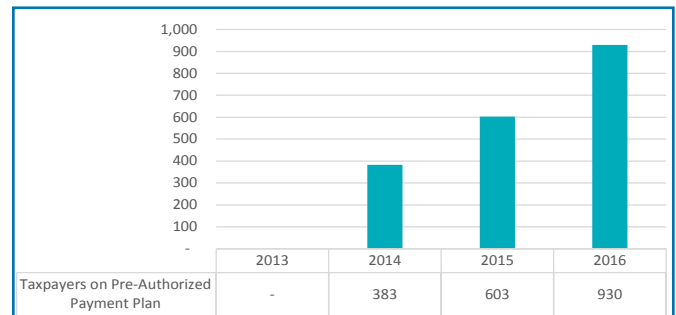
**2017-2018 OBJECTIVES**

- Obtain the Government Finance Officers Association of Canada and United States Distinguished Budget Presentation Award for the 2017 budget.
- Continue to streamline the budget process.
- Finalize the draft debt policy for Council approval.
- Review the existing investment policy to ensure that it follows the City’s long-term financial stability and resiliency program.
- Complete research on implementing a residential and commercial stormwater utility fee and appropriate rate structure. This rate structure review will include consideration of sewer, water, and garbage user fees for a comprehensive utility rate structure.
- Develop a user fee framework policy for ongoing user fee reviews.
- Work with other departments on user fee reviews including utilities, development services, parks and recreation.
- Work with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development. 2017 focus on facilities and fleet.
- Complete the draft key performance indicators for the finance department developed in 2016 that provide value-added information to Council and the public.
- Actively participate and assist with the new key performance indicator and performance measurement reporting model for the City.
- Complete the City’s social grant policy.
- Review the City’s tax policy.
- Develop a comprehensive grant policy to provide clarity and direction on grants provided to external organizations.
- Complete comprehensive financial risk matrix.

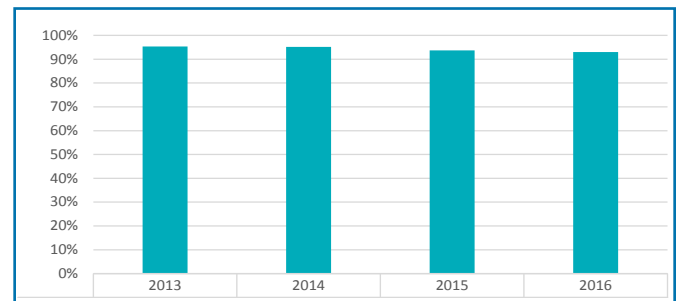
**% of Home Owner Grants claimed electronically**



**Taxpayers using Pre-Authorized Payment Plan**



**Taxes collected on or before annual deadline**



**E**xpanded quarterly financial reports include status updates for Council and the community related to strategic initiatives, capital projects and operating projects.

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## HUMAN RESOURCES

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The Human Resources department provides professional services to attract, retain, support and develop City employees to serve the public and maintain community trust, respect and confidence.

### CORE DEPARTMENT SERVICES::

- Workforce planning
- Recruitment and retention
- Employee and labour relations
- Compensation and benefits administration
- Health and safety
- Ability management
- Learning and development
- Policy development
- Records management
- Organizational relationships

### 2016 HIGHLIGHTS

- There were 92 job postings in 2016 with 68 per cent filled internally.
- Staff turnover decreased to four per cent and welcomed 22 new people as permanent staff.
- Improved labour relations resulted in fewer grievances and a greater emphasis on union engagement in 2016.
- WorkSafeBC assessment rates show a reduction in premiums from \$1.69 to \$1.55 per \$100 of assessable payroll for 2017. Positive health and safety performance for the period 2013 to 2015 has enabled the City to achieve a discount of 23.5 per cent on assessed rates as compared to the base rate charge for local government.

### 2017-2018 OBJECTIVES

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

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Increased focus on performance management continued in 2016, which is highly beneficial for employee development and succession planning, as well as for providing valuable data on hiring effectiveness.

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**WORKFORCE PLANNING**

The City experienced a four per cent turnover of permanent staff in 2016, which is almost one-half of what it has been in years prior (38 per cent cumulative over five years) (Figure 1). Although relatively stable at this point, projected retirement rates indicate that staff recruitment and retention will continue to be a primary focus for the organization in the coming years.

An increased focus on performance management continued in 2016, which is highly beneficial for employee development and succession planning, as well as for providing valuable data on hiring effectiveness.

There were 69 vacancies in 2016, resulting in 92 job postings and 1,261 resumes received. Sixty-eight per cent of the positions were filled by internal staff movement (Figure 2).

**LABOUR RELATIONS**

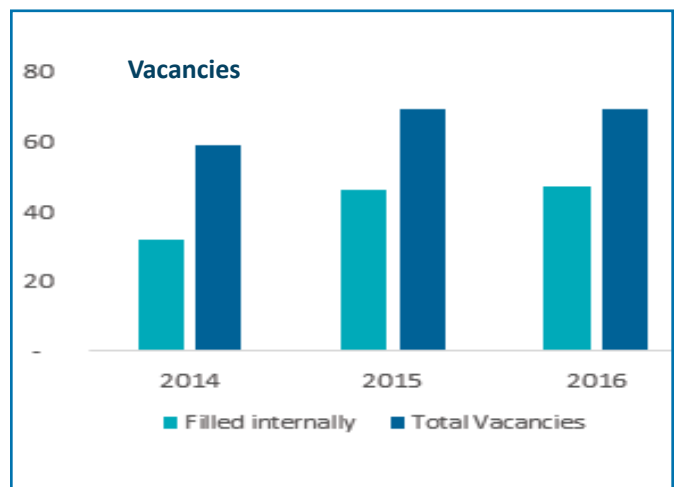
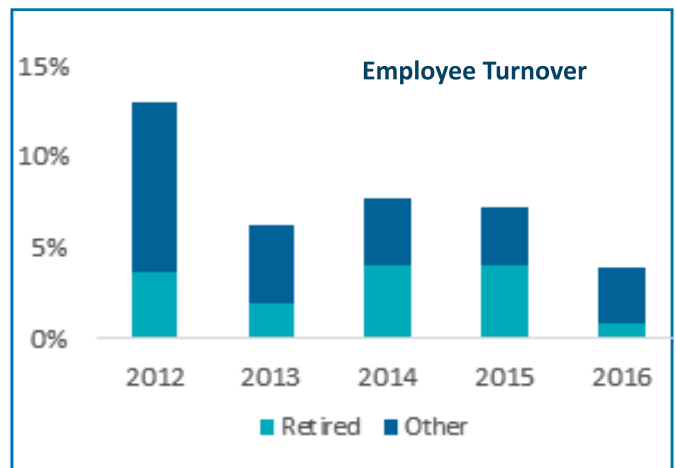
An organization-wide focus on improving labour relations using a principle-based approach showed positive results in 2016. There were 14 grievances filed, with one request to advance to arbitration in 2016, compared with 26 requested to advance to arbitration in 2015. In addition, the City and CUPE signed six letters of understanding in 2016, which allowed for operational growth, enhancements and flexibility.

**HEALTH & SAFETY**

In 2016 the City experienced seven lost time injuries with an average of 34 days lost per accident. Six of these incidents involved inside workers, and were primarily ergonomic type injuries. This is a notable achievement for the outside workers, particularly given the major events that occurred in 2016 (potential flooding, sewer force main break, snow events, as well as the daily challenges of working in excavations, confined spaces and traffic).

We are seeing significant benefits from the active safety program with an ongoing focus on training and continuous improvement.

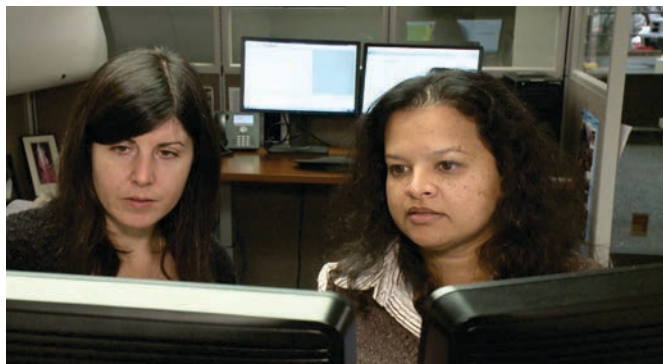
In 2016 the City received a 16.8 per cent discount on WorkSafeBC premiums based on claims experience history, a net benefit of approximately \$72,000 in assessment cost. In 2017, WSBC assessments for the City will be at a 23.5 per cent discount.



## INFORMATION TECHNOLOGY

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

- Provides strategic planning and coordination for all City technology initiatives
- Keeps all communications network services and business applications operational.
- Manages the City's Municipal Broadband Network – CR advantage
- Keep current with new technology, implements enhancements to support efficiency and cost-reduction
- Supports City websites, mobile and cloud based business requirements
- Supports all geographical information system (GIS) interactive maps and applications
- The City also provides technology support for the Strathcona Regional District and the local Royal Canadian Mounted Police detachment.



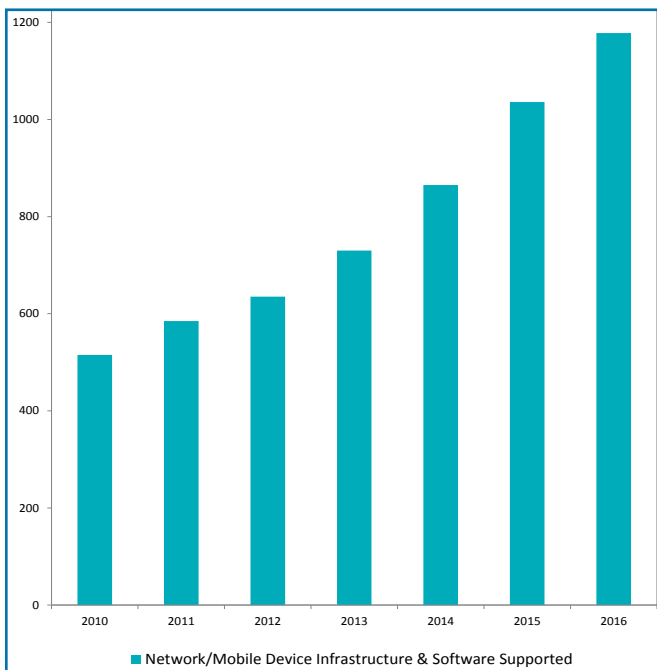
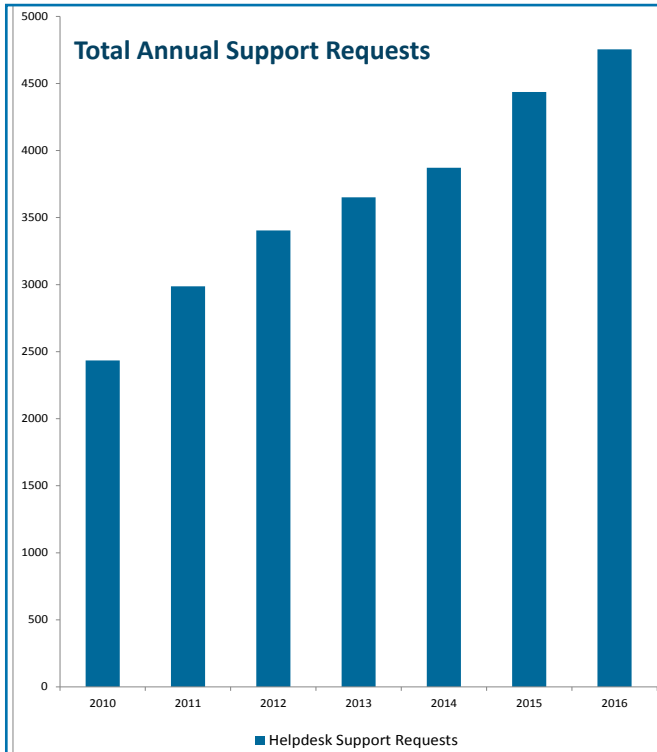
Eve Flager and Nina Baksh, GIS services

## 2016 HIGHLIGHTS

- Completed business case for Municipal Broadband Network – CR advantage
  - Council approved phase one funding
  - Island Coastal Economic Trust approved project grant funding
- Renewed SRD technical support agreement
- Started implementation of desktop virtualization
- Microsoft enterprise licensing renewal
- Completed security audit of City network
- Expanded public WIFI to select City facilities
- Intranet plan for Sharepoint upgrade
- Enacted 2016 evergreen replacement plan for plotters and network/workstation hardware.
- Acquired 2016 airphotos (10cm urban containment boundary and 30cm for municipal boundary)
- Acquired data by UAV for analysis (Norm Wood line of sight analysis)
- Increased GIS infrastructure from a single server to two servers to support growing needs and increased data
- Increased the number of public webmaps and added more layers of data (information) to meet increased requests for information:
  - Added an Airphoto History, Park Finder and firearms boundary webmap

**2016 HIGHLIGHTS (CONTINUED)**

- Technology support requests exceeded 4,500 in 2016. The following graphs are provided by helpdesk statistical tracking and demonstrate total annual support requests since 2010 and Incidents by Day/Hour in 2016.



**2017-2018 OBJECTIVES**

- Municipal Broadband Network – CR advantage
  - Civil design for phase one
  - Marketing plan for phase one
  - Construct primary fibre optic backhaul
  - Phase one go-live
- Renew SRD technical support agreement.
- Complete implementation of desktop virtualization.
- Upgrade municipal gateway firewall.
- Upgrade Dogwood Operations Centre phone system to SIP.
- Complete implementation of network security audit requirements.
- Update Disaster Response Plan.
- Complete 2017 evergreen replacement plan for network/workstation hardware.
- Increase data collection ipad apps (add graffiti, streetlights).
- Separate our internal from external webmaps (have outgrown current configuration).
- Create a Cartegraph Infrastructure Asset Management transition plan.
- Complete water/wastewater risk modelling.
- Implement use of UAV for data capture.



## POLICE SERVICES

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

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

## 2016 OBJECTIVES

- **Police/Community Relations:** The RCMP continues to actively participating in as many community events as possible.
- **Drug Enforcement:** The RCMP combats the negative effects of alcohol/drug use within the community by teaching DARE to all Grade 6-7 students. In addition, police target individuals within the community who sell drugs.
- **Traffic Enforcement:** The RCMP makes our roads safer by focusing on distracted driving as well as impaired driving.
- **First Nations Policing:** The RCMP contributes to safer and healthier First Nation Communities through proactive enforcement and cultural sensitivity training.
- **Crime Reduction:** Strategies specifically target the downtown core. The RCMP aims to decrease the effects of alcohol abuse in this area by decreasing the number of incidents of Cause Disturbance/ Drunk in a Public Place. This will be achieved through a number of initiatives including foot and bike patrols.



## 2016 HIGHLIGHTS

- **Police/Community Relations** Police participated in numerous events over the past year including: Canada Day festivities, Remembrance Day, Tim Horton's Camp Day, Defeat Depression Walk, McDonald's Camp Day, Yuculta Lodge Pioneer Olympics, Royal Canadian Air Cadets Review, Campbellton Neighbourhood Association events and numerous youth sports events
- **Drug Enforcement:** Our Street Crimes unit laid 16 Possession for the Purpose of Trafficking/Trafficking charges through the first three quarters of the RCMP fiscal year.
- The Police Services department provides administrative support to RCMP policing operations. Figures 1 and 2 depict the monthly and annual file count for the last five years.

