



City of  
**Campbell  
River**

# **DRAFT FINANCIAL PLAN**

## **2017-2026**



## City of Campbell River Mayor and City Council



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## City Manager's Report



The challenge of putting together a resilient, forward-focused city budget is finding the right balance between meeting the demands of a changing and growing community, the aspirations of residents and the reality of operating and maintaining the essential infrastructure. Within the 2017 budget you will find a mix of new capital projects, vital to the economic future of the community, to residents' and visitors' experience of our city. You will also note much-needed operational and capital infrastructure and maintenance projects.

The City of Campbell River's annual budget drives Council's strategic plan forward. With a focus on relationships, livability, economic development and continuing good governance and management, the budget recommends key initiatives developed and led by staff to be selected by Council for approval. Last year the City of Campbell River introduced and tabled its first 10-year budget, building a solid foundation for the City's future and for incremental change balanced with stable, predictable tax rates. The 10-year horizon allows for us to anticipate community needs within a longer term horizon, and also creates the opportunity for us to implement our long-term vision and create a city that maximizes Campbell River's opportunities.

The 2017 City budget can be described as cautiously optimistic, a fiscally-responsible approach to riding the current wave of development. We have experienced significant levels of construction and investment in the Campbell River over the past year. Building permits and planning applications, and BC Assessment data support the current interest in the community. Consulting residents and stakeholders was key to ensuring plans are in line with the new flux of residents and businesses to our community.

Updating our Sustainable Official Community Plan, undertaking a Downtown Refresh development plan, initiating a municipal broadband fibre network that offers affordable enterprise level internet access downtown, bringing the economic development function into city hall and developing a new 5-year strategic plan for tourism, are all key initiatives that provide the foundation for the 2017 budget and build on the optimistic outlook for Campbell River.

At the same time, the City is undertaking the largest single capital project in its history: the new water intake project that will provide a new community water delivery system. With phase I successfully completed in 2016, the 2017 work plan and budget is focused on the construction of the new water treatment building and commissioning our new water delivery system. The budget contains many other important infrastructure projects from sewer and storm drains to roads infrastructure, new fuel delivery and a much-needed parking machine at the airport, to name a few.

We have a balance of optimism in the new initiatives and capital projects and a careful approach in maintaining the community's basic infrastructure, planning for future climate change and sea level rise, and making sure that the interests of our residents, businesses and stakeholders are addressed. The

proposed budget provides an ambitious operational and capital plan that we believe is both desirable and achievable.

Your dedicated City management team has worked to provide Campbell River with the best combination of budget items to meet both community needs today and to create the best possible future. I invite you to read and review the proposed budget and engage with staff and council in the budget process that drives our city forward.

Deborah Sargent  
City Manager

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Overview



## Finance Manager's Executive Summary

The 2017 Financial Plan is built on the budget parameters adopted in 2016 with a focus on long-term strategic planning with incremental tax increases for all components of the budget. The budget proposed provides stability for the City's citizens while providing adequate funding for all levels of City services. This includes funding for:

- Base operating service levels,
- Capital renewals and improvements,
- Moderate increases to service levels, and
- One-time operating projects and initiatives.

The Financial Plan proposed provides an overall tax increase that falls in line Council's budget parameters, with a proposed 2017 tax increase between 2.5 to 3 per cent. The City realized some exceptional non-market change tax revenues this year totaling \$505,000; half of this was related to a one-time realignment project by BC Assessment Authority. This additional revenue allows the City to fund additional ongoing new service levels that focus on supporting ongoing development in the community, as well as increases to parks amenities services and additional funding to ensure that the City's core assets are maintained.

Included in the 2017 proposed tax increase is a 1 per cent tax increase which is allocated directly into the capital plan for community infrastructure renewals and enhancements. The City is focused on incrementally increasing this capital funding to ensure ongoing investment in the City's core assets to ensure ongoing service delivery. This incremental tax increase for capital is becoming a popular method for local governments to fund capital investment, as it avoids the requirement to fund capital solely through external borrowing or not having funding to upgrade capital assets which leads to increased costs in the future and reduced service levels.

The 2017 Financial Plan is a very focused budget aligning with Council's strategic priorities, including ongoing downtown revitalization and Shopper's Row Upgrades, community amenity upgrades such as the Big Rock Boat Ramp upgrades and Robron Fieldhouse construction. The City is also completing the significant Water Supply project in 2017 and into early 2018 therefore 2017 will be a busy year for the City wrapping up some key projects. The capital plan is focusing on the balance of funding strategic priorities and community enhancement projects, as well as ensuring ongoing asset renewal is funded to continue to upgrade and maintain existing assets.

The City has faced significant financial challenges in past years - most recently the closure of the pulp and paper mill in 2012. With this closure, the community lost many high-paying jobs and the City itself dealt with a 25% loss in property taxation. Residential property owners took on some of this burden, but the remainder involved an internal review of the City's operations and related cuts to service levels, cuts

to capital funding and the use of existing reserve funds to balance the budget. Since 2012 the City has continued to hold the line on the budget while continuing to review the budget for reductions where possible. This has led to a strained Financial Planning process with pressure on City Council and staff to maintain service with little to no tax increase followed by large one-time increases to offset the ongoing increases to costs.

During 2016 Financial Planning, the City changed its budget process to a strategic and long-term outlook with a focus on moving past its previous challenges and making decisions for the City's future. The City could no longer continue to hold taxation and maintain services and infrastructure; reserves continued to be depleted with minimal annual replenishment, therefore the City decided to forge a new path. This included an assessment of the current financial realities and developing a program that would provide for long-term stability and resiliency for the City's citizens and eliminate the volatility in the annual tax increases. 2017 is further engrained this long-term focus.

Many new initiatives were undertaken in the 2016 Financial Planning process which resulted in a comprehensive program the City has named the *Financial Stability & Resiliency Program*. This program includes many foundational components that ensure the City is using its resources in the most efficient manner and produces a stable annual tax increase. The key components include: a ten-year financial plan, annual budget parameters, reserve restructure and net funding model, reserve waterfall structure, business case decision making, and zero based operational budgeting.

The major wins for the City are the stability provided by a long-term planning horizon coupled with the consistency, surety and risk reduction regarding future services. For our elected officials the *Financial Stability & Resiliency Program* offers huge political wins as the local government is viewed as a leader in sound fiscal practices. Impact on public confidence cannot be understated. Internally, good governance goes a long way to increase staff morale and promotes the local government as a great employer. The City won the most distinguished budgeting award for local governments for its 2016 Financial Plan, the *Government Finance Officers Association (GFOA) North American Distinguished Budget Presentation Award*.

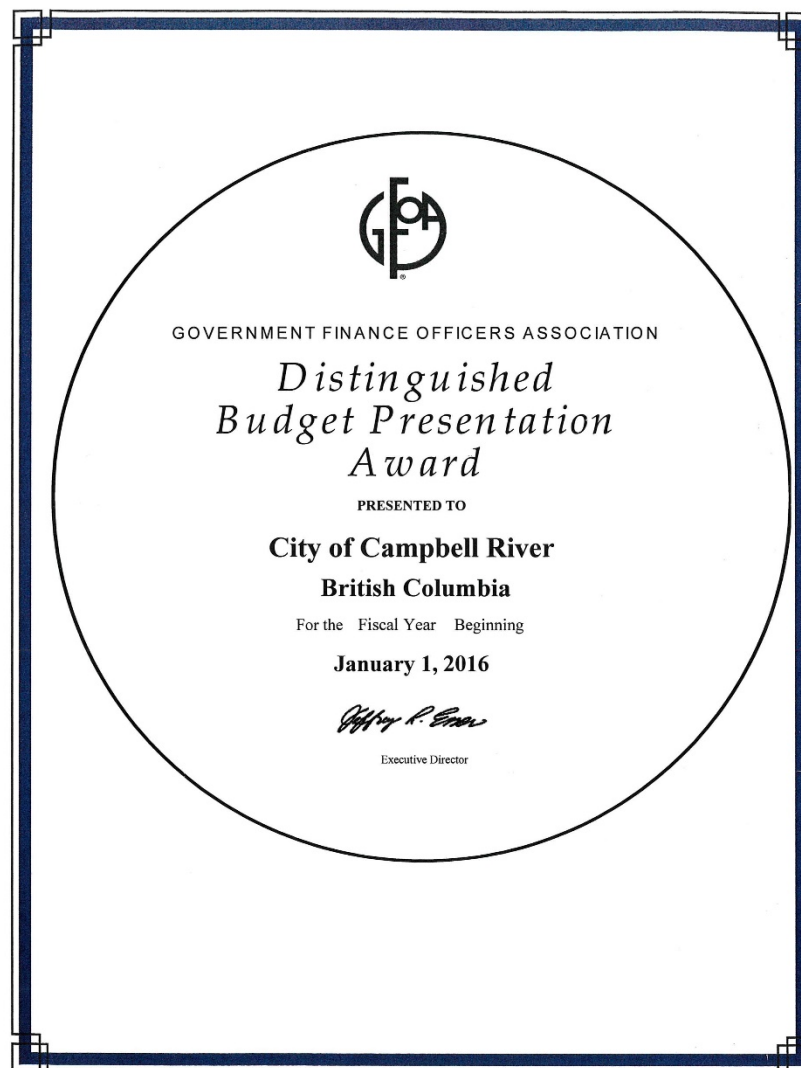
The 2017 Financial Plan has continued this best practices path and the City is continuing to fine tune the strategic decision making process with a focus on value for taxpayers for services offered today and in the future. The City has continued to see ongoing residential and commercial development and interest to invest and live in Campbell River. The 2016 Community Survey supported that the citizens appreciate the level of services offered by the City and identified they are supportive of paying for these services and increased amenities, as long as the funding is being used strategically to enhance service levels and invest in City infrastructure.

The City is committed to the ongoing financial stability and incremental service level and capital upgrades across the community, within defined budget parameters. The proposed Financial Plan for 2017 is focused on Council and the community priorities and direction for strategic priorities.

## Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Campbell River, British Columbia for the Annual Budget beginning January 1, 2016. The 2016 Financial Plan is the first budget at the City to receive this award. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe the current budget continues to conform to program requirements, and the City will be submitting it to GFOA to determine its eligibility for the 2017 budget award.



## Reader's Guide to the 2017-2026 Financial Plan

The primary function of the Financial Plan is to provide information relating to the funding requirements of the City given the services Council has authorized us to provide for the residents. The Financial Plan should provide information supporting decisions and serves the additional role as:

- A policy document describing the financial policies guiding the development of financial plans and priorities.
- An operational guide helping staff manage daily operations by providing financial and human resources available for service provision.
- A communications device providing all readers with a comprehensive overview of the services provided by the City and the resources required to provide those services.

The 2017-2026 Financial Plan has been grouped into five sections:

### 1) OVERVIEW

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

### 2) FINANCIAL REPORTS

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

### 3) BASE OPERATING BUDGET

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2017 goals, objectives and work plans, 2016 highlights.

### 4) CAPITAL BUDGET

The capital budget section includes all capital projects in the ten-year capital plan. Each project details the department, budget, operating costs, category, funding source, whether managed by capital works, project description and justification, and relation to Council's strategic priorities.

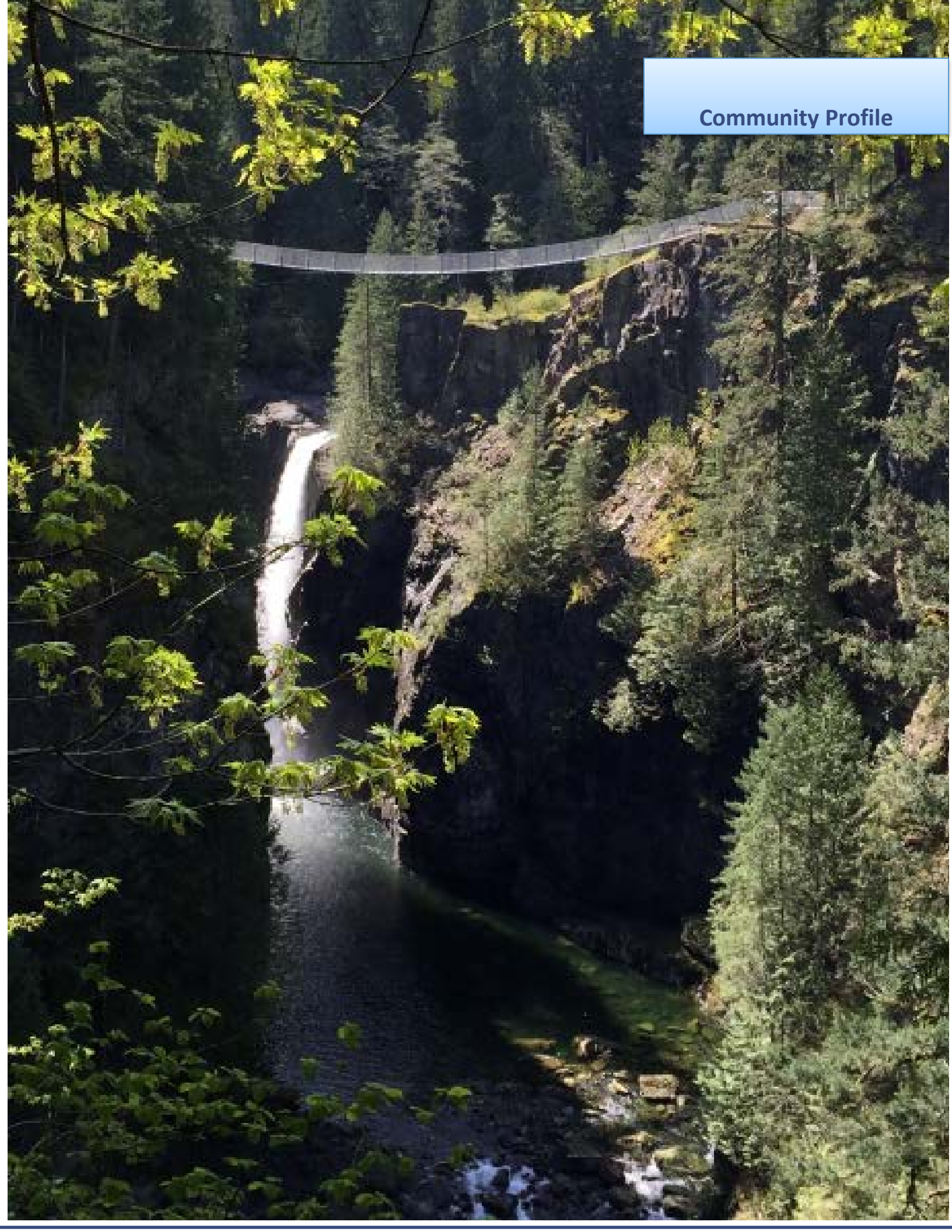
### 5) SERVICE LEVEL CHANGE

The service level change section includes all ongoing new service level increases recommended to Council for approval.

### 6) OPERATING PROJECTS

The operating project section includes all operating projects organized by Council strategic initiatives, financial stabilization staff recommended projects, and projects funded by other reserves.

## Community Profile



## Community Profile: Enriched by Land and Sea

### Lifestyle

With natural beauty and marine setting as a backdrop, Campbell River offers an inviting blend of rural and urban opportunities with the amenities of a large city and the welcoming feel of a small town. A vibrant downtown, affordable housing, and a mild west coast climate that allows for year-round outdoor recreation and an unparalleled lifestyle, are attracting young families and professionals to the area.

With a coveted lifestyle, the community is home to creative thinkers and outdoor enthusiasts. For those in Campbell River quality of life means:

- a mild west coast climate,
- world class outdoor recreational opportunities,
- stunning ocean and mountain views,
- vibrant culture and heritage,
- a healthy work-life balance,
- a congestion free drive to work,
- easy access to Vancouver,
- affordable housing, and
- family-friendly amenities.