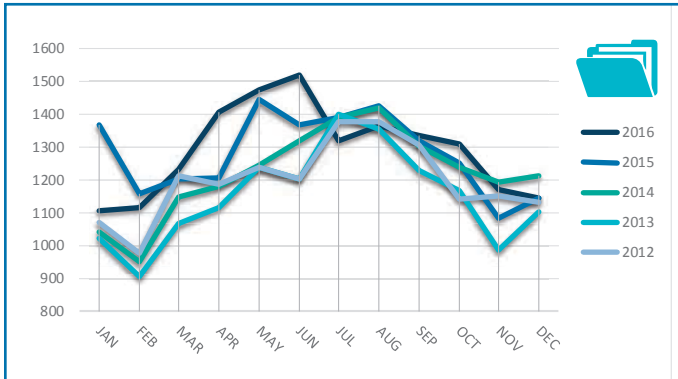


Figure 1: Monthly File Count

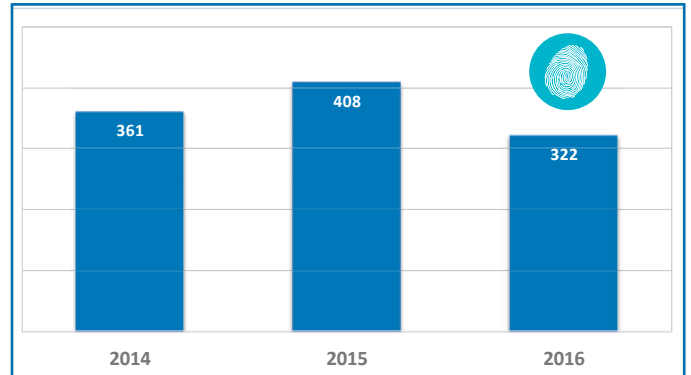


Figure 5: Annual Civil Fingerprints

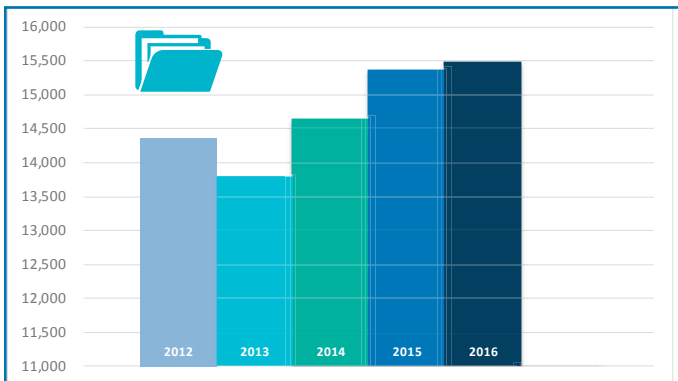


Figure 2: Annual File Count

- In 2016, the department experienced an 18 per cent decrease in Police Information Check applications from the previous year (Figure 4), of which 14 per cent were employment applications and 86 per cent were volunteer applications. The department also experienced a reduction in civil fingerprint submissions from the previous year (Figure 5).

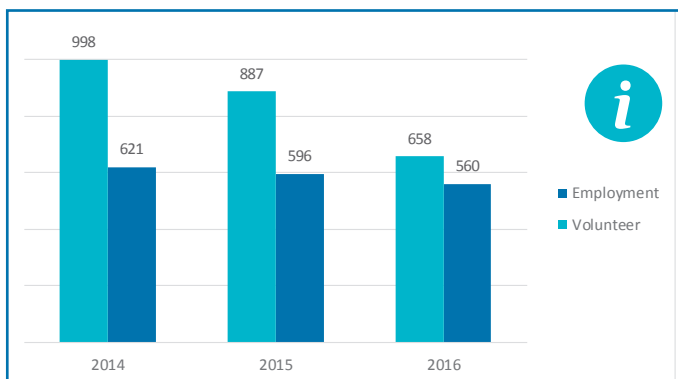


Figure 4: Annual Police Information Checks

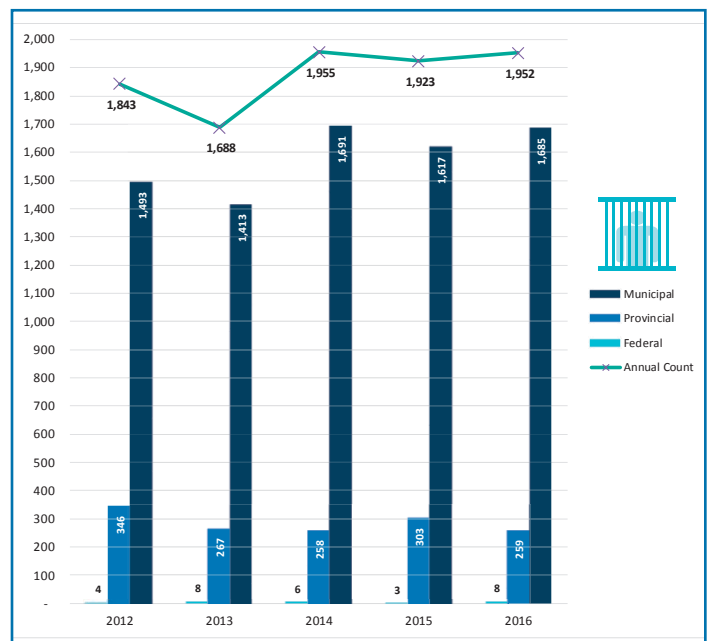
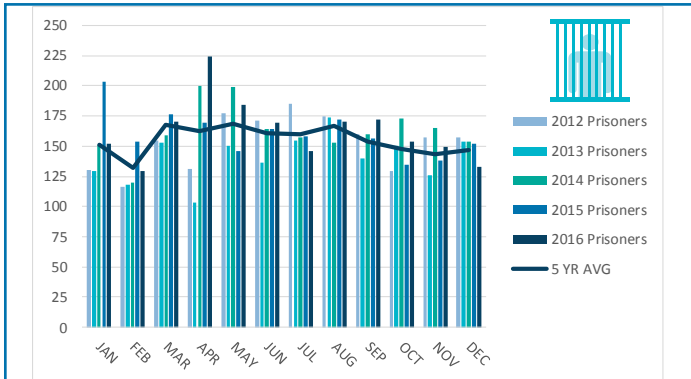


Figure 7: Annual Prisoner Count



**Figure 8: Monthly Prisoner Count**

**2017-2018 OBJECTIVES**

- Police/Community Relations: police visibility within the community and at events.
- Crime Reduction initiatives: targeting priority offenders; targeting hot spots, and in particular the downtown core.
- Traffic Enforcement: The RCMP is committed to making our roads safer by focusing on distracted driving and impaired driving throughout Campbell River.



**First Nations Policing: Cst. Mike Martin (second from right) of Campbell River RCMP was awarded the District Member of the Year award for his efforts with local First Nations.**





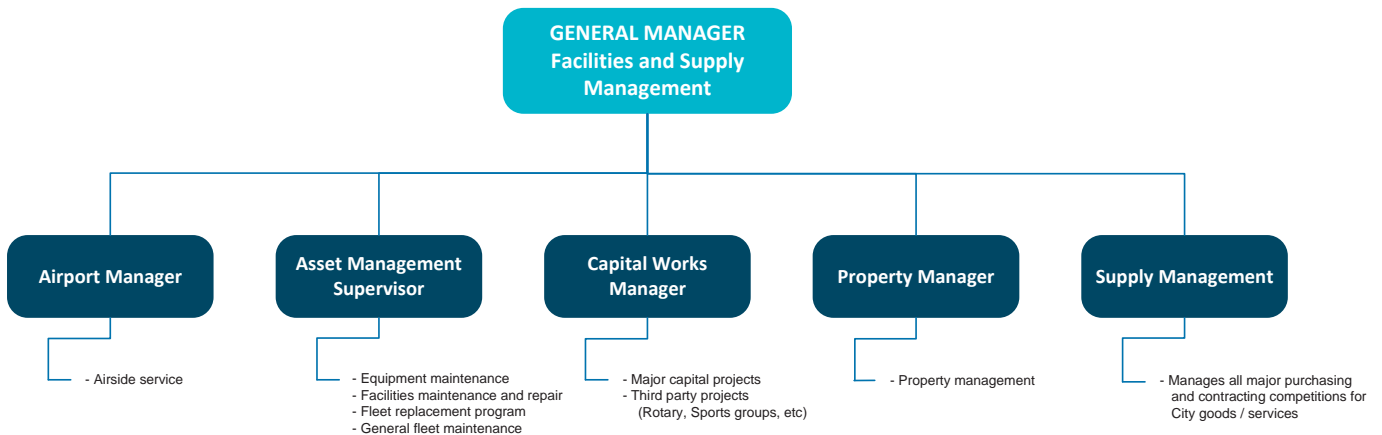


# DEPARTMENTAL REVIEW

## FACILITIES & SUPPLY MANAGEMENT

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

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



## AIRPORT

The Campbell River Airport (YBL) is owned by the City and operates 24 hours a day, seven days a week. Maintenance staff is on site from 5:30 a.m. to 11 p.m. daily and ensures the airport operates in compliance with Canadian Aviation Regulations.

City Council has appointed an Airport Commission to provide a safe and efficient airport for the general benefit of the public at a cost similar to airports of comparable size and service characteristics, and to recommend future development opportunities.



### SERVICES INCLUDE:

#### Runway maintenance

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

#### Field maintenance

- Mowing
- Ditch maintenance
- Drainage management

#### Safety and Security

- Security for commercial apron, airside lands
- Field checks

#### Airport Buildings

- Terminal building
- Airport administration and maintenance shops



### 2016 HIGHLIGHTS

- Master Plan adoption by Council
- Public parking lot plan approval
- Purchase new pay parking machine
- High speed internet service for airport users
- Airport sign at Inland Island Highway and Jubilee Parkway junction

### 2017-2018 OBJECTIVES

- Issue aviation fuel facility request for proposal
- Installation of City owned fuel facility
- Airport Capital Assistance Program approvals for snowblower and runway reporting equipment
- Wings & Wheels Event
- Construct new serviced leased lots





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## ASSET MANAGEMENT

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

### CITY FACILITIES INCLUDE:

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

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The City's fleet consists of approximately 130 pieces of rolling stock, as well as approximately 100 additional pieces of auxiliary equipment, small engines, pumps, tow-behind equipment and small tools with a total replacement value of approximately \$15 million.

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### 2016 HIGHLIGHTS

- Completed a number of capital projects including safety upgrades to the Tidemark Theatre catwalk, envelope repairs at the Maritime Heritage Centre, demolition and abatement of two residential houses, and security upgrades to the RCMP front counter.
- Worked closely with a number of stakeholders to address security and public safety concerns in the downtown core.
- Worked with other City departments and external stakeholders in the advancement of a Sobering Assessment Centre.
- Undertook major repairs to electrical systems at a variety of City facilities in order to bring them up to a modern standard to ensure the safety of the public and City staff following an audit by the BC Safety Authority.
- Acquired a replacement vacuum/sucker truck, the largest vehicle in the City's general fleet.
- Fully took on maintenance of the airport fleet.
- Took on capital planning for both the airport and light duty fire fleet.
- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments.



Wesley Falk, Mechanic



JJ Limoges, Fleet Services Coordinator

### **2016 HIGHLIGHTS (CONTINUED)**

- Conducted more than 80 major competitions and acquisitions including vehicles and equipment, raw water lake intake, playground structures, numerous design and consulting service contracts, and new water treatment building.
- Implementation of small capital renewal acquisition program to replace aging small equipment pool.

### **2017-2018 OBJECTIVES**

- Undertake a 10-year space needs assessment for facility and operational space requirements for all City departments.
- Completion of a detailed engineering condition assessment for 42 buildings within the City's facility portfolio. This will lead to the development of a 25-year capital renewal program, an improved preventive maintenance program, and link to the development of a facilities asset management program.
- Complete a number of capital projects including a major refurbishment of the Discovery Pier concession, renovations within City Hall, and replacement of the main air handler at the Campbell River Library.
- Further develop the City's contractor coordination efforts and programs for improved WorkSafe BC compliance and staff/contractor safety.

## CAPITAL WORKS

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

### TASKS CAN BE DESCRIBED AS:

- Long-range strategic planning: identifying project priorities and aligning with overall delivery schedule in coordinated effort with departmental project sponsors.
- Development of project completion plans describing methodology to be used delivering the work. The project completion plans are then used in refining and updating budget estimates and act as a means of evaluating a project's readiness to advance.
- Financial controls: defined, implemented and managed by the department, ensuring accurate cost tracking, records management and reporting is maintained through the design and construction phases.
- Design development: securing necessary consulting resources and leading the project team through the detailed design development process, ensuring project objectives are clearly understood and translated into effective and efficient design packages.
- Contract administration: securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts. For smaller projects (<\$1M), the contract administrator function has now been delivered entirely with in-house resources.
- Site inspection: continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner and to provide contact and information to affected area residents and partners.



Campbell River Water Supply Project - Phase 2



**TASKS CONTINUED:**

- Communications: development and implementation of project communications plans, ensuring all affected stakeholders are provided with timely and accurate information on project impacts and progress.
- Progress reporting: accurate and timely reporting to all stakeholders within and outside the organization.
- Project close-out: requires final acceptance and assurance that objectives have been achieved and all necessary reporting and external partner claims have been completed and all project record information has been received, validated and incorporated into the City's records management system.
- Maintenance period: once a project is complete and in service, the department manages the maintenance period requirements and supports the project sponsor.

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



Campbell River Water Supply Project - Phase 2

**2016 HIGHLIGHTS**

Campbell River Water Supply - Phase 2

- Completed construction of deep water lake intake on schedule and under budget.
- Completed design of new pump station and treatment building

Norm Wood Environmental Centre Upgrades - Phase 2

- Completed construction on time, under budget

Sanitary Lift Station No.11 Pump System Upgrades

- Completed construction on time, under budget

Maritime Heritage Centre Sewer System Improvements

- Completed construction on time, under budget

Airport Highway Signage

- Completed construction on time, under budget

Cedar Street Watermain Replacement

- Completed construction ahead of schedule and under budget

Sewermain Cast in Place Pipe Renewal

- Completed construction on time, under budget

Robert Ostler Park Redevelopment

- Completed conceptual Design and presented to Council for direction pending sea level rise

Lift Station Generators

- Completed detailed design



Campbell River Water Supply Project - Phase 2

## 2017-2018 OBJECTIVES

Complete design and/or construction for:

- Campbell River Water Supply Project Pump Station and Treatment Building
- Big Rock Boat Ramp Improvements Project
- Water System Impacts Project
- Robert Ostler Park Rip Rap Repair Project
- Lift Station Generators Project
- Airport Fueling Facility Project
- Larwood/Erickson Sewermain Renewal Project
- Municipal Broadband Network Civil Works Project
- Waterfront Forcemain Upgrade Project
- Robron Fieldhouse Site Servicing Project

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**T**he 2016 Capital Projects delivered by the department were all successfully executed within budget and on schedule.

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Property Manager Elle Brovold and Land Technician Lynsey Daur

## PROPERTY SERVICES

This department creates and maintains land inventory and land reserve funds through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future. Management of these real estate assets and civic properties includes: leases, operating agreements, purchase and sale negotiations, rights-of-way, easements and acquisitions/disposal of real property.

The department also addresses issues arising from occupants of City-owned property and manages all property issues related to City capital projects.

## 2016 HIGHLIGHTS

- Updated numerous property agreements.
- Completed land acquisitions and agreements in support of capital projects.
- Improved on processes and procedures for land transactions to maximize efficiencies.
- Acquired one waterfront property in support of the waterfront acquisition strategy.

## 2017-2018 OBJECTIVES

- Review City-owned property lease agreements.
- Create website catalogue of City property.
- Coordinate and support for significant capital projects, such as Big Rock Boat Ramp Revitalization, Highway 19 A Upgrade.
- Densification, development and disposition of industrial Airport-One lands.
- Complete a City-Owned Lands Strategy.
- Implement a Code of Conduct for City property and facilities.



## SUPPLY MANAGEMENT

Supply Management is an essential professional service tasked with ensuring that best value is found and that purchasing decisions are made without bias or favour. This department also manages the disposal of surplus equipment in a legally compliant, ethical and cost-effective manner. By maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, the department ensures that purchases are accountable and maintains high standards for goods and services procured using public funds.

### 2016 HIGHLIGHTS

- Consolidated the City's elevator preventive maintenance with one supplier to achieve greater efficiencies and reduce costs.
- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments while reducing costs.
- Conducted major acquisitions including the raw water lake intake, water treatment building, traffic signal replacement at Dogwood & 16th, and refurbishment of the fire department's ladder truck.
- 2016 project awards amounted to a value of approximately \$22 million.



Clinton Crook, Senior Buyer

### 2017-2018 OBJECTIVES

- Review current purchasing policies to ensure best practices.
- Review current corporate purchasing card program.
- Centralize City-wide purchases with Stores operations to realize cost savings and improve supply requirements.
- Implement a vendor performance evaluation process.
- Review the purchasing process to improve requisition and approval requirements.

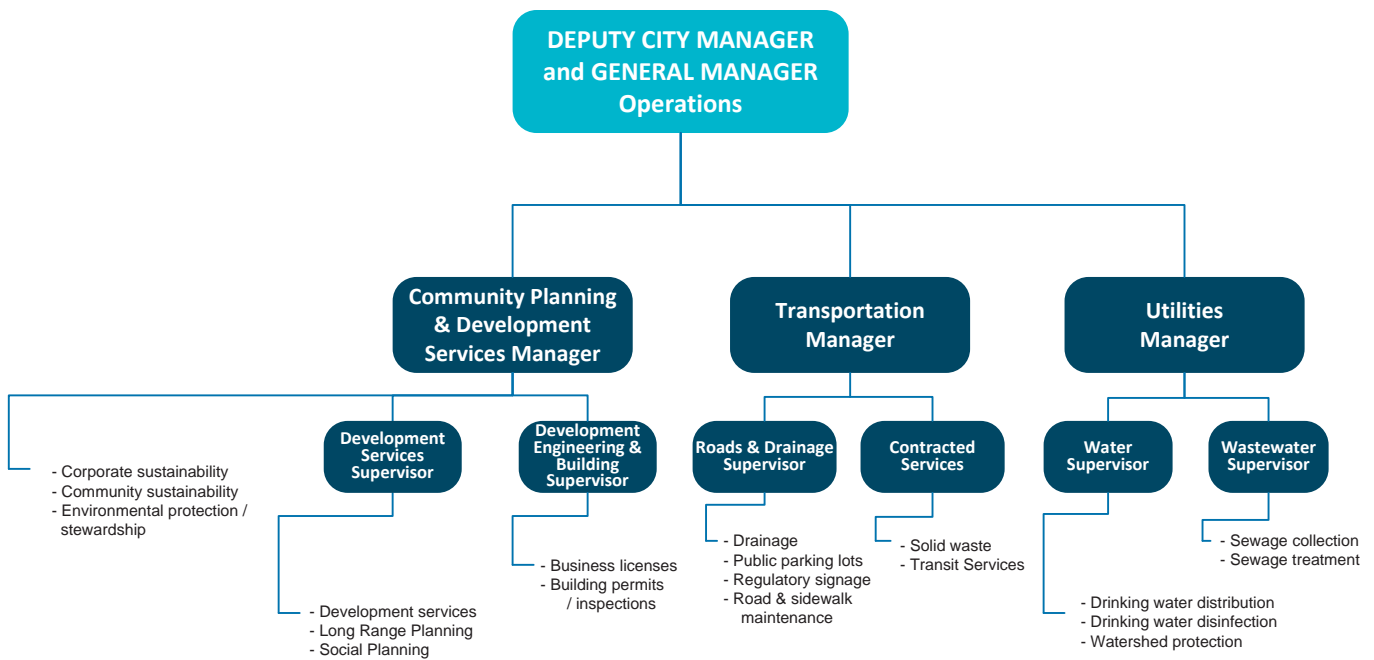




# DEPARTMENTAL REVIEW

## | OPERATIONS

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



## COMMUNITY PLANNING AND DEVELOPMENT SERVICES

This department delivers engineering, building, long term and current planning to provide the community enhanced services on all aspects of land use planning and development. This department's objectives are to provide timely, high quality service and ensure that the City's actions and decisions consider social, environmental and economic community values.

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

- Business licensing
- Development servicing — development applications (Official Community Plan amendment, rezoning, subdivision, development permit, variance permit and Agricultural Land Reserve applications)
- Building permits and inspections
- Engineering infrastructure review and approvals related to development and building
- Long range planning and urban design
- Environmental management, stewardship and protection of natural features and environmentally sensitive areas
- Climate Action Charter compliance and energy/greenhouse gas reduction planning
- Implementation of the City's Integrated Community Sustainability Plan

## 2016 HIGHLIGHTS

- Conducted more than 300 one-on-one developer pre-application meetings to support development proposals
- Processed 107 development permit applications
- Wrote more than 150 Council/Commission/Minor Development Permit Reports
- Issued more than 330 building permits, with construction value more than \$143 million
- Performed over 2100 building inspections
- Replied to 2,199 "Call Before You Dig" BC One Calls
- Completed business license program review and survey
- Transitioned business license program to set annual renewal date
- Sustainable Official Community Plan (SOCP) amendments adopted by Council
- Completed review of building function for improved service
- Completed Board of Variance Bylaw update
- Three Builder and Developer forums
- Completed revisions to the Building Permit Application forms for ease of use

Before and after: demolition and construction in Tye Plaza





2016 BY THE NUMBERS	
PERMITS ISSUED TO WORK ON CITY LAND	108
BUILDING PERMITS PROCESSED	334
BUILDING INSPECTIONS PERFORMED	2,199
FREE BUILDING AND DEVELOPMENT FORUMS HOSTED	3
TOTAL CONTRUCTION VALUE IN THE COMMUNITY	\$143,036,576
BUSINESS LICENSES PROCESSED	2,264

2016 MONTHLY FRONT COUNTER INQUIRIES	
PROPERTY FILE REQUESTS	114
CASH TRANSACTION	191
GENERAL COUNTER INQUIRIES	605
PHONE CALLS	864

**2017-2018 OBJECTIVES**

- Complete Soil Deposition Bylaw update.
- Complete Sign Bylaw review.
- Adopt BC Energy Step Code implementation for new construction.
- Undertake Building Bylaw updates aligning with Provincial Building Act and BC Energy Step Code.
- Fee review for building permit applications.
- Complete Subdivision & Development Servicing Bylaw update.
- Complete Zoning Bylaw review.
- Hold four Builders and Developers forums.
- Facilitate the Waterfront Task Force.
- Implement sign enhancement program.
- Revise development applications for ease of use and greater clarity.
- Launch an on-line interactive map to track development applications in the City.



Recreation employees Linda Nagle and Jennifer Furst helped bring CR Live Streets to the community

**LONG RANGE PLANNING  
& URBAN DESIGN**

**2016 HIGHLIGHTS**

- Refresh Downtown endorsed by Council
- Official Community Plan updated
- Downtown Small Initiatives Fund: CR Livestreets, seating and parklet
- Downtown Façade Improvement Program: This program ran for the second successful year. To date, four downtown businesses have received funding and updates have included addition of a mural to a building, and new tiling, painting, awnings, lighting, siding and other building improvements that align with the City's west coast design guidelines.
- Developed a pattern book with guidelines for downtown façade improvements.
- Support the Public Art Committee to coordinate with Refresh Downtown and develop a public art plan



- Downtown Revitalization Tax Exemption Applications: Since the program's initiation in 2012, the City has approved five applications from local developments for a five-year tax exemption.
- Supported parks department in the implementation of the Urban Forest Management Plan and development of a strategy for Council consideration
- Supported the City's Youth Action Committee and Advisory Planning & Environment Commission in advising City Council on City plans, projects and policies.



Chris Osborne, Senior Planner

### 2017-2018 OBJECTIVES

- Complete Downtown Development Readiness Review – including streetscape design concept and support roll-out of Downtown Small Initiatives Fund (up to \$55,000 investment in downtown initiatives for 2017).
- Support Waterfront Task Force for the City’s 3.5 Acre Site.
- Complete Waterfront Development Permit Guidelines.
- Continue to offer Downtown Façade Improvement and Downtown Revitalization Tax Exemption programs.
- Continue to support Youth Action Committee and Advisory Planning & Environment Commission.
- Support and facilitate the sea level rise study to inform asset management and initiate climate adaptation planning.
- Assist and support beautification program with BIAs and neighbourhood associations.
- Review and revise the Downtown Façade Improvement process and program to enhance participation.
- Implement expanded funding and programming for Downtown Small Initiatives.
- Revise the Street Entertainment Bylaw to support Refresh Downtown.
- Facilitate and support the first Refresh Downtown Project, Lower Shoppers Row.



### ENVIRONMENTAL PROTECTION 2016 HIGHLIGHTS

- In 2016, \$8,900 in Woodstove Exchange Program funding secured. 29 exchanges were completed this year, resulting in 178 exchanges to high efficiency, cleaner burning appliances over six seasons.
- Earth Week Film Festival – The sixth annual festival ran in partnership with the Youth Action Committee’s efforts to raise environmental awareness and funding for a youth environmental bursary. Through this program a \$500 bursary is provided to a graduating student each year.
- Council endorsed the revised Community Energy and Emission Plan and Implementation Plan (CEEP).
- Campbell River was one of only three Canadian communities chosen to participate in the Getting To Implementation pilot project and was provided with services to develop an Implementation Plan for the CEEP.
- The City received a certificate from QUEST acknowledging the success of our CEEP Implementation Plan.
- Hired a community energy advisor for a two-year term in partnership with BC Hydro.
- City of Campbell River Stewardship Awards Program – The City has run these awards since 2000 and has seven categories recognized on an annual basis (air quality, pesticide free/urban agriculture, water/energy conservation, habitat protection/creation, waste reduction, youth special recognition, environmental excellence).







- Downtown Strategic Planning – Supported Council in development of actions for revitalizing the downtown core, including development of a Downtown Small Initiatives Fund to support programming, beautification and downtown enhancements, and the development of a Downtown Development Readiness Review Process for 2016 to produce the infrastructure and streetscape design information to enable the City to strategically implement continued downtown capital improvements.
- Climate Action Charter Reporting – monitored the City’s corporate greenhouse gas emissions and emissions reduction actions and submitted annual reporting to Province.
- Working with the Parks Department, completed the City of Campbell River Urban Forest Management Plan 2015-2035 Final Report.
- In 2016, 22 bald eagle nest trees with nests present were visited to monitor early nesting activity and the number of young produced. Eagles were present at 17 of the 22 nests and produced nine chicks. This information was used to update the Provincial/Community Mapping Network that hosts the Wildlife Tree Stewardship Atlas.



- Green City Action Committee – The City’s internal corporate committee has a mandate to reduce the City’s environmental footprint and works to ensure the City implements environmental management best practices.



**2016 HIGHLIGHTS (CONTINUED)**

- Supported the Campbell River Canada goose banding project, which involved a variety of agencies and conservation organizations and resulted in 200 geese being neck collared during their late summer moult at the Campbell River estuary. Re-sightings of collared birds in various locations helps inform a management plan for these introduced birds that are increasing in number and affecting important wildlife habitat needed by other species. By year end, there were almost 160 re-sightings between Campbell River to the south island, with 10 sightings in the USA.
- Secured \$112,000 in external funding to relaunch the Power Down Campbell River home energy retrofit program for 2016 from the Pacific Institute for Climate Solutions, BC Hydro and the Climate Action Revenue Incentive Program.
- Participated in the provincially-led Flood Guidelines Amendment Technical Working Group to address sea level rise.
- Liaison for Quinsam Coal Technical Review Committee and the DFO Community Advisor-led Stream Stewardship Committee.
- Noxious Weed – Knotweed Control - The City works in partnership with Greenways Land Trust and contractors and the Invasive Species Council of BC to treat knotweed in City limits. In 2016, more than 40 sites were treated.

**2017-2018 OBJECTIVES**

- Achieve Climate Action Charter compliance with annual reporting and greenhouse gas emission reduction initiatives.
- Continue to offer Power Down Campbell River home energy retrofit and rebate program in partnership with BC Hydro, FortisBC and the Province of BC.
- Continue to support knotweed control on public lands.
- Amend the Environmental Protection Bylaw to include some invasive species and to bolster foreshore protection.
- Develop Carbon Neutral Reserve Fund policy.
- Run the annual Earth Week Film Festival, and the City Stewardship Awards Program.
- Continue to review environmental aspects of City and community development projects.
- Participate as needed with the provincial designation of the Campbell River Wildlife Management Area and science based Canada goose control initiatives.
- Continue work with the Species and Ecosystems at Risk Local Government working group
- Continue liaison with the Quinsam Coal Environmental Technical Review Committee.
- Complete an urban forest implementation strategy with parks department.
- Complete annual bald eagle nest tree updates.
- Energy benchmarking of City facilities and reporting.
- Update the Community Energy and Emissions Plan implementation strategy.
- Progress reporting of Community Energy and Emissions Plan implementation.
- Develop Green Building Policy for new City facilities.

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## TRANSPORTATION

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

### DRAINAGE

This department manages storm water runoff.

### 2016 HIGHLIGHTS

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

### 2017-2018 OBJECTIVES

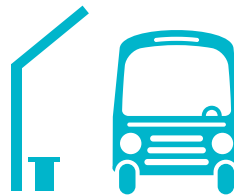
- Continue with drainage improvements to Willis and Petersen areas.
- Establish a Storm Water Utility.
- Continue to expand the storm pipe inspection and flushing program.
- Expand downtown storm mitigation planning.

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

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

### 2016 HIGHLIGHTS

- Three additional bus shelters
- Improved passenger data/tracking
- Continued to improve accessibility of bus stops



### 2017-2018 OBJECTIVES

- Continue to implement short-term recommendations of the Transit Futures Plan.
- Initiate development of new transit routes, including local transit hubs in Campbellton and Willow Point for September 2017 startup.
- Promote and market the Transit Pro-Pass.
- Increase community awareness of transit services.





**ROADS**

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

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

**2016 HIGHLIGHTS**

- Continued the LED streetlight conversion program on arterial roadways and residential neighbourhoods
- Included recommendations of Master Transportation Plan in five-year capital plan
- Annual brushing and shouldering programs
- Continued annual streetlight and traffic light preventive maintenance program

- Reviewed intersections and traffic controls
- Installation of sidewalks on Alder St. south of 2nd Ave. and on 13th Ave. near Ironwood St.
- Installed two solar pedestrian crossing lights
- Pedestrian improvements for Willis Road
- Overlay program – Dogwood (4th to 7th); Evergreen; Coho/Steelhead
- 500 street lights converted to LED fixtures
- Roadside cleanup, weed removal, street sweeping
- Back-to-school safety campaign

**2017-2018 OBJECTIVES**

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



Solar-powered flashing pedestrian traffic signals

## SOLID WASTE

Curbside collection of garbage, recyclables and yard waste is provided for single family and duplex residential properties, as well as optional services for triplexes and fourplexes, and the delivery of waste reduction education and programs. Through a contractor, curbside collection services are provided to 10,035 homes. Approximately 3,700 tonnes of garbage, 1,300 tonnes of recycling and 3200 tonnes of yard waste are collected annually.

## CITIZENS CURRENTLY RECEIVE

- Weekly garbage and recycling collection
- Yard waste collection (March 1 - November 30)
- Year-round yard waste drop-off centre
- Information on recycling for large items, appliances and materials not accepted at the curbside
- Waste reduction tips provided in local media, brochures and via social media
- Liaison with regional district solid waste management service
- Participation in Multi-Material BC recycling incentive program

## 2016 HIGHLIGHTS

- Curbside yard waste collection extended to nine months of the year (March to November)
- Continued work with the Multi-Material BC recycling program to provide public education to encourage waste diversion
- Increased curbside waste diversion rate from 54 per cent in 2014 to 57 per cent in 2016 as a result of expansion of curbside yard waste collection
- Rolled out requirement for multi-family buildings to provide recycling (in partnership with MMBC recycling incentive program)
- Partnered with Comox Strathcona Waste Management Service to continue to pursue development of a regional organics facility in Campbell River



## 2017-2018 OBJECTIVES

- Increase waste diversion through the Recycle BC recycling program.
- Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Review options for expansion of curbside collection program to include organics.
- Begin review to evaluate options for curbside collection services prior to expiration of current collection contract at the end of 2017.
- Participate in Regional Solid Waste Management Advisory Committee.