Residents have access to top-of-the-line recreational facilities found throughout the City including:

- [Pools](#): There is an indoor pool open year-round and an outdoor pool open to enjoy during the summer months.
- [Sportsplex, Splash Park and Skate/Terrain Park](#): This multi-use facility is set up for a variety of activities including a splash park, racquetball, squash courts, outdoor skateboarding and BMX riding, and baseball and soccer fields.
- [Parks and Trails Network](#): With more than 50 kilometers of trails and 1500 hectares of parkland in Campbell River, there are natural and green spaces throughout the city.
- [Ice Arenas](#): There are two indoor ice arenas available for public skating, hockey and figure skating clubs, and skating lessons.
- [Community Centre](#): This centre has a range of quality programs and services for sports, fitness, and arts and crafts.
- [Outdoor Facilities](#): Throughout the City there are outdoor sporting facilities including all weather fields, a lacrosse box, tennis and volleyball courts, disc golf, and soccer and baseball fields.

There are also a number of athletic organizations and clubs for residents to enjoy and meet like-minded people including triathlon, swimming, running, curling, dance and gymnastics, and martial arts. The City has an active recreation program providing programs, services, and special events for all ages.

## Location

Campbell River is situated along the scenic shoreline of Discovery passage, midway on Vancouver Island. As one of the largest cities on Vancouver Island and the largest city in the Strathcona Regional District (SRD), Campbell River is a thriving central hub for the region.

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



## Population

Campbell River is the second largest city on Vancouver Island, outside of the Victoria metropolitan area. With a population of 38,100, it is the most populated community in the Strathcona Regional District (SRD). The city population increased by 4% between 2012 and 2015 and projections show continued growth in the area with the SRD estimated to reach 50,600 in 2035.

## Growth and Development

The City is undergoing an exciting period of community and economic development, embracing new economic prospects as its economy continues to diversify and attract the industries and workforce of the future. With a proud history in forestry and fishing, flourishing tourism and aquaculture sectors, Campbell River has a supportive network for companies interested in further developing the supply chain and producing value-added products. Embracing innovation and technology in a changing economy, the City has invested in a progressive Municipal Broadband Network to support the emerging opportunities in the high technology and creatives industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and opening up commercial opportunities for aerospace.

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

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



## Industry

The three industry sectors employing the highest percentage of the labour force are: Retail; Health Care and Social Assistance, and; Forestry, Aquaculture, and Agriculture.

Industry	Number Employed	% Employed
<b>Retail Trade</b>	2,670	16%
<b>Health Care and Social Assistance</b>	1,995	12%
<b>Forestry, Aquaculture, and Agriculture</b>	1,685	10%
<b>Construction</b>	1,355	8%
<b>Accommodation and food services</b>	1,180	7%
<b>Educational Services</b>	930	6%
<b>Government/Public Administration</b>	840	5%
<b>Real Estate, Finance &amp; Insurance</b>	840	5%
<b>Other Services</b>	770	5%
<b>Professional, scientific and technical services</b>	765	5%
<b>Transportation, and Warehousing</b>	755	5%
<b>Mining, quarrying, and oil and gas extraction</b>	685	4%
<b>Arts, Culture, Recreation, &amp; Entertainment</b>	580	4%
<b>Administrative and support, waste management and remediation services</b>	555	3%
<b>Other Manufacturing, Utilities &amp; Telecom</b>	505	3%
<b>Wholesale Trade</b>	395	2%

*Source: Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034*



## Demographics

Selected Census Characteristics	
Campbell River	
Characteristics	2011 Census
<b>Total population in private households by citizenship</b>	30,725
Canadian citizens	30,075
Canadian citizens aged under 18	6,135
Canadian citizens aged 18 and over	23,940
Not Canadian citizens	650
<b>Labour Force (15+years)</b>	15,810
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>	
No certificate, diploma, or degree	17,220
High school certificate or equivalent	2,270
Post-secondary certificate, diploma or degree	5,090
Apprenticeship/trades certificate or diploma	9,855
College, CEGEP or other certificate or diploma	3,015
Certificate or diploma below bachelor level	4,140
University certificate, diploma or degree	590
Bachelor's degree	2,100
Certificate diploma or degree above bachelor	1,365
	735
<b>Median Income (2010)</b>	
Males	28,329
Females	39,201
Median Family Income of economic families (2010)	21,537
	69,484
<b>Dwellings</b>	
Owned	13,425
Rented	9,975
	3,450

Source: Statistics Canada. Notes: statistics are from the 2011 Census

## Historical Highlights

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 50<sup>th</sup> parallel on the East coast of Vancouver Island. We are the third largest city on the island, with a population of 32,000, and the urban service centre and hub community for approximately 60,000 people living and working in our region.



Campbell River is home to three First Nations:

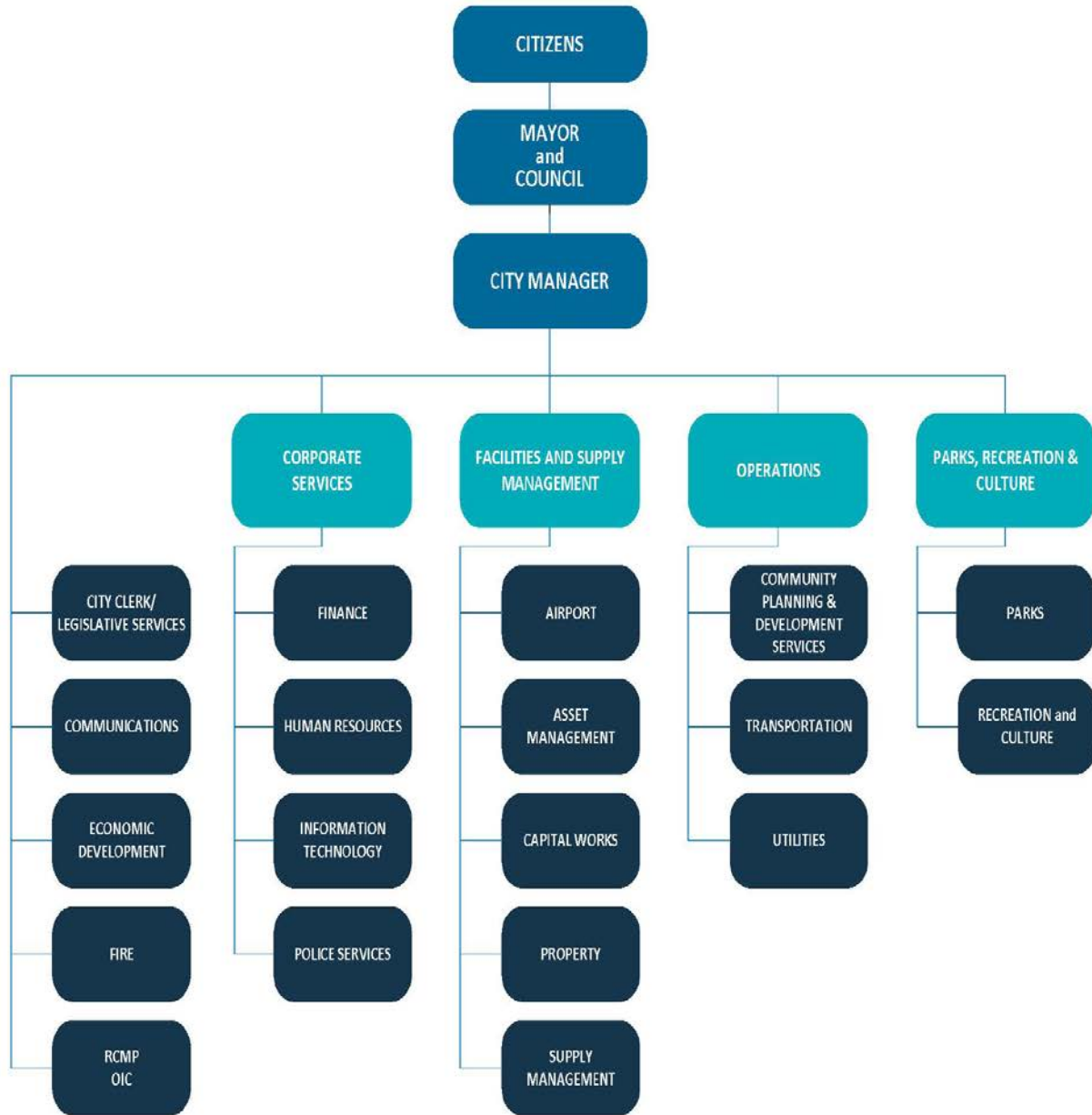
- Wei Wai Kum First Nation (Campbell River Indian Band)
- Wei Wai Kai First Nation (Cape Mudge Indian Band)
- Homalco First Nation

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 “rocked” Campbell River. The Ripple Rock explosion removed the top of a marine hazard in Seymour Narrows that had claimed at least 114 lives. The spectacular blast moved 100,000 tons of rock and water, allowing larger vessels through the passage. At the time, the Ripple Rock blast was the world’s largest non-nuclear explosion. These and other interesting historical facts are showcased on more than 20 information panels found around the Museum and in the downtown area of the city.