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## UTILITIES

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

### WATER

The City of Campbell River aims to consistently meet community service expectations with cost-effective and sustainable delivery of safe, adequate, secure, reliable and aesthetically pleasing potable water. The City owns and operates a water distribution system that provides high-quality potable water and water flow for fire protection to more than 30,000 City residents. The City also provides bulk water delivery to three First Nations and Area D of the Strathcona Regional District. The water system includes protection of an 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible.

Water is delivered to the community through more than 290 kilometres of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

### 2016 HIGHLIGHTS

- Continued construction of new water supply project at John Hart Lake.
- Cedar Street watermain replacement.
- Security upgrades at Beaver Lodge Reservoir.
- Downtown water study.
- Water System Strategic Action Plan update.
- Water Conservation Plan – research and public consultation.
- Approximately 1,250 fire hydrant inspections.
- Cathodic protection inspection.
- Development of plans for uni-directional flushing of watermains.
- Purchase of leak detection equipment.

### 2017-2018 OBJECTIVES

- Complete construction and commissioning of new water supply project at John Hart Lake.
- System modifications for new water supply.
- SCADA upgrades.
- Adoption of Water Conservation Plan
- Watermain flushing.



John Hart Lake is part of the Campbell River watershed





Wastewater department employees

## WASTEWATER

Wastewater provides both collection and treatment of sanitary sewage within the City of Campbell River and the three First Nations communities within City boundaries to protect public health and safety and minimize environmental impact. Wastewater treatment is provided via the Norm Wood Environmental Centre (NVEC) – a secondary treatment facility – and via the Industrial Park lagoon. Sewage collection is done through a series of 15 sewage pumping stations and more than 260 kilometres of sewer main.

### 2016 HIGHLIGHTS

- Construction of Phase 2 upgrades at NVEC.
- NVEC clarifiers upgrades.
- Installation of on-line analyzers at NVEC.
- Sewer main renewal (1.2km).
- Downtown sewer study.
- Electrical upgrades at Lift Station No. 11.

- Renewal and aesthetic improvements adjacent to the Maritime Heritage Centre.
- Waterfront sewer forcemain alignment assessment.
- Design of backup power for six lift stations.
- Reclaimed water study.
- Sewer flushing (55km).
- CCTV inspections of sewer mains (25km).
- Sewer manhole inspections (305).
- Sewer main grouting (1.2km).
- Nine trenchless point repairs.
- Purchase of a new combination truck.

### 2017-2018 OBJECTIVES

- Biosolids Management options study.
- Design of phase three upgrades at NVEC.
- Larwood-Erickson sewer design.
- Waterfront sewer forcemain design.
- Installation of backup power for six lift stations.

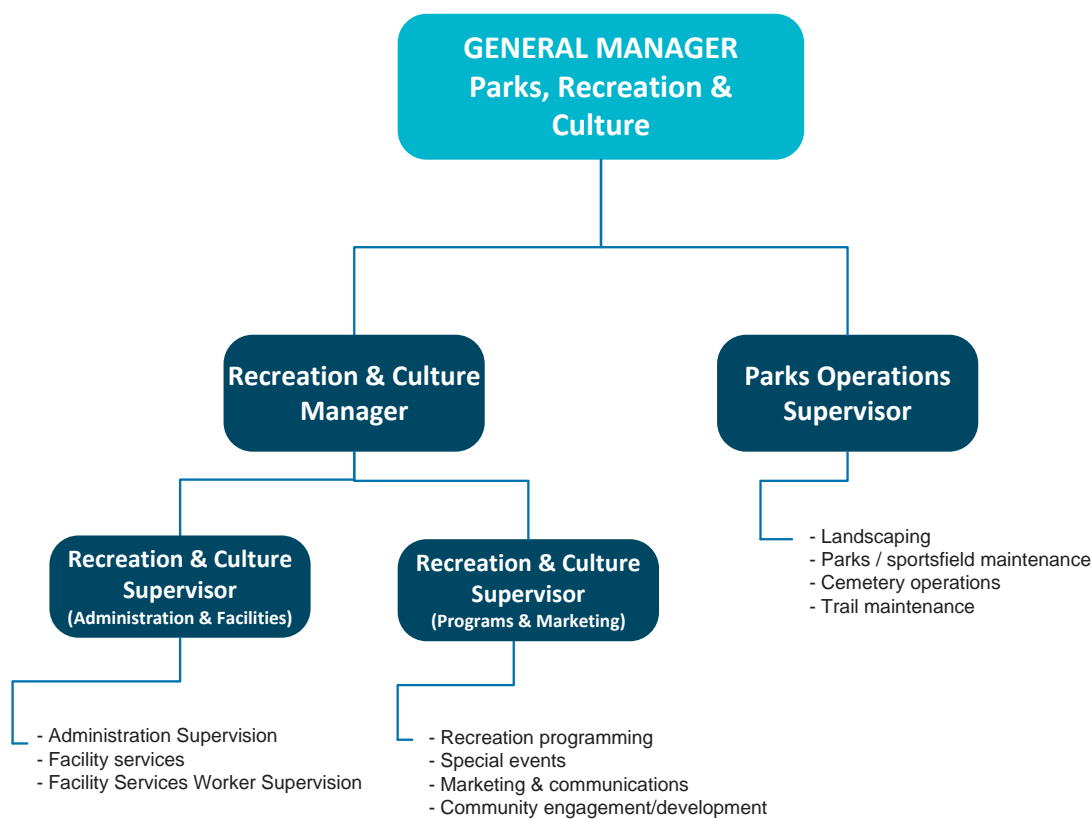


## DEPARTMENTAL REVIEW

### | PARKS, RECREATION & CULTURE

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

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





## RECREATION AND CULTURE

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

### 2016 HIGHLIGHTS

- Realigned staff structure to create a full-time Recreation and Culture Supervisor – Operations position, supported by a Facility Services Worker II at 20 hours/week, and a Recreation and Culture Supervisor – Programs and Marketing position, supported by a Program Coordinator – Marketing position at 20 hours/week.
- Continued to enhance program services with improved marketing and responsiveness to the public, resulting in thriving programs.
- An interdepartmental risk management group was formed to address issues at the Community Centre. Measures were taken to reduce incidents and improve safety for staff and the general public.
- A regional work group, led by City staff, selected a vendor for new recreation management software. Implementation began in June, with completion scheduled for 2017.
- Sportsplex space assessment completed.
- Participated in ActiveAge™ and Move for Health, through the BC Recreation and Parks Association and the Centre for Hip Health and Mobility, contributing to research that supports healthy aging and maintaining mobility.
- Participated in the community arts project in honour of Canada's 150th anniversary, with the resulting mosaic mural on display at the Community Centre.



Summer Camp Supervisor Mark Lerner has been running summer camps for children with disabilities for the last 30 years.



**2016 HIGHLIGHTS (CONTINUED)**

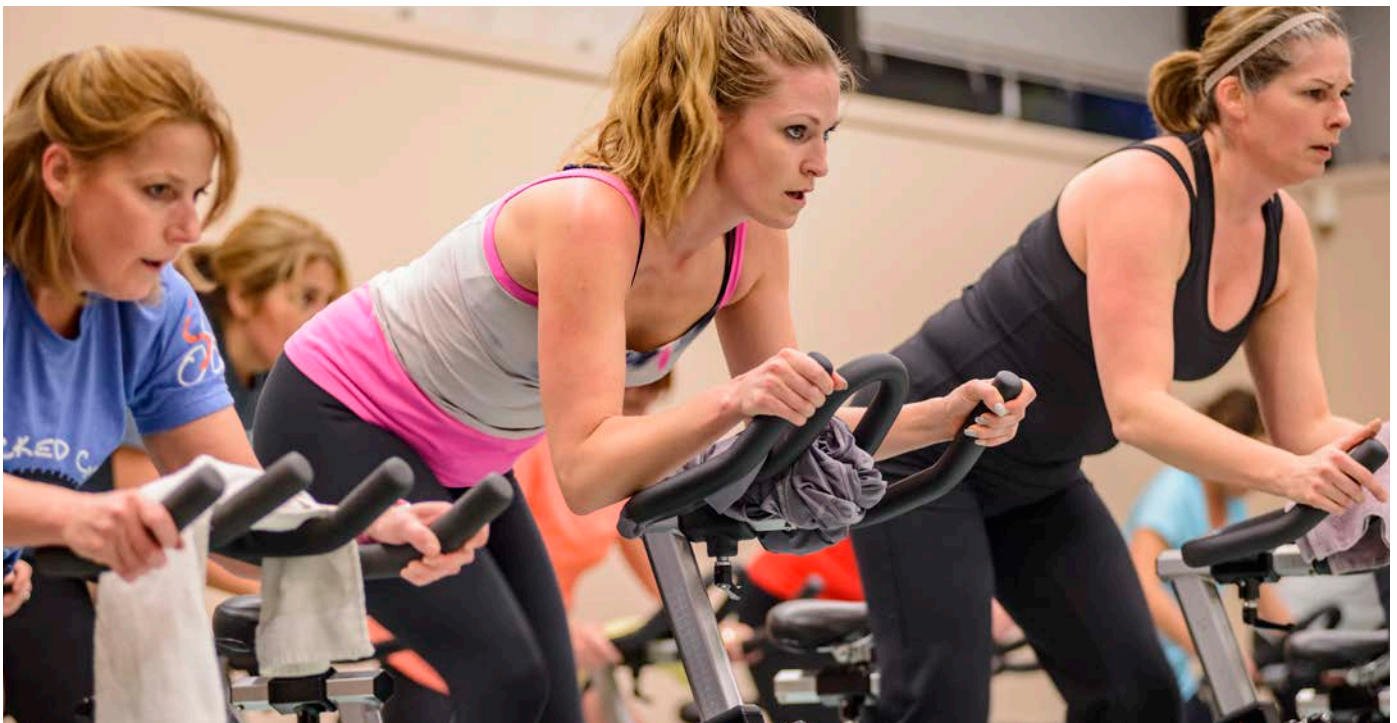
- The public art sub-committee completed their first public art project, a public art inventory, a community-engaged arts project, and the beginnings of a strategic plan.
- The age-friendly committee hired a consultant, completed a full-scale public consultation process and started on an action plan for enhancing Campbell River as an age-friendly community. The plan will be complete in 2017.

**2017-2018 OBJECTIVES**

- Complete a successful transition to new recreation management software, including online registration.
- Complete Field User Fee Review.
- Complete Walter Morgan studio rehabilitation.
- Develop a public art strategic plan.
- Enhance connections with hard-to-reach populations.

Adult, Senior, Specialized Recreation	
Fitness Classes	8% increase in participation from 2015
Fitness Memberships	83% increase from 2015
<b>16 Special Events</b>	<b>9,760 participants</b>

Child, Youth and Family	
Registered Programs	3% increase from 2015
Drop-In Programs	21% increase in participation from 2015
Tot to Teen Passes	108% increase from 2015
<b>6 Special Events</b>	<b>4,225 participants</b>



**PARKS**

The Parks department is responsible for the day-to-day management of 337 acres of parks, sports fields, trails, public open spaces, outdoor washrooms maintenance/cleaning, garbage collection and cemetery operations.

The Parks department is also responsible for:

- Banner program
- Decorative lighting
- Maintenance of 24 permanent washrooms throughout the community
- Maintenance of 209 garbage receptacles throughout the community
- Parks facilities (Splashpark, Spirit Square, Sybil Andrews Cottage, playgrounds, tennis courts, baseball facilities, Skatepark, sand volleyball courts, etc.)
- Two boat ramps
- Seawalk
- 43 km of trails and pedestrian walkways within subdivisions

- Marine foreshore restoration program
- Cemetery interment
- Park Furniture Donation Program, formerly Legacy Landmarks (currently, 243 combined benches and tables)
- City’s urban forest, which includes more than 3,000 street trees to date
- Special events, which include Canada Day and support for activities at Spirit Square
- Repairs and maintenance due to vandalism
- Graffiti removal and biohazard disposal
- McIvor Lake maintenance at beaches and boat ramps
- Assist Community Beautification Groups

Parks Field Bookings	
# of Hours Booked	11,049
# of Bookings	2,443







## 2016 HIGHLIGHTS

- Completion of Ostler Park playground
- Light canopy at the Tidemark Theatre
- Adams Park shoreline restoration and landscape upgrades
- New fence at Cedric Jones Park
- New natural playspace at Centennial Park
- Dogwood/Cedar pathway
- Installation of new playground equipment at the Campbellton Community Gardens
- Logger Mike carving at Spirit Square
- Spirit Square flagpoles installed
- Completed trail and plantings at the northern section of Maryland subdivision
- Developed and landscaped new park in Maryland subdivisio.
- Repair/rebuild Simms Creek and Willow Creek bridges
- Installed new (year-round) decorative rope lights on downtown street light poles
- Rebuilt the fence from Robron field to Christian Life School
- Tree planting and landscaping at Robron Park
- Lockbox for security at Robron Park
- New informational sign at Ken Forde Park
- Number of 2016 service requests: 938
- Washroom and garbage maintenance now performed seven days a week by City employees instead of contracted services.



**2017-2018 OBJECTIVES**

- Continue Strategic Parks Plan roll-out.
- Annual foreshore restoration project.
- Develop one dog off-leash area.
- Complete master plan for Frank James Park.
- Seawalk upgrade and repairs.
- Upgrade Walter Morgan studio.
- Facilitate development of the Willow Point bike park.
- Facilitate development of the Robron Park Fieldhouse.
- Install shade sails at Willow Point Splash Park.
- Complete Elk Falls Cemetery upgrade project.
- Complete master plan for Nunns Creek Park.
- Implement Urban Forest Management Plan.
- Complete Robron Park upgrade.
- Complete construction of the Maryland Neighborhood Park and trail project.
- Complete new entrance sign.
- Install permanent outdoor washrooms at Baikie Island.
- Complete Nunns Creek Park electrical system upgrade.
- Complete phase one of Parks Resource Management Plan.

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





## **CONSOLIDATED FINANCIAL STATEMENTS 2016**

The City's consolidated financial statements demonstrate close alignment between actual results and the City's 2016 financial plan and shows that the City's net financial position continues to increase which provides funding for infrastructure investment and maintaining service levels.





# FINANCIAL STATEMENTS

## FINANCIAL REPORTING RESPONSIBILITY FOR THE YEAR ENDED DECEMBER 31, 2016

The preparation and presentation of the Consolidated Financial Statements is the responsibility of the management of the City of Campbell River. The Consolidated Financial Statements have been prepared pursuant to Section 167 of the Community Charter and in accordance with Canadian public sector accounting standards. The financial information contained herein necessarily involves the use of estimates and judgments, which have been based on careful assessment of the data, made available through the City's information systems. The City maintains a system of internal accounting controls designed to safeguard our assets and provide reliable financial information.

MNP LLP has been appointed by Council of the City of Campbell River as the City's independent auditor. Their report accompanies the Consolidated Financial Statements.