## Organization Chart





## Vision, Mission, and Values

### MISSION

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

### VISION

The Corporation of the City of Campbell River is:

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



### VALUES

**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 are 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.

## Non-Financial Goals

### Vision 2025

#### ECONOMIC PROSPERITY

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

#### NATURAL ENVIRONMENT

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

#### RECREATION

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

#### INCLUSIVITY AND DIVERSITY

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

***“This is what we strive to achieve as we move towards 2025”***

#### CULTURE AND HERITAGE

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

#### HEALTH AND SAFETY

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

#### EXCELLENCE IN LOCAL GOVERNMENT

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

#### DYNAMIC FAMILIES

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

# Strategic Plan 2015-2019

“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 etc.

**2017 Financial Planning  
Overview**



## Legislation

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

- Section 165 of the *Community Charter* states that “The total of the proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year,” meaning that Municipal budgets are required to be balanced.
- Section 165 of the *Community Charter* also states that “A municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted.” The financial plan bylaw can be adopted at any time in the fiscal year.
- Section 166 of the *Community Charter* requires that “A Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted.”
- Section 197 of the *Community Charter* states that, after the adoption of the financial plan, Council must adopt the Tax Rates by Bylaw before May 15<sup>th</sup> of each year.

## Long-Term Financial Planning

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

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

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

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

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

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

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

## Stable Tax Rates & User Fees

In the last five years the City has had a volatile tax rate ranging from 13.6 to 1.7 per cent with no strategic plan on what the ongoing financial needs of the City are past the current year. In building the ten- year financial plan, the focus is on providing ongoing stable funding without the need for one-time large tax rate increases in any one year, to provide stability to the community and to the City. The ten-year Financial Plan provides for a stable annual tax rate increase between 2 to 3.5 per cent. This tax rate provides stable ongoing funding to maintain base services, meet demands for moderate enhancements or new service levels, as well as ongoing capital infrastructure investment.

The capital funding portion of the annual tax rate provides funding for ongoing capital investment which can be spent to fund capital projects through the City's reserve funds or the funds can be re-allocated to debt servicing as the City considers external borrowing for significant upcoming capital projects. This annual capital tax increase provides for incremental increases to capital with the expectation that the citizens are aware of the stable tax rate increases, versus significant one-time large tax increases to fund debt servicing or an emerging capital project. The core feature of the budget parameter tax rate is that the City is focused on funding all areas of the budget through these parameters, without the need for ongoing additions to this baseline.

Stable tax rates provide a message to the residents, businesses, and investors that Campbell River is a stable place to live, work and invest in. The community can expect service levels to be maintained including the amenities and capital infrastructure which ensures a stable community today and in the future.

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

## Budget Parameters

In order to ensure stable tax rates and user fees are maintained while ensuring all service levels can be maintained over the long-term, budget parameters were developed to ensure funding is provided for all levels of City service. This includes inflationary cost increases for base service levels, ongoing funding to maintain capital infrastructure, and moderate funding for new or enhanced service levels to meet the demand from the community and the growth of the City.

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

Budget Component	Low Range		High Range	
	%	\$	%	\$
Base Budget	1.5	375,000	2	500,000
Capital Budget	0.5	125,000	1	250,000
Ongoing New Service Levels	-	-	0.5	125,000
<b>All Services</b>	<b>2%</b>	<b>\$500,000</b>	<b>3.5%</b>	<b>\$875,000</b>

### Base Budget Parameters

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

### Capital Budget Parameters

Another key component of maintaining service levels in the community is upgrading and maintaining capital infrastructure on an ongoing basis. The budget parameter for ongoing capital investment will increase by an annual 0.5 to 1 per cent increase to provide stable capital funding. This does not provide significant funding to the capital program in any one year, but cumulatively this will result in significant ongoing investment in the capital program to ensure effective delivery of service. This funding is focused on asset renewal and upgrading existing infrastructure assets.

This ongoing capital investment parameter includes increases to operating costs related to new or enhanced capital projects. The City includes an estimated cost to operate any new assets in the capital



plan therefore, any approved projects with an associated cost to operate will be added to the base operating budgets of the respective departments. This provides a whole picture to Council of the capital and operating cost of a capital project and provides sustainable funding to service the asset.

### **Ongoing New Service Level Parameters**

With the ongoing growth in the City and demand from the community for increased services and amenities, a moderate parameter has been provided for new or enhanced service levels of an annual 0 to 0.5 per cent tax increase or \$125,000 per year. The budget parameter related to new or enhanced service levels has the most flexibility and possible limitation; if the City realizes an extraordinary revenue such as a high construction year and related increase in non-market change revenues or other additional revenues increased to the base budget, the parameter could be increased. Alternatively, if the base budget has a decrease in revenues or unexpected cost increases over the expected base budget forecasts, this could limit the ability to offer new or enhanced services in that year.

### **Operating Project Parameter**

An additional budget parameter is for operating projects of \$125,000 per year for those funded by the financial stabilization reserve. This funding parameter ensures that strategic operating projects and initiatives can be completed without the need for an additional demand on the annual tax increase. Alternatively, if funding is not adequate in this reserve these projects may not be possible each year.

## Budget Principles

### Base Budget Principles

In order maintain base service levels, annual inflationary cost increases will be funded through the annual budget parameters. Revenue forecasts in the ten-year financial plan are based on known contracts for shared services, conservative estimates for user fees, and other revenues. The City follows zero-based budgeting therefore all expenses are maintained at zero increase, to the exception of contractual increases for wages and benefit, external ongoing contracts such as RCMP and transit, utility increases including hydro, and insurance premium increases. All other costs are maintained at zero year to year to ensure costs are maintained within the base budget. This core principle ensures that the base budget parameter of 1.5 to 2 per cent annual tax increase can be maintained, which ensures ongoing capital investment and new and enhanced service levels can also be afforded in the budget.

### Capital Budget Principles

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

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

In addition to funding limitations and priority focus, the ability for the City to deliver the capital plan within work plans is a key consideration. The City is committed to presenting a realistic capital plan to the community that provides a picture of the improvements that are planned to capital infrastructure amenities within the ten-year financial plan. A realistic capital plan also ensures that adequate funding can be planned for.

The City has many demands for maintenance or enhancement projects with limited funding, therefore priority decisions must be made to ensure a strategic capital plan is approved. Projects that may be important, but funding is not adequate or additional information is required are presented "below the line" in the budget package. This provides a complete picture of all important projects including those that are not currently on the work plan. Only projects "above the line" with a defined funding source are included in the financial plan bylaw.

### **Ongoing New Service Level (SLCR) Budget Principles**

The funding available for new or enhanced service levels is limited given ongoing funding constraints. New or enhanced service levels will be strategic and focus on Council's strategic priorities and/or integral to delivering ongoing service levels to the community.

Increases to service levels will be incremental and meet community needs given growth and service level demands. Priorities will be determined with a long range focus on community needs.

The City has many demands for increased service levels with limited funding, therefore priority decisions must be made to ensure increases to service delivery is made with a strategic long-term focus on community needs. Increased service levels that may be important, but funding is not adequate or additional information is required are presented "below the line" in the budget package. This provides a complete picture of all important increases to service levels, which may be funded in the future with windfall revenue sources. Only increased service levels "above the line" and fully funded are included in the financial plan bylaw.

### **Operating Project Principles**

The gaming reserve is utilized for Council's strategic operating projects and community enhancement projects including Council contingency utilized to approve community grants requested of Council during the year, social grants, public art, downtown façade and signage improvements, and other operating projects such as supporting one-time community events. Additionally, the gaming reserve has been utilized since 2012 to fund the net costs of operating and maintaining the centennial pool, as well as offsetting a portion of the City's overall operating costs. The use of gaming funds to offset operating costs and programs is common with other municipalities.

The annual \$125,000 from the financial stabilization reserve is utilized for strategic operating projects that staff bring forward that are directed to allowing departments to undertake projects to complete efficiency and process and fee reviews for departments that are continually seeing increased demand such as Community Planning and Development Services due to ongoing construction growth in the community, as well as consulting costs to utilize expertise for the many complex environmental and legislative issues the City faces such as sea level rise. This opportunity funding provides flexibility for the City to continually improve processes and act proactively and strategically to the ongoing increasing complex local government environment.

There are also other operating projects related to maintenance type activities and safety projects that are funded by the departmental reserve funds. These projects are identified outside of the base operating budgets as they do not occur every year, and the City focuses on maintaining only core annual base budget expenses in the departmental budgets to ensure zero base budget and cost containment is maintained.

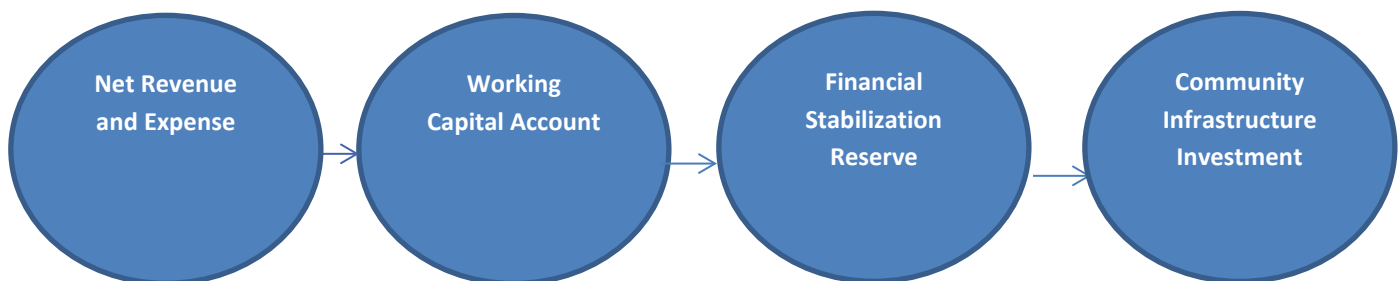
## Reserve Principles

The City's internal reserve funds are a key component of the City's long-term financial stability. The City utilizes its Reserves and Surplus Policy to ensure that each reserve has a specific use and purpose and any redundant reserves are eliminated. The City continues to work towards a corporate focus for reserves to provide ongoing stable funding for all City services, rather than focusing on individual services at the expense of other services. The reserve policy includes minimum and maximum balances for each reserve that ensures all funds available are used efficiently with no funds sitting idle.

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

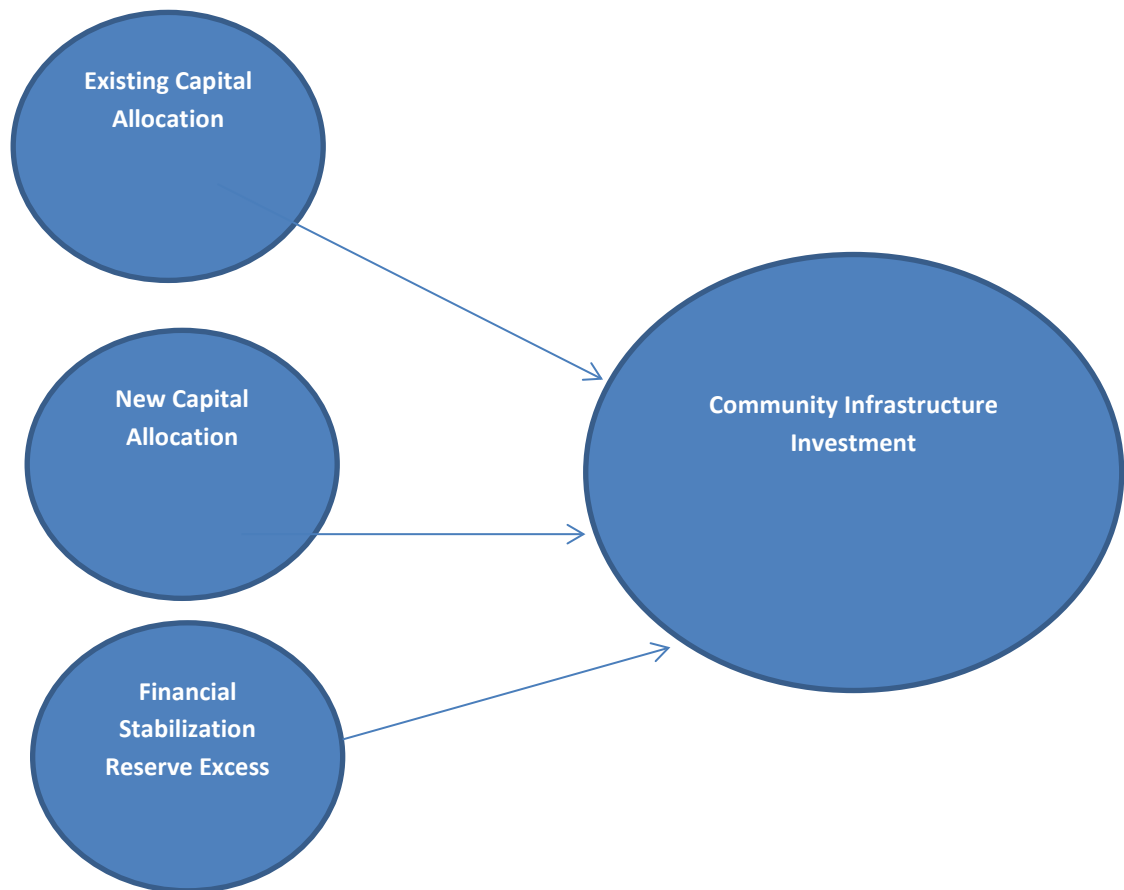
- a) working capital and cash flow funds until property taxes and user fees are collected;
- b) financial risk funds for emergent issues including legal or insurance claims, RCMP significant events, environmental events.
- c) leveraging funds for opportunities and strategic priority initiatives both capital and operating; and
- d) capital funds for all asset groups that ensures ongoing investment in capital infrastructure.

The City utilizes the "waterfall system" within the reserve policy that ensures that funds are available for working capital, financial risk and opportunity, and capital infrastructure. Any annual surplus or excess of revenues over expenses will first transfer into the accumulated surplus account to cover working capital, if funding adequate per policy, funds will then be transferred into the financial stabilization or risk and opportunity reserve, and if funding adequate for policy, funds will then finally be transferred into the capital reserves. This waterfall system maximizes all funds available by ensuring that reserves are not over funded per their specific purpose and utilizes any annual surplus, reducing the need for additional increases to the annual tax increase to replenish these necessary reserves.



Another key component of maximizing all funding available is the "net funding model" within the capital reserves. Each of the capital reserves has ongoing annual funding which is spent annually to fund the capital program. Given previous capital funding cuts due to financial challenges, capital funding is not adequate to meet required capital upgrade and maintenance needs. With the capital budget parameters, the capital funding will be increased incrementally, therefore the net funding model directs this injected funds to the capital reserves annually to where it is needed rather than being directed to a reserve in perpetuity. This provides flexibility to maximize all capital funding available and the focus in building the capital plan is based on completing projects based on priority and need, versus funding

available per individual reserve balances. This net funding model is page 2 of the attached Reserves Appendix.



### Financial Stabilization Reserve

The key transfers between reserves were in the financial stabilization reserve. As per the policy, the financial stabilization reserve has been categorized as a risk mitigation and opportunity reserve. This reserves main purpose is to stabilize the annual tax increase by buffering the impacts of emergent risk issues and offset unrealized or significant decreases in revenue in any one year. Additionally, if funding allows this reserve can be used to fund one-time initiatives and projects that will not affect the annual tax increase.