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Myriah Foort, CPA, CA  
Finance Manager

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Ron Bowles  
General Manager, Corporate Services / CFO



**INDEPENDENT AUDITORS' REPORT**

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

We have audited the accompanying consolidated financial statements of the City of Campbell River, which comprise the consolidated statement of financial position as at December 31, 2016 and the consolidated statements of operations, change in net financial assets, cash flows and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2016, and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 8, 2017

*MNP LLP*

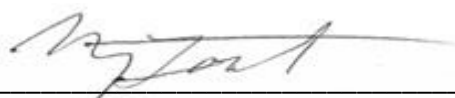
Chartered Professional Accountants

City of Campbell River | **FINANCIAL STATEMENTS**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT DECEMBER 31, 2016**

	2016	2015
<b>FINANCIAL ASSETS</b>		
Cash and investments (note 2)	63,283,775	56,953,153
Accounts receivable (note 4)	7,660,638	7,502,670
Inventory held for sale	47,695	67,516
	<b>70,992,108</b>	<b>64,523,339</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (note 5)	11,022,400	7,751,257
Deposits and holdbacks	3,157,879	2,397,818
Development cost charges (note 6)	7,887,347	7,390,433
Deferred revenue (note 6)	9,103,335	8,609,632
Short-term debt (note 7)	2,900,000	1,300,000
Capital lease (note 8 & schedule 1)	13,001	31,940
Long-term debt (note 9 & schedule 1)	2,034,454	2,704,156
	<b>36,118,416</b>	<b>30,185,236</b>
<b>NET FINANCIAL ASSETS</b>	<b>34,873,692</b>	<b>34,338,103</b>
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	308,768	276,310
Prepays	106,597	153,568
Tangible capital assets (schedule 2)	241,158,523	230,873,603
	<b>241,573,888</b>	<b>231,303,481</b>
<b>ACCUMULATED SURPLUS</b> (note 11)	<b>276,447,580</b>	<b>265,641,583</b>

See Contingent liabilities Note 12.



Myriah Foort, CPA, CA  
Finance Manager



Ron Bowles  
General Manager, Corporate Services / CFO

**CONSOLIDATED STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	2016 Budget (see note 15)	<b>2016 Actual</b>	2015 Actual
<b>REVENUE</b>			
Taxes & parcel taxes	29,347,784	<b>29,598,161</b>	28,391,778
Payments in lieu of taxes	521,400	<b>624,287</b>	590,540
Sale of services	20,661,894	<b>21,026,411</b>	20,710,274
Services provided to other governments	1,729,376	<b>1,675,204</b>	1,624,517
Transfers from other governments	24,505,771	<b>9,555,306</b>	7,392,526
Investment and other income	506,000	<b>885,063</b>	905,236
Other revenue	231,000	<b>418,551</b>	865,134
Development cost charges recognized	587,219	<b>369,205</b>	1,200,316
Contributed tangible capital assets	-	<b>1,354,840</b>	382,907
Gain on disposal of tangible capital assets	-	<b>74,126</b>	268,994
	<b>78,090,444</b>	<b>65,581,154</b>	<b>62,332,222</b>
<b>EXPENSES</b>			
General government	6,720,471	<b>6,785,640</b>	5,693,530
Protective services	15,459,642	<b>15,697,225</b>	14,753,271
Transportation services	12,483,895	<b>12,047,011</b>	12,110,793
Environmental health services	2,366,749	<b>2,354,701</b>	2,264,760
Public health services	167,824	<b>148,508</b>	151,203
Development services	1,690,912	<b>1,803,185</b>	1,573,849
Parks, recreation and cultural services	7,837,052	<b>7,778,699</b>	7,437,259
Sewer utility services	4,188,863	<b>3,917,430</b>	3,728,203
Water utility services	4,751,395	<b>4,242,758</b>	3,963,008
	<b>55,666,803</b>	<b>54,775,157</b>	<b>51,675,876</b>
<b>ANNUAL SURPLUS</b>	<b>22,423,641</b>	<b>10,805,997</b>	<b>10,656,346</b>
Accumulated Surplus, Beginning of Year	265,641,583	<b>265,641,583</b>	254,985,237
<b>ACCUMULATED SURPLUS (note 11)</b>	<b>288,065,224</b>	<b>276,447,580</b>	<b>265,641,583</b>

See Budget legislative compliance Note 15.



**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	2016	2015
<b>OPERATING ACTIVITIES</b>		
Annual surplus	10,805,997	10,656,346
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(162,034)	(178,922)
Contributed tangible capital assets	(1,354,840)	(382,907)
(Gain)/loss on tangible capital assets	(74,126)	(268,994)
Writedown of tangible capital assets	31,587	173,104
Amortization expense	8,828,021	8,801,988
(Increase)/decrease in inventory of supplies	(32,458)	15,842
(Increase)/decrease in prepaids	46,971	(61,016)
Changes in financial assets and liabilities:		
Accounts receivable	(157,968)	(2,757,125)
Inventory held for resale	19,821	30,687
Tax sale properties	-	63,356
Accounts payable and accrued liabilities	3,271,143	216,167
Deposits and holdbacks	760,061	174,890
Development cost charges	496,914	(498,090)
Deferred revenue	493,703	356,833
	<b>22,972,792</b>	<b>16,342,159</b>
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	122,636	777,448
Acquisition of tangible capital assets	(17,838,202)	(14,263,262)
	<b>(17,715,566)</b>	<b>(13,485,814)</b>
<b>FINANCING ACTIVITIES</b>		
Debt and lease proceeds	1,600,000	-
Debt and lease principal repaid	(526,605)	(752,029)
	<b>1,073,395</b>	<b>(752,029)</b>
<b>INCREASE IN CASH AND INVESTMENTS</b>	<b>6,330,622</b>	<b>2,104,317</b>
<b>CASH AND INVESTMENTS BEGINNING OF YEAR</b>	<b>56,953,153</b>	<b>54,848,836</b>
<b>CASH AND INVESTMENTS, END OF YEAR</b>	<b>63,283,775</b>	<b>56,953,153</b>
<b>INTEREST RECEIVED</b>		
	<b>456,318</b>	<b>448,400</b>
<b>INTEREST PAID</b>		
	<b>332,803</b>	<b>384,631</b>

**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	2016 Budget (see note 15)	<b>2016 Actual</b>	2015 Actual
<b>ANNUAL SURPLUS</b>	22,423,641	<b>10,805,997</b>	10,656,346
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(46,124,420)	<b>(17,838,202)</b>	(14,263,262)
Contributed tangible capital assets	-	<b>(1,354,840)</b>	(382,907)
Proceeds on disposal of tangible capital assets	-	<b>122,636</b>	777,448
(Gain)/loss on tangible capital assets	-	<b>(74,126)</b>	(268,994)
Write-off of tangible capital assets	-	<b>31,587</b>	173,104
Amortization	8,625,479	<b>8,828,021</b>	8,801,988
	(37,498,941)	<b>(10,284,924)</b>	(5,162,623)
<b>OTHER NON-FINANCIAL ASSETS</b>			
(Increase)/decrease in inventory of supplies	-	<b>(32,458)</b>	15,842
(Increase)/decrease in prepaids	-	<b>46,971</b>	(61,016)
	-	<b>14,513</b>	(45,174)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(15,075,300)	<b>535,589</b>	5,448,549
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	34,338,103	<b>34,338,103</b>	28,889,553
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	19,262,803	<b>34,873,692</b>	34,338,103

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

The City of Campbell River ("City") was incorporated as a municipal district in 1947 under the provisions of the *British Columbia Municipal Act*, and was reinforced as a city by letters patent in 2005. Its principal activities are the provision of local government services to the residents of the City, as governed by the *Community Charter and the Local Government Act*.

The notes to the Consolidated Financial Statements are an integral part of these statements. They provide detailed information and explain the significant accounting and reporting policies and principles that form the basis for these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the Consolidated Financial Statements.

**1. Significant accounting policies**

**a) Basis of presentation**

The Consolidated Financial Statements of the City are the representations of management prepared in accordance with Canadian public sector accounting standards. Budget information has been aggregated to comply with these reporting standards.

**b) Reporting entity**

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

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

**c) Accrual accounting**

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

**d) Revenue recognition**

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

i) Taxation

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



**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

ii) Sale of services

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

iii) Transfers from other governments

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

iv) Other revenue

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

v) Development cost charges and other deferred revenues

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

**e) Cash and investments**

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2016.

**f) Long-term debt**

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 3.25% to 5.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**g) Financial instruments**

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

**h) Non-financial assets**

The City's non-financial assets consist of inventory of supplies, prepaids, and tangible capital assets. Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of goods and services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. Intangible assets, such as water rights and mineral resources, are not recorded in the financial statements.

**i) Tangible capital assets**

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use. In the year of addition amortization is calculated at one-half and no amortization is recorded in the year of disposal.

The estimated useful lives that the City uses to amortize its tangible capital assets are:

<b>Asset</b>	<b>Useful life (yrs)</b>
Land	N/A
Buildings	20-60
Furniture, machinery & equipment	3-25
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water Infrastructure	20-60

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Contributions of tangible capital assets are recorded at fair value at the date of contribution.

**ii) Inventory**

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

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**i) Use of estimates/measurement uncertainty**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring use of management estimates relate to the useful lives of tangible capital assets, determination of employee future benefits, accrual for retroactive wages and the outcome of litigation and claims. Accounts receivable are recorded after considering the collectability of the amounts and setting up an allowance for doubtful accounts, if necessary. Actual results will depend on future economic events and could differ from the estimates. Adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for.

**j) Liability for contaminated sites**

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2016.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

**2. Cash and investments**

	<b>2016</b>	<b>2015</b>
General operating fund	<b>51,918,509</b>	46,804,067
Development cost charges deferred revenue	<b>7,887,347</b>	7,174,116
Capital lending reserve fund	<b>2,382,769</b>	2,043,282
Parks acquisition & development reserve fund	<b>676,994</b>	514,808
Parkland acquisition reserve fund	<b>418,156</b>	416,879
	<b>63,283,775</b>	56,953,153

**3. Trust funds**

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

	<b>December 31, 2015</b>	<b>Collections</b>	<b>Expenses</b>	<b>December 31, 2016</b>
CR Municipal Cemetery	314,562	3,093	9	<b>317,654</b>
Elk Falls Memorial Cemetery	212,604	8,864	-	<b>221,468</b>
	<b>527,166</b>	<b>11,957</b>	<b>9</b>	<b>539,122</b>



**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**

**4. Accounts receivable**

	<b>2016</b>	<b>2015</b>
Property taxes	<b>1,314,838</b>	1,945,903
Due from other governments	<b>5,315,080</b>	4,268,740
Other	<b>1,030,720</b>	1,071,710
Development cost charges	-	216,317
	<b>7,660,638</b>	<b>7,502,670</b>

Other receivables includes from one customer an amount of \$702,323 (2015 - \$750,255) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

**5. Accounts payable and accrued liabilities**

	<b>2016</b>	<b>2015</b>
Trade accounts payable	<b>3,749,895</b>	1,370,239
Due to other governments	<b>2,752,992</b>	2,314,398
Accrued liabilities	<b>638,139</b>	650,383
Accrued wages and benefits	<b>3,851,769</b>	3,364,026
Accrued interest	<b>29,605</b>	52,211
	<b>11,022,400</b>	<b>7,751,257</b>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is contaminated from its former use and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$300,000 based on a past consultant's estimate with consideration of inflation.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2016 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

**Accrued wages and benefits:**

	<b>2016</b>	<b>2015</b>
Employee future benefits	<b>1,568,300</b>	1,532,300
Vacation liability	<b>1,139,851</b>	1,056,208
Banked overtime liability	<b>227,487</b>	194,593
Wages and other accruals	<b>916,131</b>	580,925
	<b>3,851,769</b>	<b>3,364,026</b>

**Employee future benefits:**

	<b>2016</b>	<b>2015</b>
Accrued benefit obligation - beginning	<b>1,532,300</b>	<b>1,478,100</b>
Current service cost	<b>125,900</b>	<b>122,300</b>
Interest cost	<b>49,600</b>	<b>47,800</b>
Benefits paid	<b>(50,500)</b>	<b>(123,200)</b>
Recognition of Actuarial loss/gain	<b>(89,000)</b>	<b>7,300</b>
	<b>1,568,300</b>	<b>1,532,300</b>

Discount rate	3.30%	3.10%
Inflation rate	2.50%	2.50%

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**

**6. Deferred revenue**

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

Payment of DCC's can be deferred over a three year period, therefore a portion of the DCC's are unfunded and are offset by an amount in Accounts Receivable as disclosed in Note 4 (2016 - \$0, 2015 - \$216,217). The funded DCC's are disclosed as short-term investments in Note 2 (2016 - \$7,887,347, 2015 - \$7,174,116).

	<b>December 31, 2015</b>	<b>Transfers</b>	<b>Collections</b>	<b>December 31, 2016</b>
Development cost charges				
Park development	568,810	(33,447)	59,367	<b>594,730</b>
Parkland acquisition	66,374	(34,892)	142,566	<b>174,048</b>
Roads	3,101,574	(94,122)	297,066	<b>3,304,518</b>
Sanitary sewer	618,165	(291,060)	143,806	<b>470,911</b>
Storm drains	608,667	(5,980)	122,403	<b>725,089</b>
Water	2,426,843	(67,578)	258,786	<b>2,618,051</b>
	<b>7,390,433</b>	<b>(527,079)</b>	<b>1,023,994</b>	<b>7,887,347</b>
Deferred revenue				
Future local improvements	2,573,468	-	53,711	<b>2,627,178</b>
Prepaid property taxes	1,364,953	(2,692,856)	3,035,386	<b>1,707,483</b>
Community Works Fund	3,760,742	(1,260,721)	1,400,917	<b>3,900,939</b>
Parkland acquisition	416,879	(70,050)	71,327	<b>418,156</b>
Other	493,590	(509,190)	465,176	<b>449,578</b>
	<b>8,609,632</b>	<b>(4,532,816)</b>	<b>5,026,517</b>	<b>9,103,335</b>
	<b>16,000,065</b>	<b>(5,059,895)</b>	<b>6,050,511</b>	<b>16,990,682</b>

**7. Short-term debt**

Short-term financing is secured through the Municipal Finance Authority of BC for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate basis at prime less 1.28%. In 2016 the rate was 1.39% (2015 - 1.59%). Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate. The outstanding short-term debt balance at the end of 2016 was transferred to long-term in the spring of 2017.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**8. Capital leases**

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

2017	2018	2019	2020	2021
13,001	-	-	-	-

The net book value of leased tangible capital assets at December 31, 2016 is \$69,605 (2015 - \$85,072).

**9. Long-term debt**

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

Year	General	Sewer	Water	Total
2017	245,264	49,891	-	295,155
2018	209,033	49,891	-	258,924
2019	84,846	49,891	-	134,737
2020	84,846	49,891	-	134,737
2021	84,846	49,891	-	134,737

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 12b).

**10. Municipal Finance Authority debt reserve fund**

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

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

	2016	2015
General	83,143	80,702
Sewer	12,023	11,671
	<b>95,166</b>	<b>92,373</b>



**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**11. Accumulated surplus**

	<b>2016</b>	<b>2015</b>
Unappropriated surplus		
General	<b>4,544,765</b>	7,067,379
Sewer	<b>800,000</b>	12,339,728
Water	<b>850,000</b>	6,688,619
	<b>6,194,765</b>	26,095,726
Non-statutory reserves		
General	<b>8,648,894</b>	8,536,375
Airport	<b>375,777</b>	441,704
Sewer	<b>13,391,485</b>	901,724
Water	<b>8,565,828</b>	270,459
	<b>30,981,984</b>	10,150,262
Statutory reserves		
Capital lending	<b>2,382,769</b>	2,043,282
Parkland acquisition & development	<b>676,994</b>	514,808
	<b>3,059,763</b>	2,558,090
Investment in tangible capital assets	<b>236,211,068</b>	226,837,505
Total	<b>276,447,580</b>	265,641,583

The Unappropriated surplus is available to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council.

The Non-statutory reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

The Statutory reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less debt or leases outstanding on those assets.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**12. Contingent liabilities**

**a) Pension liability**

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015, the plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent actuarial valuation as at December 31, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,660,468 (2015 - \$1,668,571) for employer contributions, while employees contributed \$1,331,153 (2015 - \$1,362,208) to the Plan in fiscal 2016. The City of Campbell River expects to pay \$1,696,400 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

**b) Regional District debt**

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District 2016 Audited Financial Statements for specific information and detail.