Included in the policy is a waterfall system where the net revenue and expense balance for the year transfers into the accumulated surplus working capital account. The working capital account that is used to pay for operating expenses before property taxes and other revenues are collected. It is recommended a balance of \$4,000,000 is maintained; therefore, any excess is transferred to the financial stabilization reserve. The recommended balance for the financial stabilization reserve is \$1,900,000. Any excess of the maximum recommended balance is transferred to the capital reserves as required to fund the capital program. This model ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.

**Gaming Reserve**

The gaming reserve is funded by 10% of gross casino revenues and is used to support Council's strategic priorities and other social initiatives. Council utilizes this reserve for ongoing community activities as well as one-time strategic and community initiatives.

The annual funding received for gaming is approximately \$680,000 and \$100,000 is maintained for emerging Council priorities, however the reserve usage is ultimately determined by Council as a whole.

**Community Works Fund**

Community works fund is another reserve to not be used for ongoing capital maintenance activities, but instead used this reserve for ongoing community enhancement and green initiatives in the capital program. The City receives approximately \$1.4 million of funding each year, of which an approximate \$600,000 per year is held to allow Council to fund their priority projects outside of the existing staff work plan to meet Council demand and needs in consideration of the strategic plan.

## Debt Principles

The City's draft debt policy, developed in 2016 and approved in principle in July, provides a framework for utilizing this scarce resource in the most efficient and strategic manner. The delay in policy approval allows Council and staff to consider the debt principles in use when building the 2017 Financial Plan and to make any necessary modifications to the draft policy following Financial Plan approval in early 2017.

The core use of debt is for asset renewal for core capital infrastructure including facilities, roads, storm water, sewer, and water. This ensures that the City's focus is on maintaining core service levels for the community. The City like most others in North America has a capital infrastructure deficit with many assets coming to end of useful life. Therefore, the focus in the ten-year financial plan needs to be focused on asset renewal. A secondary purpose of debt financing is capacity building for the significant growth the City is continuing to see in the community. The Development Cost Charge Fees are not currently adequate to fully fund capacity growth improvements; a fee review will be considered in the near future.

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

The debt term recommended in the policy is 15 years, with a range of 10-20 years depending on the project. Variables to consider for each project is the estimated useful life of the underlying asset, the amount of debt funding required for the project, and the interest rates at the time of borrowing. The longer the term the greater the costs of borrowing and this reduces flexibility in the future, however the more debt capacity it provides with lower annual debt repayments. The shorter the term the costs of borrowing are reduced and this reduces flexibility in the short-term with increased costs of borrowing, but provides greater flexibility in the future where debt capacity is provided earlier which allows the City to handle changes in service needs in the future. The City's external borrowing agency, the Municipal Finance Authority (MFA) provides 10 year terms, with any terms greater receiving 5 year renewals. Therefore, 15 year terms as recommended by the draft policy reduces this interest rate risk.

## Financial Stability & Resiliency Program

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

Following Council's 2016 Financial Planning Survey completed in July of 2015, Council was clear that they wanted to move past the City's previous financial challenges in losing a significant major industry taxpayer with the closure of the local pulp mill. There were many policies and principles introduced throughout 2016 Financial Planning which any one of these items on their own were not significant, but together have provided a framework for a new path for the City; one that results in neither a reduction of services nor one-time large tax increases, while tackling a growing infrastructure deficit. The culmination of the series of financial policies and parameters previously discussed is the City's *Financial Stability and Resiliency Program* and has accomplished this challenging directive. The success of this program is particularly astounding given the financial constraints that have been imposed on the City and its residents.

The Financial Stability and Resiliency Program recognizes the City's challenges in ongoing service delivery within funding limitations, but also considers the impact of tax increases to its residents and thereby drives a focus on strategic decision making and maintaining incremental tax increases for the highest priority needs.

The City of Campbell River's *Financial Resilience and Stability Program* is the sum of various initiatives and addresses many issues the community was facing in prior budget years:

- 1) **Long-Term Budgeting** – The 2016 financial plan was a significant year moving from a five year, short-term focused budget, to a ten-year plan. New service levels and capital projects over a long horizon required managers to review their work plans and prioritize projects. The “below the line” concept was introduced which allowed managers and Council to create a realistic financial plan that put items which required additional information or were unfunded to be on the radar but not included in the financial plan.
- 2) **Budget Parameters** – Moving from a short-term budget process focused on the current year tax increase to long-term stability, the City developed budget parameters as they relate to the different components of the budget which maintain service levels and invest in infrastructure on a gradual process. These parameters ensure ongoing stability in the annual tax increase and remove annual volatility and uncertainty; this in turn provides stability for citizens and investors alike to live and build businesses in our community.



- 3) **Property Taxation Smoothing** – Previously, the City had widely variable annual tax rates. The 10-year financial plan for 2016-2025, provides a stable annual tax increase between 2 to 3.5 per cent. The bubble that has been following the City since the closure of the pulp mill has been removed; instead the City has smoothed out the annual increases to palatable increases that its citizens can understand and stand behind knowing Council is making sound and stable decisions.

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

- 1) It helps remove the politics from setting tax levels;
  - 2) It provides surety to taxpayers for their business or personal financial planning; and
  - 3) It provides the City an ability to accurately plan for future service levels and risk.
- 4) **Zero-Base Operational Budgeting** – The base operating budget provides annual funding to ongoing City services. The City had a long standing policy since 2012, to maintain base zero increase in the departmental operating budgets, excluding increases mainly related to collective agreements and other significant contractual obligations. Direction provided to management when building their budgets is to be fiscally conservative. The new way of business is to be leaner, more efficient, do less with more and to become innovative to manage costs.
- 5) **Capital Asset Investment Commitment**–The City had previously made limited contributions to capital reserves and infrastructure renewal. Adequate reserve contributions allow the City to provide ongoing spending to invest to maintain and upgrade our infrastructure. It is recommended that an annual 0.5 to 1 per cent increase to taxation will gradually undertake the City's infrastructure deficit. This does not provide significant funding to the capital program in any one year but cumulatively this will result in significant ongoing investment in the capital program to ensure effective delivery of service. Further, any new found revenue is targeted towards the capital program.
- 6) **Reserve Waterfall Structure** – In Fall 2015 the City developed a reserve policy, which includes a waterfall system where the current year surplus is transferred into the working capital accumulated surplus account, excess balances are transferred to the financial stabilization reserve account and then any excesses flow into the capital reserves to fund the capital program. The working capital account is used to pay for operating expenses before property taxes and other revenues are collected. The financial stabilization reserve's main purpose is to stabilize the annual tax increase by buffering the impacts of emergent risk issues and offset unrealized or significant decreases in revenue in any one year. This waterfall structure ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.
- 7) **Debt Policy** – draft policy developed in 2016 that establishes borrowing limits and uses of debt as the City considers undertaking external borrowing for upcoming significant capital projects. The debt servicing will be funded within the capital budget parameter unless funding pressure

requires a tax levy increase. The City will balance the use of internal reserve funds and external borrowing with the consideration of interest rates and ability to pay debt servicing.

- 8) **Business Case Decision Making** – All requests for new service and capital projects require a mini business case which explains what each request is and the justification or implication of not approving the request. This aids Council in reviewing the many requests during budget. Starting in 2016, key projects required a detailed full business case analysis which were presented to Council in a pre-budget workshop. The City will continue to develop business cases as part of financial planning to ensure sound financial and operational decisions are made with limited available resources.
- 9) **Asset Infrastructure Management Strategy** – The local government industry has recently become aware of the upward trend of the municipal infrastructure deficit. Developing an asset management plan is a common strategy to ensure science-based decisions are used to protect critical infrastructure and maximize the use of scarce financial resources. A particular obstacle in implementing an asset management plan in Campbell River was the hierarchal culture of City's functions. To break down these barriers the City created a staff-lead team to lead the charge. The Asset and Infrastructure Management (AIM) Committee is made up of department heads with large capital asset responsibilities and a finance representative. With less than six months under their belt, the AIM Committee has created an AIM Strategy to implement a corporate-wide, integrated asset management plan and long-term financing strategy by 2021.