**c) Other claims and contingent liabilities**

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management assess the exposure to be insignificant. As at December 31, 2016 there existed several claims which management believes may be successful against the City. The City has recorded a contingent liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$340,355 (\$424,308) has been recorded for these claims.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**13. Related party transactions**

The City is the sole shareholder of Campbell River Economic Development Corporation (CREDC). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of CREDC are consolidated at December 31st each year. During the year CREDC received \$397,500 (2015 - \$576,180) as funding contributions from the City which have been eliminated upon consolidation of CREDC into the City's financial statements. 2016 was the final year for CREDC operations and the corporation will be formally dissolved in 2017.

**14. Property tax collections for other governments**

	<b>2016</b>	<b>2015</b>
BC Assessment Authority	<b>313,819</b>	329,178
Comox Strathcona Regional Hospital District	<b>4,256,969</b>	4,228,900
Comox Strathcona Regional Solid Waste Board	<b>494,627</b>	173,958
Municipal Finance Authority	<b>1,050</b>	1,017
Provincial School Levy	<b>14,514,449</b>	14,558,045
Strathcona Regional District	<b>5,455,367</b>	3,957,625
Regional Library	<b>1,378,870</b>	1,317,247
	<b>26,415,151</b>	24,565,970

**15. Budget legislative compliance**

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on February 22, 2016, to the exception of the amounts noted below.

Adjustments to the 2016-2025 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	<b>22,423,641</b>
Adjustments for non-cash item:	
Amortization offset	<b>8,625,479</b>
Debt proceeds	<b>3,475,000</b>
Debt principal repayments	<b>(523,114)</b>
Capital expenses	<b>(46,124,420)</b>
Net transfer (to)/from reserves & unappropriated surplus	<b>12,123,413</b>
	<b>-</b>



**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED DECEMBER 31, 2016**

**16. Segmented reporting**

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

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

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

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

**Environmental health services** - activities related to solid waste management.

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

**Development services** - activities related to economic development, community planning and development.

**Parks, recreation & cultural services** - activities related to all recreation and cultural services including the maintenance of parks, recreation and fitness programs as well cultural facilities including the museum.

**Sewer utility services** - activities related to gathering, transporting, storing, treating and discharging sewage and reclaimed water.

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

**17. Comparative figures**

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

**SCHEDULE 1, CONSOLIDATED SCHEDULED OF LONG-TERM LIABILITIES  
AS AT DECEMBER 31, 2016**

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2015	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2016
<b>Long-term debt</b>								
<b>General</b>								
2967	Issue #99	19/10/16	5.00	136,805	-	96,117	40,688	-
3073	Issue #99	19/10/16	5.00	165,673	-	116,400	49,273	-
2964	Issue #102	12/01/17	4.82	40,694	-	14,576	5,372	<b>20,746</b>
2966	Issue #102	12/01/17	4.82	34,881	-	12,494	4,605	<b>17,782</b>
2967	Issue #102	12/01/17	4.82	25,579	-	9,162	3,377	<b>13,040</b>
3303	Issue #103	23/04/23	4.65	117,767	-	9,713	3,069	<b>104,985</b>
2964	Issue #104	20/11/18	5.15	203,405	-	49,516	15,644	<b>138,245</b>
2966	Issue #104	20/11/18	5.15	224,616	-	54,680	17,275	<b>152,661</b>
3074	Issue #104	20/11/18	5.15	82,114	-	19,990	6,315	<b>55,809</b>
3301	Issue #104	20/11/23	5.15	415,104	-	34,232	10,816	<b>370,056</b>
3302	Issue #104	20/11/23	5.15	302,774	-	24,969	7,889	<b>269,916</b>
3302	Issue #106	10/13/24	4.13	89,290	-	6,668	1,769	<b>80,853</b>
3301	Issue #112	06/10/25	3.73	135,262	-	9,260	2,006	<b>123,996</b>
				<u>1,973,964</u>	<u>-</u>	<u>457,777</u>	<u>168,098</u>	<u>1,348,089</u>
<b>Sanitary Sewer</b>								
3345	Issue #112	06/10/25	3.73	328,276	-	22,473	4,869	<b>300,934</b>
3345	Issue #117	10/11/26	3.25	432,572	-	27,418	4,657	<b>400,497</b>
				<u>760,848</u>	<u>-</u>	<u>49,891</u>	<u>9,526</u>	<u>701,431</u>
Accrued actuarial adjustment				<u>(30,656)</u>	<u>-</u>	<u>-</u>	<u>(15,590)</u>	<u>(15,066)</u>
<b>Total long-term debt</b>				<u>2,704,156</u>	<u>-</u>	<u>507,668</u>	<u>162,034</u>	<u>2,034,454</u>
<b>Capital leases</b>								
Equipment		05/28/17	2.00	5,891	-	4,187	-	<b>1,704</b>
Equipment		12/28/17	2.00	22,551	-	11,254	-	<b>11,297</b>
Equipment		02/01/16	0.00	3,496	-	3,496	-	<b>-</b>
<b>Total capital lease</b>				<u>31,940</u>	<u>-</u>	<u>18,937</u>	<u>-</u>	<u>13,001</u>
<b>Total long-term liabilities</b>				<u>2,736,096</u>	<u>-</u>	<u>526,605</u>	<u>162,034</u>	<u>2,047,455</u>

**SCHEDULE 2, CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE  
AS AT DECEMBER 31, 2016**

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2016	Total 2015
<b>COST</b>							
Opening balance	33,151,768	35,665,002	17,974,716	310,521,218	10,235,576	407,548,279	393,914,003
Additions	76,827	284,068	2,881,743	6,249,401	9,701,003	19,193,042	14,646,169
Construction completed	-	14,481	300,815	2,825,135	(3,140,431)	-	-
Writedowns	-	-	-	-	(31,587)	(31,587)	(173,104)
Disposals	-	-	(598,797)	(134,902)	-	(733,699)	(838,792)
Closing balance	33,228,595	35,963,551	20,558,477	319,460,852	16,764,561	425,976,036	407,548,279
<b>ACCUMULATED AMORTIZATION</b>							
Opening balance	-	18,900,479	13,117,977	144,656,220	-	176,674,676	168,203,026
Asset reclassification adjustment	-	-	19,340	(19,340)	-	-	-
Amortization current year	-	976,792	749,143	7,102,086	-	8,828,021	8,801,988
Amortization from disposals	-	-	(565,817)	(119,367)	-	(685,184)	(330,338)
Closing balance	-	19,877,271	13,320,643	151,619,599	-	184,817,513	176,674,676
<b>NET BOOK VALUE</b>	<b>33,228,595</b>	<b>16,086,279</b>	<b>7,237,834</b>	<b>167,841,253</b>	<b>16,764,561</b>	<b>241,158,523</b>	<b>230,873,603</b>
<b>NET BOOK VALUE (2015)</b>	<b>33,151,768</b>	<b>16,764,523</b>	<b>4,856,738</b>	<b>165,864,998</b>	<b>10,235,576</b>		



**SCHEDULE 3, PART 1 - CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>REVENUE</b>												
Taxes & parcel taxes	28,144,356	26,942,532	-	-	176,085	179,816	-	-	-	-	65,366	62,254
Payments in lieu of taxes	624,287	590,540	-	-	-	-	-	-	-	-	-	-
Sale of services	393,949	348,428	1,855,362	1,639,459	2,624,380	3,008,210	2,334,366	2,349,120	67,935	60,491	845,620	1,315,057
Services provided to other governments	1,182,451	1,137,794	432,780	426,690	-	-	-	-	59,973	60,032	-	-
Transfers from other governments	899,155	697,301	432,430	450,417	1,199,203	2,185,015	8,552	9,502	-	-	-	-
Investment and other income	840,915	647,012	-	-	656	134,444	-	-	-	-	-	-
Other revenue	-	352,101	-	-	183,638	188,985	17,000	-	-	-	167,907	151,563
Development cost charges recognized	-	-	-	-	105,136	83,285	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	929,765	296,637	-	-	-	-	-	-
Gain on disposal of tangible capital assets	-	-	-	-	89,662	276,637	-	-	-	-	-	-
	<b>32,085,113</b>	<b>30,715,708</b>	<b>2,720,572</b>	<b>2,516,566</b>	<b>5,318,525</b>	<b>6,353,224</b>	<b>2,359,918</b>	<b>2,358,622</b>	<b>127,908</b>	<b>120,523</b>	<b>1,078,893</b>	<b>1,528,874</b>
<b>EXPENSES</b>												
Amortization	240,668	252,842	376,046	375,406	4,428,956	4,548,924	-	-	670	689	6,523	3,870
Interest & debt issue expenses	(13,747)	(19,267)	-	-	293,687	350,849	-	-	-	-	-	-
Operating expenses	1,140,592	629,761	8,971,174	7,879,321	5,132,658	5,243,914	2,278,714	2,190,013	22,882	30,640	1,103,997	973,854
Wages & benefits	5,418,127	4,830,194	6,350,005	6,498,544	2,191,710	1,967,106	75,967	74,747	124,956	119,874	692,665	596,125
	<b>6,785,640</b>	<b>5,693,530</b>	<b>15,697,225</b>	<b>14,753,271</b>	<b>12,047,011</b>	<b>12,110,793</b>	<b>2,354,701</b>	<b>2,264,760</b>	<b>148,508</b>	<b>151,203</b>	<b>1,803,185</b>	<b>1,573,849</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>25,299,473</b>	<b>25,022,178</b>	<b>(12,976,653)</b>	<b>(12,236,705)</b>	<b>(6,728,486)</b>	<b>(5,757,569)</b>	<b>5,217</b>	<b>93,862</b>	<b>(20,600)</b>	<b>(30,680)</b>	<b>(724,292)</b>	<b>(44,975)</b>

See Note 16 for description of Segment Reporting categories.

**SCHEDULE 3, PART 2 - CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>REVENUE</b>										
Taxes & parcel taxes	508,084	504,717	28,893,891	27,689,319	704,307	700,379	(37)	2,080	29,598,161	28,391,778
Payments in lieu of taxes	-	-	624,287	590,540	-	-	-	-	624,287	590,540
Sale of services	980,146	962,618	9,101,758	9,683,383	5,322,313	4,997,616	6,602,340	6,029,275	21,026,411	20,710,274
Services provided to other governments	-	-	1,675,204	1,624,516	-	-	-	-	1,675,204	1,624,517
Transfers from other governments	67,900	4,762	2,607,240	3,346,997	-	-	6,948,066	4,045,529	9,555,306	7,392,526
Investment and other income	-	-	841,571	781,456	26,113	85,224	17,379	38,556	885,063	905,236
Other revenue	25,630	169,485	404,175	862,134	14,376	3,000	-	-	418,551	865,134
Development cost charges recognized	14,049	1,117,031	119,185	1,200,316	250,020	3,000	-	-	369,205	1,200,316
Contributed tangible capital assets	-	-	929,765	296,637	168,287	28,069	256,788	58,200	1,354,840	382,907
(Gain)/loss on disposal of tangible capital assets	-	-	89,662	276,832	(2,787)	-	(12,749)	(7,838)	74,126	268,994
	<b>1,595,809</b>	<b>2,758,613</b>	<b>45,286,738</b>	<b>46,352,130</b>	<b>6,482,629</b>	<b>5,814,288</b>	<b>13,811,787</b>	<b>10,165,802</b>	<b>65,581,154</b>	<b>62,332,222</b>
<b>EXPENSES</b>										
Amortization	1,339,544	1,264,155	6,392,407	6,445,886	1,247,512	1,181,363	1,188,102	1,174,740	8,828,021	8,801,989
Interest & debt issue expenses	-	-	279,940	331,582	34,628	34,628	18,235	18,422	332,803	384,631
Operating expenses	2,529,588	2,569,990	21,179,605	19,517,493	1,662,950	1,615,221	1,686,027	1,565,474	24,528,582	22,698,187
Wages & benefits	3,909,567	3,603,114	18,763,017	17,689,704	972,340	896,991	1,350,394	1,204,372	21,085,751	19,791,067
	<b>7,778,699</b>	<b>7,437,259</b>	<b>46,614,969</b>	<b>43,984,665</b>	<b>3,917,430</b>	<b>3,728,203</b>	<b>4,242,758</b>	<b>3,963,008</b>	<b>54,775,157</b>	<b>51,675,876</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(6,182,890)</b>	<b>(4,678,646)</b>	<b>(1,328,231)</b>	<b>2,367,465</b>	<b>2,565,199</b>	<b>2,086,085</b>	<b>9,569,029</b>	<b>6,202,794</b>	<b>10,805,997</b>	<b>10,656,346</b>

See Note 16 for description of Segment Reporting categories.



**PERMISSIVE TAX  
EXEMPTIONS**

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



## City of Campbell River | PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	Exempt Municipal Taxes
Anglican Synod Diocese of BC	228 S Dogwood St	5,841
Association Francophone de Campbell River	891 13th Ave	1,465
BC Conference of Mennonite Brethern Churches	250 10th Ave	382
BC SPCA	891 13th Ave	1,113
Bethany Evangelical Lutheran Church	201 Birch St	1,393
Bishop of Victoria	34 S Alder St	4,924
Campbell River & District Association for Community Living	1153 Greenwood St	7,323
Campbell River & District Association for Community Living	1185 Greenwood St	2,657
Campbell River & District Association for Community Living	1841 Island Hwy	1,969
Campbell River & District Association for Community Living	1851 Island Hwy	1,027
Campbell River & District Association for Community Living	435 Jesmar Pl	1,784
Campbell River & District Association for Community Living	689 Hudson Rd	1,542
Campbell River & District Museum and Archives	2250 Campbell River Rd	4,892
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	7,172
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	7,097
Campbell River & District Senior Housing Society	81 Dogwood St	2,042
Campbell River & District Winter Club	260 Cedar St	10,041
Campbell River & North Island Transition Society	1116 Dogwood St	834
Campbell River & North Island Transition Society	608 Alder St	2,124
Campbell River Air Youth Association	2371 Airport Dr	2,795
Campbell River Alano Club	301 10th Ave	2,033
Campbell River and District Food Bank Society	1393 Marwalk Cres	3,195
Campbell River Baptist Church	250 S Dogwood St	8,980
Campbell River Centre for Spiritual Living	516 S Dogwood St	2,746
Campbell River Chamber of Commerce	900 Alder St (portion of)	194
Campbell River Child Care Society	1048 Hemlock St	2,847
Campbell River Child Care Society	394 Leishman Rd	3,360
Campbell River Church of Christ	226 Hilchey Rd	1,870
Campbell River Church of the Way	451 7th Ave	970
Campbell River Community Arts Council	2131 S Island Hwy	5,072
Campbell River Eagles Water Ski Club	Mclvor Lake Park	538
Campbell River Economic Development Corp (Rivercorp)	900 Alder St	692
Campbell River Family Services	427 10th Ave (portion of)	7,776
Campbell River Family Services	544 Dogwood St S	2,076
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	73
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	3,615
Campbell River Gun Club Society	2600 Quinsam Rd	901
Campbell River Gymnastics Association	1981 14th Ave	6,040
Campbell River Head Injury Society	1710 16th Ave	2,816
Campbell River Head Injury Society	1720 16th Ave	2,816
Campbell River Head Injury Society	591 9th Ave	2,578
Campbell River Minor Hockey	225 Dogwood St S (portion of)	467
Campbell River Motocross Association	7021 Gold River Hwy	1,623
Campbell River Search and Rescue Society	261 Larwood Rd	12,796
Campbell River Trail Riders	900 Parkside Dr	2,293
Campbell River Trail Riders	900 Parkside Dr	1,183
Campbell River Tyee Judo Club	B 450 Merecroft Rd	1,459
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	1,285
Campbell River Volunteer Centre	900 Alder St	320
Campbell River Wado Karate Club	B 450 Merecroft Rd	1,459
Campbell River Youth Soccer Association	450 Merecroft Rd	1,045
Canadian Red Cross Society	520 2nd Ave (portion of)	17,681
Coastal Animal Control & North Island 911 Corp	275 to 385 S Dogwood St	1,947