This program has changed the outlook of the City and the annual pressure on the financial planning process and related community focus on the annual tax increase. Council and staff can now plan for the future with a positive outlook and strategically set priorities based on the vision for the community. Campbell River has had some significant financial challenges since one of its main taxpayers and employers left the community and the future of the City was unknown. The long-term Financial Planning process implemented in 2016 with the foundation of the *Financial Stability & Resiliency Program* has moved the City from a backward looking organization to a proactive and forward looking organization and community. This sets the tone for the City to be successful in the future as it redefines itself from the "mill town" it once was.

## Budget Process

### Budget Debrief

As the below budget timeline for 2017 outlines, the Finance department begins the Financial Planning process by holding a debriefing session with the Management group on the previous budget early in the year. The discussion focuses on what areas went well, what areas could be improved upon. This is Management's opportunity to provide feedback to Finance to ensure the budget process is meeting their needs. Finance incorporates this feedback into the upcoming budget year. Additionally, the 2017 budget timeline is proposed to Management for discussion.

### Budget Planning

Finance begins the budget process in June where all previous years' documents are rolled over and updated or the coming year. During the summer, the senior management team, department managers, and finance meet to finalize the budget timeline and identify key priorities or areas of concern for the upcoming budget. The 2017 Financial Planning process included a process where each General Manager (GM) met with their respective Department Managers to shortlist 6-8 key issues for the upcoming 2017 budget for a total of 31 topics. The City Manager and four General Managers met and further shortlisted the topics to 15. The 15 items were the topics utilized for the business case process for 2017, including a workshop session with a Business Case consultant following the September 8<sup>th</sup> Budget Kick-Off session.

### Budget Direction

All budget documents are distributed to Management on September 1<sup>st</sup> which includes Labour models, Base Operating Departmental Budgets, Ongoing New Service Level requests (SLCRs), Operating project requests, and Capital project requests. Following budget document distribution, Finance holds a Budget Kick-Off session which includes a presentation from the City Manager and Finance. The City Manager presents a high level overview of the budget direction highlighting community priorities and Council strategic direction. Finance presents a high level overview of the financial policies provide guideline to the budget including the budget parameters promoting incremental increases in tax rates with balanced funding for all components of the budget. Lastly, Finance presents an update to any changes or fine tuning made in the budget documents.

Finance also held a Pre-Budget Committee of the Whole (COW) meeting in September to re-affirm the budget parameters and the overall tax rate that Council is expecting to be presented. In 2016 Financial Planning, Council confirmed they did not want large tax increases presented in the budget package, and instead to focus on long-term incremental increases to support base services and allow for moderate service increases. The budget parameters approved during 2016 Financial Planning provide 2 to 3.5 per

cent tax increases in the Ten-Year Financial Plan. At the September Pre-Budget COW Council re-affirmed these parameters for 2017 Financial Planning.

The other topic discussed at Council's Pre-Budget COW were any key projects or initiatives that Council would like delivered in 2017. These items identified as "Council SLCRs" can be related to any area of the budget, but were primarily focused on capital upgrades and operating projects. Council discussed these items at the COW session and voted on their priorities. This process provided clear direction for staff on Council's priorities for 2017 which were downtown revitalization, transportation and roads improvements, recreational amenity upgrades, and supporting local community events.

## **Budget Building**

### **September**

Given Council and Senior Management direction, Management completed their budget submissions. The submission process was modified in 2017 given feedback at the February debrief session that communication between the GMs, Management, and Finance needed to improve to ensure that budget principles were consistent between divisions and that the three parties were finalizing decision together. Based on this feedback, Finance implemented short face-to-face meetings "speed dates" for each of the three sections of budget, Base, SLCRs, and Capital. Management presented their budgets to the GMs and Finance, and based on feedback received at the speed dates, Management submitted their budget documents to their GMs for a final review, before the GMs forwarded onto Finance.

### **October**

The SLCRs or "Ongoing New Service Levels" or "Operating Projects" was the first section of the budget completed with speed dates and final submissions due in September. The next section completed were the "Capital Projects" and Ten-Year Capital Plans" due in mid-October. These two areas are the focus of the budget as they are new requests and outside of base operating services therefore for 2017 these items were moved to the beginning of the budget process. This also provides more time for Finance to review submissions for completeness and funding availability, and for senior management review and decision making.

In late October, Finance held a Management budget meeting to go over the SLCRs and Capital Plans. The focus of the meeting was to identify any potential synergies between departments for work plan, discuss the number of 2016 carryforwards (CFwds) for capital and effect on 2017 new projects, and to ensure the submissions were aligned with Council SLCRs and strategic direction. These meetings are focused on what projects are aligned with Council's priorities and what other projects and service level requests are the highest priority given community and City needs. Many projects and service level requests remain "below the line" (or off the capital plan) at this meeting given the number of projects requested as compared to the funding available.

Following Capital, Management completed the labour models verifying FTEs, positions and rates. The labour models are used to build the wage and benefit section of the base operating budgets. The FTEs as submitted to Finance are confirmed with the Human Resources department.

The last submission completed in October were the 2016 Surplus Projections for the base operating budgets. The projection forms include the financial actuals to September 30<sup>th</sup> per the Quarterly Corporate Progress Report for the third quarter, therefore the timing allows Management to identify the third quarter actual to budget variances and provides opportunity for Management to identify any changes required in the upcoming Base Operating Budget submissions. Additionally, the surplus projection identifies any surplus funds that can be utilized for 2017 operating or capital projects. Alternatively, it would identify any fund deficits and the need for a budget amendment before the end of the year.

## **November**

In early November Finance updated the SLCRs and Capital plans and updates funding to prepare for the senior management meeting to finalize SLCRs and Capital. For “Ongoing New Services Levels” the items prioritized “above the line” and funded with the annual budget parameters are focused on meeting community needs. The City has ongoing growth and development therefore a key area identified through the early strategic planning process was additional FTEs for the Community Planning & Development Services area for building inspection and development engineering. Another service area related to the City’s ongoing growth is fire hall staffing in the south where the City has seen ongoing significant residential development.

The Capital Plan is focused on downtown revitalization, an ongoing strategic priority of Council and community outreach and public input for upgrading and refreshing downtown. Additionally, many community groups in the City are active and demand increases to amenities including a recent turf field and addition of a fieldhouse, an improved boat ramp, and many other parks and recreation amenities. The City is challenged to fund ongoing renewal programs to safeguard existing assets while also providing funding and resources to complete significant community upgrades.

The City Manager and General Managers finalized the SLCRs and Capital Plan considering Council’s direction against the realities of funding and resource scarcity.

On November 8<sup>th</sup> the second Pre-Budget workshop was held which was staff led presentations of key priority business cases for capital projects and increased service requests. The topics included a downtown funding strategy, stormwater funding strategy, updates on key park amenity upgrade projects, as well as key recommended FTE or service level increases. The session purpose was to provide additional information to Council to inform decision making during the December deliberations, as well as obtain some preliminary direction from Council to facilitate budget package completion.

November ended with base operating budget speed dates and submissions. Base budget bottom line is maintained at net zero given the City's base budget zero parameter therefore there was limited time devoted to base budget for 2017 as a ten-year base budget was built in 2016 given the annual funding parameters.

In late November once the base operating budget was finalized with consideration for the non-market change tax revenues, Finance held a Management budget meeting to summarize the net base budget results and proposed tax increase as well as obtain any final feedback on the Capital and SLCRs. Following, Finance and the senior management group met to make final adjustments and ensure the Financial Plan fell within stated budget parameters and met Council's direction.

### **December**

After one final review, the Financial Plan will be submitted to Legislative Services department and released to Council and the public on November 25<sup>th</sup>. This provides Council will two full weekends to review the budget package ahead of December 5-7<sup>th</sup> budget deliberations. Additionally, the City Manager and Finance are holding open houses for Council December 1-2<sup>nd</sup> for opportunity for budget package questions.