# City of Campbell River | PERMISSIVE TAX EXEMPTIONS (CONTINUED)

Organization	Civic Address	Exempt Municipal Taxes
Community Futures Development Corp of Strathcona	900 Alder St	469
Comox Valley Regional District	6300 Argonaut Road	4,265
Comox Valley Regional District	6700 Argonaut Road	6,090
Eagles - Found Bike Program (RCMP)	900 Alder St	24
Foursquare Gospel Church of Canada	403 5th Ave	1,008
Foursquare Gospel Church of Canada	422 Colwyn St	970
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	1,531
Greenways Land Trust Laughing Willow Community Garden	1909 Lawson Grove	1,280
Guru Nanak Sikh Society	735 Pinecrest Rd	2,644
Habitat for Humanity	1725 Willow St	18,396
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	5,756
John Howard Society of North Island	140 10th Ave	6,671
John Howard Society of North Island	401 11th Ave	1,010
John Howard Society of North Island	91 Dogwood St	1,685
John Howard Society of North Island	980 Alder St	6,033
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	33,985
Museum of Campbell River Society	470 Island Hwy	55,124
Nature Conservancy of Canada	2485-2505 Island Hwy	4,291
Nature Trust of BC	1201 Homewood Rd	3,586
Nature Trust of BC	3200 Willow Creek Rd	2,955
Navy League of Canada	911 to 931 13th Ave	2,343
North Island Supportive Recovery Society	647 Birch St	1,070
Opportunities Career Services Society	101 300 St. Ann's Road	3,750
Pentecostal Assemblies of Canada	445 Merecroft Rd	3,117
President of the Lethbridge Stake	460 Goodwin Rd	3,286
Radiant Life Community Church	1251 Cypress St	3,261
River City Players Society	1080 Hemlock St	4,131
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	1,230
Salvation Army	1381 Cedar St	4,814
Seventh Day Adventist Church	300 Thulin St	1,493
St. John Council for BC	170 Dogwood St	3,372
St. John Society BC and Yukon	675 2nd Ave	1,762
Strathcona Regional District	103-990 Cedar St	2,041
Strathcona Regional District	301-990 Cedar St	1,991
Strathcona Regional District	303-990 Cedar St	3,039
Tidemark Theatre Society	1220 to 1240 Shoppers Row	14,571
Total Change Ministries	1400 Ironwood St (portion of)	2,098
Trinity Presbyterian Church	145 to 149 Simms Rd	2,108
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	5,212
United Church of Canada	415 Pinecrest Rd	2,147
Willow Point Lions Club Society	2165 S Island Hwy	3,586
Willow Point Supportive Living Society	1 142 Larwood Rd	796
Willow Point Supportive Living Society	2 142 Larwood Rd	783
Willow Point Supportive Living Society	3 142 Larwood Rd	783
Willow Point Supportive Living Society	4 142 Larwood Rd	783
Willow Point Supportive Living Society	5 142 Larwood Rd	796
Willow Point Supportive Living Society	8 142 Larwood Rd	783
Willow Point Supportive Living Society	9 142 Larwood Rd	783
Willow Point Supportive Living Society	10 142 Larwood Rd	796
Willow Point Supportive Living Society	12 142 Larwood Rd	5,398
Willow Point Supportive Living Society	100 142 Larwood Rd	14,848
<b>Total value of municipal taxes exempted</b>		<b>\$ 427,907</b>

# City of Campbell River | STRATEGIC COMMUNITY INVESTMENT FUND

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

Strategic Community Investment Funds	Use	Date	Amount Received
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	2014	\$ 303,261
		2015	\$ 450,417
		2016	\$ 422,430

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

### Traffic Fine Revenue Sharing Portion of the SCI Funds

<b>Intended Use</b>	Support police enforcement over the term of the SCI Agreement
<b>Performance Targets</b>	100% of funds are used to support police enforcement over the term of the SCI Agreement
<b>Progress made to fourth reporting period due June 30, 2015 for the fiscal year ended December 31, 2014</b>	100% of funds received in 2014 and the remaining funds deferred in 2012 were directed to the police operating budget.
<b>Progress made to fourth reporting period due June 30, 2016 for the fiscal year ended December 31, 2015</b>	100% of funds received in 2015 were directed to the police operating budget.
<b>Progress made to fourth reporting period due June 30, 2017 for the fiscal year ended December 31, 2016</b>	100% of funds received in 2016 were directed to the police operating budget.





# AWARDS + MILESTONES



Hudson, Rose McKay, Dick Murphy, Ned and June Painter, Bruce Saunders, Charles and Mary Thulin, David and Eliza Vanstone, Van Egan, Pat Martin, Skip McDonald, Mac McDougall,

## STEWARDSHIP AWARDS

The 15th annual awards program recognized efforts by volunteers, groups and businesses toward environmental excellence in Campbell River. Pictured are: Frank Jones and Marcus Willems (Air Quality / Alternative Transportation); Ross Mountain Farm, Michelle White (Pesticide Free / Urban Agriculture); Sidney Demuth and Jack Worsley (Water/ Energy Conservation); David Baar (Waste Reduction); Bill Murray and Dave Cuning (Habitat Protection/ Creation); Keely Finn, Mackenzie Bryla and Alexandria Uzzell-Paulos (Youth Special Recognition); Mainstream Biological (Environmental Excellence); Mikaia DeMaiffe-Elliot (Tom Easton Remembrance Youth Bursary).

Lynn Nash, Doris Ritchie, Jack Baikie, Wallace Baikie, Harper Baikie, Bob Langdon, Kimtalaga Elizabeth Glendale Quocksister, Lillie Thulin, Carol Chapman, Jacqueline Gordon, Chuck Saults, Jim Luckhurst and Barry Henshall.

## COMMUNITY BUILDERS



Another six exceptional Campbell Riverites were named community builders. Max Chickite, Mike

Gage, Bill Henderson, Jim Lilburn, Kris Mailman and Morgan Ostler were honoured by the City of Campbell River for their community contributions during an appreciation dinner and ceremony in April.

A total of 41 community builders have been recognized to date, including previous award recipients: Art Lightfoot, Ruth Barnett, Buford Haines, Roderick and Ann Haig-Brown, Sam and May Henderson, Tom and Mavis



### **PHOENIX LEADERSHIP STUDENTS RECOGNIZED**



Big thanks to five Ecole Phoenix middle school leadership classes who donated 2,358 volunteer hours to improve the lower, paved section of the ERT at 14th Ave. and identified invasive species to remove, such as blackberry, ivy and broom. With guidance from Greenways Land Trust volunteers, the students picked up garbage (including fire extinguisher parts and vehicle wheel rims), removed invasive plants and planted native species like alder and cedar. An Adopt-a-Walkway sign was mounted at the entrance of the ERT at 14th Ave. in honour of this work.

### **YOUNG SAFETY VOLUNTEER**

Mayor Andy Adams presented a letter of commendation and a certificate of recognition to Garrett Warkentin for his ongoing volunteer work to encourage his peers to spot the danger before they play. Garrett was born a left arm amputee, and he volunteers with the War Amps Child Amputee program (CHAMPS) as a safety ambassador. His determination inspires Council.

### **CULTURAL LEGACY**

For her legacy of sharing knowledge and cultural traditions with her community, Council recognized Carol Bear. Her commitment to sharing and teaching her cultural knowledge – through native dancing, singing and sewing the traditional button blankets – inspires others to learn and share them with future generations.



### **BOARD OF VARIANCE VOLUNTEERS**

Mayor Andy Adams publicly recognized Herb Osing and Chuck Saults for their years of volunteer service on the Board of Variance. These gentlemen have collectively served the community through more than 60 years on the City's board. It is extremely rare to have a citizen volunteer for such a length of time, and to have two such long-term volunteers is exceptional, the Mayor said.

### **HOUSE FIRE RESCUE**

Colby Shaw received the Fire Commissioner's Commendation Award, for his rescue (with his friend Glen Magbanua) at a house fire in June of 2014. Mr. Shaw and Mr. Magbanua saved four people that morning, ensuring everyone survived the blaze.

### **MIRROR NEWSPAPER WINS COMMUNITY SPIRIT AWARD**

The local newspaper won the City-sponsored Community Spirit honours during the Chamber of Commerce business awards. The Mirror has published in Campbell River for 45 years. The newspaper also publishes WAVE magazine and the Campbell River guide, supports hundreds of local events, and for the past three years donated almost \$1 million in advertising sponsorship to more than 120 local non-profits.





**CITY EMPLOYEES WIN WORKSAFEBC CONTEST**



Facilities service workers from the City’s recreation department submitted a winning entry when they named 23 hazards in the provincial January/February What’s Wrong with this Photo? contest published in WorkSafe Magazine. The team maintains a steady focus on safe work procedures, and continues to improve, through ergonomic equipment, safe work methods and training opportunities and examining options to reduce the use of chemicals for cleaning.

**FUTURE 15 WINNERS**



Congratulations to the City’s Community Planning and Development Services Manager Amber Zirnhelt and Finance Manager Myriah Foort on winning the Chamber of Commerce Future 15 awards!

**CITY EMPLOYEE B.C. WATER OPERATOR OF THE YEAR**

Ed Travanut (below left), the City’s water foreman, was awarded the 2016 Excellence in the Water and Waste Industry Award from BC Water & Waste Association. Travanut was nominated for his proactive and preventive maintenance planning, which has helped extend the operation of some critical assets, allowing the City to defer costly replacement of water assets as well as for his leadership skills, his calm, logical approach to problem-solving and his commitment to work and public safety.



**TWO VIDEO AWARDS**

The City won two Videographer Awards of Distinction for 2015 City videos Campbell River Smile and Revitalizing Downtown, Campbell River’s People Place. Approximately 16 per cent of the estimated 1,500 entries in the international competition received awards of distinction for exceeding industry standards. The City’s communications department scripted and produced both videos.



See Revitalizing Downtown, Campbell River’s People Place at <http://ow.ly/8RyF3oasgcd>

View Campbell River Smile at <http://goo.gl/m6Irm>

**LEADERSHIP EXCELLENCE**

Ron Neufeld, the City’s deputy city manager and general manager of operations was recognized with a professional service award for excellence in leadership from the BC Local Government Management Association. The award is for outstanding achievement and positive impact and contributions by local government professionals. Neufeld (below centre) is considered an exceptional recipient, who has demonstrated leadership in the development of management procedures and programs.





### **10-YEAR FINANCIAL PLAN ADOPTED – A FIRST IN B.C.**

The City's 2016 financial plan focused on long-term financial stability, and a 10-year budget was approved, a first in British Columbia. Council conducted its annual financial plan deliberations in December 2015, and the adoption in February was the earliest budget completion ever by Campbell River Council. A property tax increase of 2.45 per cent, including a newly-established ongoing capital funding of approximately 0.75 per cent (\$190,000 per year).

### **INTERNATIONAL AWARD FOR CITY BUDGET**



The City won a Government Financial Officers Association – 2016 Distinguished Budget Presentation Award for the Campbell River Financial Stability and Resiliency Program. The City has built upon this success and will apply again for the 2017 budget award.

### **ANOTHER BUDGET FIRST**

After months of planning, Council deliberated the 2017-2026 financial plan over three days in December 2016 and unanimously approved the budget for the upcoming year with a 2.5 per cent tax increase, including 0.75 per cent for ongoing capital investment. Council approved the budget on Dec. 14 and staff submitted the bylaw to the provincial ministry on Dec. 19 – the first municipality in BC to submit their 2017 financial plan bylaw.

### **POSITIVE PROVINCIAL AUDIT RESULTS**

A performance audit of the City of Campbell River's activities between 2010 and 2012 found that the City had many elements in place that are useful building blocks for strong capital asset management. In its March report, the Auditor General for Local Government said "Overall this is a positive report. While we found areas where the City could make improvements, these would be enhancements to an already sound foundation... In addition, the City had sound processes and controls to protect taxpayer interests in the planning and procurement of capital." The audit acknowledged a number of significant steps taken by the City since 2012 to strengthen its approach to asset management, including establishing a 10-year financial plan, an asset infrastructure management

committee and restructuring its reserves policy.

The report recommends updates to the City's purchasing policy, continued development of an asset management framework and its balanced, long-term financial planning approach to address risks related to infrastructure deficit. The City of Campbell River has committed to act on the audit recommendations

### **AUXILIARY FIREFIGHTERS RECOGNIZED**

In October, the hard work and dedication of auxiliary firefighters was recognized at the annual firefighter graduation and new recruit welcoming ceremony held at the Maritime Heritage Centre. Campbell River's fire department strives to be a leader in meeting the training standards set forth by the Province of BC for all its members.

### **RECYCLING SUCCESS**

Campbell River residents were among the lowest of the low when it came to the amount of unacceptable material in blue bin recycling boxes, making our community's curbside recycling program among the very best and most efficient in the province. The amount of unacceptable material in the city's single-stream recycling mix was 3.9 per cent.



## REVISED ENERGY AND EMISSIONS PLAN

Council endorsed a revised 2016 Community Energy and Emissions Plan. The City of Campbell River was selected as one of three municipalities in Canada to participate in the Getting to Implementation project and received 400 hours of free advising to update the 2011 plan and develop an implementation strategy. The revised plan was endorsed by a steering committee (right) and the City's Advisory Planning and Environment Commission. The plan is a non-statutory document that promotes Campbell River's status as an emerging leader in climate action, creating a healthier and more economically-viable community. The plan is linked to other plans and agreements, including the provincial Climate Action Charter and Council's Strategic Plan. A two-year funding partnership with BC Hydro supports the City's new community energy advisor position responsible for implementing the plan.



## NEW EMPLOYEE VIDEO

At Your Service, Campbell River features newer and long-term employees sharing in their own words their pride in the community and their work.

View At Your Service on the City's YouTube channel or website ([www.campbellriver.ca](http://www.campbellriver.ca)).

Big thanks to all employees who were interviewed for this video.



## SATISFACTION SURVEY

Results of the citizen satisfaction survey that interviewed 400 residents in September indicate that people are more satisfied with City services in 2016 than they were during previous surveys in 2013 and 2006. People who were not interviewed by telephone could share their opinion through an Internet survey, and 182 people completed the online survey. The detailed statistically-valid survey findings were presented at the Oct. 24 Council meeting.

## BYLAW AMENDMENT FOR WORKING, GUIDE AND SERVICE DOGS

Council adopted a bylaw amendment to waive dog licence fees for guide and service dogs, RCMP dogs and Search and Rescue dogs and to allow these dogs access to otherwise restricted public or park areas.

**EXTREME WEATHER  
SHELTER OPENED LONGER**

Thanks to additional funding from the provincial government, the extreme weather shelter for homeless people remained open downtown until June and re-opened in mid-October.

Council made up to \$5,000 available for safety modifications to the site next to the fire station on 13th Ave. This is the fourth winter that the portable extreme weather shelter was available downtown. In previous years, the shelter was open from the beginning of November until the end of March. The City contributed \$15,000 in 2015 to refurbish the shelter, and sponsored the operation of one of the rooms at a cost of \$6,000. The 16-bed shelter is owned and operated by Campbell River Family Services.

Also this year, Island Health announced funding support for a sobering assessment centre. The Campbell River RCMP is also actively working with Island Health to establish street-level access to health care support and services for adults in Campbell River living with substance disorders



**COME FLY WITH US!**

A new roadside sign highlighting the location of the Campbell River Airport was installed at the intersection of Jubilee Parkway and the Inland Island Highway. Big thanks to the provincial Ministry of Transportation, Grant Signs, McGrath Contracting Ltd., Epic Design Studio and Home Structural Inc. – and to the City’s Capital Works Department. No airplane travel coming up in your schedule? Visitors are welcome to drop by the YBL terminal to enjoy free Wi-Fi and a snack at the Fuel Up Café while watching planes come and go.

**MULTI-FAMILY RECYCLING**

All multi-family buildings are to implement recycling services by Dec. 31, 2016. Multi-Material BC will offer financial incentives to enable multi-family buildings to receive recycling services from qualified collectors at a low rate and in many cases free of charge. The City has provided multi-family building owners with information on the City’s bylaw changes and the MMBC recycling program, as well as educational material for residents.



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### **EARTH WEEK FILM FESTIVAL FOCUSED ON ZERO WASTE**

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Hosted by the Youth Action Committee, this event screened *Racing to Zero*, a film that tracks San Francisco's waste stream diversion tactics and innovative solutions as well as a short film that shares the story of The Campbellton Neighbourhood Association's new community garden. The Youth Action Committee chose these films to bring light to the importance of reducing our consumption and the amount of material that ends up in Campbell River's landfill.

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### **URBAN FOREST MANAGEMENT PLAN**

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This policy document signals a general intention to increase the level of tree canopy cover within Campbell River's urban area from 33 per cent to 40 per cent by 2035. If no action were taken, tree canopy cover could drop as low as 20 per cent. The plan contains a wide range of options for Council to consider to increase and improve tree cover. Along with increased property values, improved aesthetics and enhanced psychological wellbeing, urban forests provide a broad array of environmental, economic and social benefits, including: improved air quality; energy conservation through shade, cooling and wind reduction; storm water retention; noise buffering and wildlife habitat.

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### **AGE-FRIENDLY COMMUNITY GRANT**

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A \$20,000 grant from the BC Ministry of Health supported Campbell River's efforts to conduct an age-friendly assessment and community planning process in 2016.

The City pursued this work with the Campbell River Age-friendly Committee. Members include Campbell River Seniors' Centre Society, Campbell River Better at Home, Laichwiltach Family Life Society, Willow Point Supportive Living Society, Immigrant Welcome Centre and Campbell River Access Awareness Committee.

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### **WILLIS ROAD IMPROVEMENTS**

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During the 2016 budget deliberations, Council confirmed the priority to create safer cycling and walking access along this route. The project replaced deep storm water ditches with culverts, which allowed for a two-metre wide paved shoulder on Willis Road between Petersen and Carolyn roads. Work also included maintaining fish habitat in Fisher Creek and future spawning ground enhancements downstream of Willis. Wacor Holdings was awarded the contract for this work, valued at \$262,931.

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### **HERE WE GROW!**

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Campbell River saw another busy development year – with more than 95 development applications, 231 new business licences and 330 building permits reviewed. There has been a 25 per cent increase in development applications and a 30 per cent increase in building permits in 2016 over 2015 – a trend expected to continue into 2017. In addition to application reviews, more than 200 pre-application meetings with businesses and potential developers were conducted.

Downtown saw significant investment with the completion of Healthyway, Beach Fire Brewing and the construction of the new Tye Plaza apartment building. Willow Point is home to new So Cal, Sea Wok and Waffle House restaurants, while Campbellton is Nesbitt's Island Coffee's new location.



**OPEN ACCESS MUNICIPAL BROADBAND NETWORK**



The City is investing in a new open access municipal broadband network that will provide businesses in the downtown core with access to affordable, enterprise level high-speed internet. Island Coastal Economic Trust is supporting the project with a \$50,000 grant, which will help fund infrastructure to complete an existing broadband ring and to set up a co-location space for service provider companies. High-speed internet is a necessity for most of today's growth-oriented businesses, and the investment is expected to help foster a local tech sector economy. Campbell River will offer the first municipal open access broadband network on Vancouver Island and will serve as a model for other Island and Sunshine Coast communities.

**NEW ECONOMIC DEVELOPMENT OFFICER**

Rose Klukas became the City of Campbell River's economic development officer May 16. Council decided to make economic development part of City operations, and Klukas came to Campbell River following five years as director of economic development for the District of Kitimat.

Networking and developing strategic partnerships with the local and regional business community, all levels of government, First Nations and industry associations are top priorities for this role, which will also manage industrial and commercial inquiries, encourage expansion and development of existing businesses and promote Campbell River as a business-friendly community.

In November, the City launched its first edition of *In the Spotlight*, a quarterly newsletter highlighting business-related updates, resources, tips and advice, and information about Campbell River's economic development initiatives.



**TOURISM TRANSITION AND MARKETING PLAN**

With the economic development function integrating into City operations, Council undertook extensive community consultation to evaluate the best model for future tourism services delivery. A new five-year tourism strategy launches in early 2017 with a new tourism advisory committee and new management and operation of the tourism function.

Provincial approval of a three per cent tax on bookings for local hotel/motel rooms is anticipated to generate an additional \$250,000 per year to promote year-round tourism opportunities and build on community partnerships to enhance visitors' experiences. The goal is to raise awareness of Campbell River as a destination of choice and to increase the number of visits and longer stays in the community. 2017 is expected to be a busy year for visitors with Campbell River hosting the Association of Vancouver Island Coastal Communities and the Vancouver Island Sustainable Technology Association conferences as well as major events such as the BC Elders Gathering and Tribal Journeys hosted by the Wei Wai Kum and We Wai Kai First Nations.





### **REFRESH DOWNTOWN AND CR LIVE STREETS**

Public workshops to help develop options for downtown streetscape improvements were complemented with 920 survey responses from the general public and 550 responses from youth. The Refresh initiative highlighted the community’s priorities for creating a vibrant heart of the community by improving roadways, sidewalks, public gathering spaces, lighting, landscaping, decorative features, bicycle areas, parking, signage and the look and character of buildings.

The City is also undertaking infrastructure reviews for water, sewer, drainage and parking to be ready to support new development downtown. Small initiatives inspired by public suggestions such as the sidewalk “parklet” on Shoppers Row, and the Tidemark light canopy were undertaken this summer to help revitalize the heart of our community. CR Live Streets festival series ran three Wednesday evenings in August. Activities included an outdoor movie, a chalk fest event and a festival of art and artisans.

### **CROSSWALK ART**

The public art subcommittee enlivened crosswalks with temporary art installations to tie in with Council's goal of creating a vibrant and prosperous downtown core. The marine theme at Shoppers Row and 11th Ave. reflects the history of the location. Before the Tye Plaza development, this area was known as Codfish Flats.







### A NEW LOGGER MIKE

At nearly eight feet tall and 400 pounds, the new work of art in west coast red cedar by award-winning local carver Cody LaFrance replaces the weather-worn 30-year-old icon carved by Dean Lemke.

The old and new Logger Mike carvings were on display at Frank James Park, along with the Transformations on the Shore carving contest creations, right up until Canada Day, when they were part of the downtown parade. The new Logger Mike was raised partway up the spar pole in Spirit Square later in the summer.

### PARK FINDER MAP



The new easy-to-use Park Finder works on a desktop computer or mobile device and helps users locate a park or recreation facility and obtain information about recreation activities in the community (best viewed using the Chrome search engine).

### AIR PHOTO HISTORY MAPS

The new air photo history webmap includes photos from 1950 with additional images before 1980, and more from 1994, 2002, 2005, 2007, 2012 and 2014.

Aerial photos are regularly updated and often used by City staff to view and update data on community infrastructure, property boundaries, new buildings and to investigate illegal garbage dumping.



All interactive applications are available at [www.campbellriver.ca](http://www.campbellriver.ca) (under City Services / Maps).

### TRANSIT TRIP PLANNER

An online trip planner for the Campbell River Transit System website combines the latest BC Transit schedule and route information with the power of Google Maps. Type in trip origin, destination, date, and time of departure or desired arrival, and the most direct bus routes, connections and times are automatically calculated. BC Transit provided more than 600,000 passenger trips in 2015/16 in Campbell River.



### **WATER SUPPLY PROJECT PROGRESS CONTINUES**

Necessitated by the \$1.1 billion BC Hydro John Hart generating station replacement project in Campbell River, the largest single capital project ever undertaken by the City – a new community water supply – is nearing completion. A major milestone was reached in 2016. A new lake intake structure was attached to a 150-metre long section of 1.5-metre diameter pipe, which was submerged and fixed onto the lake bottom to connect to a further 135m section of 1.5 metre diameter pipe tunneled under the lake bed and connected to the

location of the future new water treatment facility. The final stage of the new \$26.2 million water supply project includes construction of the \$10,793,000 water treatment building in 2017.

### **OFFICIAL COMMUNITY PLAN REVIEW**

A seven-month review of the Official Community Plan included five public consultation sessions on four focus areas: secondary residences, commercial designations, development permit clarification and streamlining and Quinsam Heights.

### **ROAD REPAIR AND STREET LIGHT REPLACEMENT**

The City and Tayco Paving were busy repaving this spring. Major work included new pavement for: Dogwood between 4th and 7th avenues (southbound lanes); Evergreen from McPhedran to the old BC Hydro yard; Coho, Steelhead (connection to Park Road) and the top of Park Road. The City also replaced nearly 500 lamps with lower cost and longer-lasting light-emitting diode fixtures, with more to come throughout the community – continuing a retrofitting program that began three years ago





### **ROBRON TURF OPENS**

Grand opening festivities at the end of February coincided with the Youth Soccer Jamboree. The latest generation of synthetic turf, installed at Robron Park, provides a reliable year-round surface for athletic fields, built to withstand extended use and wet weather. Added benefits include a weed-free surface and a grass-like appearance that doesn't need to be watered or fertilized. Along with serving the needs of local sports organizations, the local economy will get a lift from tournaments hosted here.

### **COMMUNITY SUPPORT**

Council granted \$791,814 (\$427,907 City-funded) in tax exemptions to 76 culture and recreation, health, housing and community services organizations. Council also approved the Community Partnership Committee's recommendation to award \$578,214 in 14 grants to local organizations to assist with important community services and events.

### **BACK-TO-SCHOOL SAFETY**

This September, a series of City Currents ads and Facebook post reminded drivers about speed limits and other aspects of school zone safety. Each Facebook posts was seen by an average of 1,300 people, with one reaching more than 1,800. Students featured in the photos were enrolled in a Recreation Department program taking place at Cedar Elementary School over the summer.





### **OSTLER PARK SETS SAIL**

The July grand opening for the new playground in Ostler Park unveiled rubber surfacing inlaid with an orca and a treasure map, a toddler area and pirate ship play equipment for older adventurers complete with spy glass. The playground was funded in part by the Government of Canada's Enabling Accessibility Fund and Tire Stewardship BC.

The Lion's Club of Campbell River built the first playground at Ostler Park in 2001.



### **COUNCIL CURRENTS BY CITY AND SHAW TV**

Council Meeting Highlights published after each Council meeting became a new Shaw TV update called Council Currents. Hosted by City clerk Peter Wipper, the show captures key topics from the week's meeting highlights in a segment up to five minutes long. Episodes are also posted online on Shaw TV's YouTube channel and shared on Facebook.

Watch Council meetings live through the City website (follow the link from the home page at [www.campbellriver.ca](http://www.campbellriver.ca)) and sign up to receive Council Meeting Highlights, Council agendas and other City news via email through the newsroom section on the website.

### **CHILDREN'S CHARTER**



The City, Kwakiutl District Council and School District 72 were part of a ceremonial signing of the Campbell River Children's Charter, which outlines support for children's esteem, safety, social and basic needs.

### **REPAIR CAFÉ**



The City held two more Repair Café events this year, where volunteer fixers worked on small appliances, stereos, video components, electronics, phones, cell phones, clothing, upholstery, digital cameras, jewelry, musical instruments, wooden chairs, toys, bikes and more.

Repair Cafe is a worldwide initiative started in Amsterdam in 2009 to encourage people to repair broken belongings and learn practical skills. There are now more than 900 Cafes in 22 countries worldwide.



City Clerk Peter Wipper hosting Council Currents

## POWER DOWN 2

Power Down 2 Campbell River offers rebates on home energy evaluations conducted by a qualified energy advisor who will assess a home's efficiency and make recommendations for improvements. This incentive program builds on Power Down Campbell River that ran in 2013 as a home energy conservation video challenge between five families. The winning family received \$1,500 for energy-efficiency renovations. The City provides top-up funding to both the Province's Oil to Heat Pump program and to a number of rebates available through the BC Hydro and FortisBC Home Renovation Rebate Program.

## NATIONAL TREE DAY

Mayor, Council and the City of Campbell River's Forestry Task Force planted a red horse chestnut at the Splash Park in Willow Point Park to mark National Tree Day. The Forestry Task Force was created by the City of Campbell River earlier in 2016 to enhance and retain business, attract new forest investment capital and enhance the sustainability of the forest sector.



## FIRE TRAINING

Crews from the Campbell River Fire Department and the BC Wildfire Service joined forces to train together in July, strengthening emergency response to fight forest or wildland fires near developed areas. The training included planning to combine resources when necessary and hands-on work with portable pumps and water tanks, drafting from a minimal water source and water shuttling – all techniques to employ when a fire is burning far from a readily available water source.

## YOUTH ACTION COMMITTEE



The Youth Action Committee of 2015/2016 was made up of approximately 15 high school students in grades 9 to 12 at Carihi and Timberline schools. Highlights from the year include the Earth Week Film Festival, a presentation to Council on YAC's downtown revitalization survey, a visit from MLA Claire Trevena, and making recommendations to the transportation department about cycling in Campbell River.

## BEST EVER BIKE TO WORK AND SCHOOL WEEK

This was the ninth year that Campbell River residents and businesses participated in Bike to Work Week. Close to 150 teams participated in 2016, compared to 90 in 2015. A total of 480 riders (104 first-time riders) logged more than 18,000 kilometres.



## WOOD STOVE EXCHANGE



Back by popular demand for a sixth season, Campbell River's wood stove exchange

program helped residents switch out uncertified wood stoves with a high-efficiency cleaner-burning wood, pellet or gas heating appliance certified to national standards. The exchange program is made possible through an \$8,900 grant from the BC Lung Association with support from the Province of BC and the Hearth, Patio and Barbecue Association of Canada and participating local retailers.



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### **INDUSTRY SUPPORT FOR VALUE-ADDED WOOD**

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Campbell River contributed \$5,000 to explore opportunities for value-added wood production on Vancouver Island. The recommendation to support this economic development project led by the Vancouver Island Economic Alliance came from the City's Forestry Task Force. The City is one of a number of community and private sector partners contributing \$30,000 toward the total budget of \$60,000. The Island Coastal Economic Trust is funding the other half of the budget.

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### **FALL RAINS, FLOOD WARNING ALONG RIVER**

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City crews worked to protect properties along the river when fall rains brought a flood warning.

On the Remembrance Day long weekend, crews built a foot-high, 75-metre long sandbag berm to reduce the possibility of water overflowing the lowest part of the river bank in front of the Campbell River Lodge. In case the water level in the river overflowed the banks despite the additional height gained with sandbag berm, City crews also built a temporary 90-metre dike adjacent to the Campbell River Lodge parking lot to prevent water from spreading into low-lying areas of Campbellton. The temporary dike of portable steel-cage containers filled with gravel and sand extended from Redwood Street almost to Petersen Road.

Funding for the portable flood protection system supplies and dike assembly work came from the provincial emergency program. The City made sandbag supplies available for property owners, and

Campbell River fire fighters went door-to-door twice with written notices advising people of the flooding risk and how to prepare to protect their property from flood damage.

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### **MOSAIC MURAL**

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Campbell River's Canada 150 Mosaic Mural was a collaborative effort between the City's Public Art Committee, local First Nation artist Curtis Wilson, mosaic artist Lewis Lavoie and 400 Campbell River residents. This is one of the 150 murals connected across the country to celebrate Canada's 150th birthday in a 365-metre virtual train. Campbell River's mural represents our past and future. The mural features Discovery Passage, the view of Quadra Island from Campbell River with the iconic Cape Mudge lighthouse, a Tyee row boat, and a symbol of a wild salmon created by Curtis Wilson.

Through July and August 2016, Campbell River residents painted tiles. Mayor and Council, local professional artists, children, parents and even one family dog contributed to this creative endeavour. (See the completed mural on the front page and on display in Campbell River's downtown Community Centre.)









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