The local newspaper has been reporting on the Pre-Budget COW meetings and information reports going to Council ahead of deliberations, therefore the community is gearing up for 2017 Financial Planning. Many community groups have submitted budget requests for 2017 which the City is including in the Financial Planning package as "External Requests" to be considered against other staff budget requests. Some of these groups will present during the public consultation process on December 5<sup>th</sup> to start the Financial Planning process, along with any other public delegates. An advertisement for the upcoming Financial Planning process and the opportunity for public delegation in the November 25<sup>th</sup>, 30<sup>th</sup>, and December 2<sup>nd</sup> "City Currents" section of the newspaper.

The budget deliberation process includes public delegations, financial overview, and base operating budget on Monday, December 5<sup>th</sup>, the Capital Plan on December 6<sup>th</sup>, and SLCRs and budget wrap up on December 7<sup>th</sup>. Three days to deliberate the budget has been sufficient in past years, particularly with the Pre-Budget COWs and informational reports provided to Council ahead of budget deliberations. For 2017, the goal is to provide first three readings of the 2017-2026 Financial Plan bylaw at the subsequent Council meeting on December 12<sup>th</sup>, with final reading on the December 14<sup>th</sup> Council meeting. This is to finalize all the planning and decisions made over the past four months and to allow Management to start 2017 at the beginning of January with an approved budget.

The budget deliberations schedule has been established as follows: (Time and Topic may need to be updated)

Date	Time	Topic
Monday, December 7 <sup>th</sup>	9:30-3:30pm	<ul style="list-style-type: none"> <li>• Public Presentations (5 minutes each)</li> <li>• Financial Planning Overview</li> <li>• Base Budget</li> <li>• Capital Budget</li> </ul>
Tuesday, December 8 <sup>th</sup>	9:30-3:30pm	<ul style="list-style-type: none"> <li>• Capital Budget</li> </ul>
Wednesday, December 9 <sup>th</sup>	9:30-11:30am  1:30-3pm	<ul style="list-style-type: none"> <li>• SLCRs – Ongoing New Service Levels</li> <li>• SLCRs – Operating Projects</li> <li>• Financial Planning Summary <i>(Afternoon Optional)</i></li> </ul>

## 2017 Budget Timeline

JANUARY - JULY	AUGUST	SEPTEMBER
<p><b>February</b> Management and Finance 2016 budget process debrief; areas that went well, areas to improve. Discuss proposed 2017 budget timeline.</p> <p><b>June</b> Finance begins preparation on 2017 budget documents.</p> <p><b>July</b> GMs and Finance finalize 2017 budget timeline and strategy. 2017 Budget timeline presented to Council and Management.</p>	<p>GM and Finance budget planning meetings.</p> <p>GM meetings with Managers to determine 2017 budget key priorities and short list items for business cases.</p>	<p><b>Sept. 1</b> All budget documents distributed to Management.</p> <p><b>Sept. 8</b> City Manager / Finance Budget preparation presentation to Management team. Consultant business case workshop with Management.</p> <p><b>Sept. 20</b> Council Pre-Budget Committee of the Whole Meeting – 2017 Strategic Priorities / Budget Parameters.</p> <p><b>Sept. 21</b> GM/Manager/Finance SLCR speed date meeting.</p> <p><b>Sept. 22</b> Final SLCRs to Finance.</p>
OCTOBER	NOVEMBER	DECEMBER
<p><b>Oct. 11</b> GM/Manager/Finance Capital/CFwd speed date meeting.</p> <p><b>Oct. 13</b> Final Capital and Capital CFwds to Finance.</p> <p><b>Oct. 20</b> Final Labour models to Finance.</p> <p><b>Oct. 20</b> 2016 Surplus Projections and Operating CFwds sent to Management.</p> <p><b>Oct. 21</b> Capital / SLCR meeting with Management.</p> <p><b>Oct. 27</b> Final Surplus Projections and Operating CFwds to Finance.</p>	<p><b>Nov. 3</b> Capital / SLCR final meeting with GMs and Finance.</p> <p><b>Nov. 8</b> Council Pre-Budget Committee of the Whole Meeting – Business Cases.</p> <p><b>Nov. 17</b> GM/Manager/Finance Base Operating Budget speed date meeting.</p> <p><b>Nov. 21</b> Final Budget package review with GMs, Management and Finance.</p> <p><b>Nov. 25</b> Final budget package to Council.</p>	<p><b>Dec. 1-2</b> Budget package open house for Council Q &amp; A.</p> <p><b>Dec. 5-7</b> Budget deliberations with Council.</p> <p><b>Dec. 12</b> Budget Bylaw first three readings.</p> <p><b>Dec. 14</b> Budget bylaw final approval.</p>



## Budget Amendments

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

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

The financial plan bylaw must be adopted prior to the adoption of the annual property tax bylaw. Section 165(9), commonly referred to as the “no deficit rule,” requires that the total of proposed expenditures and transfers to funds must not exceed the total of funding sources and transfers from funds.

Amendments to the budget can occur throughout the year due to unforeseen circumstances or emerging opportunities. The City’s Financial Plan is very detailed and itemizes each project and funding source, therefore Council will approve amendments to the Financial Plan Bylaw as issues arise. These are communicated to the public through the Council meeting minutes available on the City’s website and subsequent “Council Meeting Highlights” that the City’s Communication department issues to all media contacts. In November once the Surplus Projections and Quarter Three Corporate Progress Report are completed, Finance will amend the Financial Plan for the final housekeeping of updating the Financial Plan Bylaw ahead of the year end and upcoming December deliberations for the upcoming fiscal year. The City includes an advertisement in the local newspaper announcing opportunity for public input at the respective Council meeting where first three readings of the amendment bylaw are approved and following the meeting until the subsequent Council meeting for final adoption.

The financial plan bylaw amendment reflects decisions made by Council throughout 2016. This bylaw amendment is the official amendment enacting these changes before the City enters into 2017 Financial Planning. These changes are consolidated into Schedule A and B in the attached bylaw, which provides authorization for spending and allows the budget to be balanced per Section 165(9) of the *Community Charter*.

Public consultation is required per section 166 of the *Community Charter*, prior to the proposed financial plan amendment being adopted. Consequently, advertisements will be run in the local newspaper on November 18<sup>th</sup> and November 23<sup>rd</sup> informing the community of the 2016-2025 Financial Plan Amendment Bylaw and will seek input until noon on November 25<sup>th</sup>. Feedback received will be presented on the December 5<sup>th</sup> agenda with final approval of the financial plan bylaw amendment at the start of the December 5, 2016 Council meeting.

## Performance Measures

Once Financial Planning is completed, at the start of the fiscal year the management team reviews the list of ongoing strategic initiatives and associated reporting measures to ensure that the list meets the goals and work towards achieving the City's strategic plan. Strategic initiatives are isolated from management's work plan and reported directly in Appendix 1 "Ongoing Strategic Initiatives" of the Quarterly Corporate Progress Report (Appendix 13).

The Quarterly Corporate Progress Report also includes status updates and actuals to budget for all approved capital projects for the year included in Appendix 2 of that report. Appendix 3 of the quarterly update for Council includes status updates and actuals to budget for all approved operating projects for the year. The regular reporting on project statuses ensures that Council is apprised of any potential project budget issues or potential delays in projects. The quarterly project updates which include a narrative explanation for project status ensures that Council is apprised of the status of delivering the work plan approved during Financial Planning. For the third quarter report, management identified their expected project CFwds which also provided information to Council ahead of Financial Planning. The status update legend as noted in the quarterly report are:

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

Lastly, Appendix 4 of the quarterly report includes a summary of the operating financial results with each base operating budget grouped by financial reporting segment. This summary includes a percentage to actual variance as compared to the same quarter of the previous year which identifies if the operating results to date are on trend with previous years and is used as a tool to identify any potential budget issues. The revenue and expense graphs in the report highlight a trend for each reporting segment for the current quarter as compared to last year, therefore, any departments with budget issues are quickly identified. The third quarter report for 2016 per Appendix 13 identified some areas within the base operating budgets that required realignment, including Fire, RCMP, and Airport. Based on this analysis the base operating budgets for 2017 for these departments have been realigned. This report is highly valuable to identify any potential budget issues and aids in determining the year end surplus projections (Appendix 5).

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

**Financial Reports**



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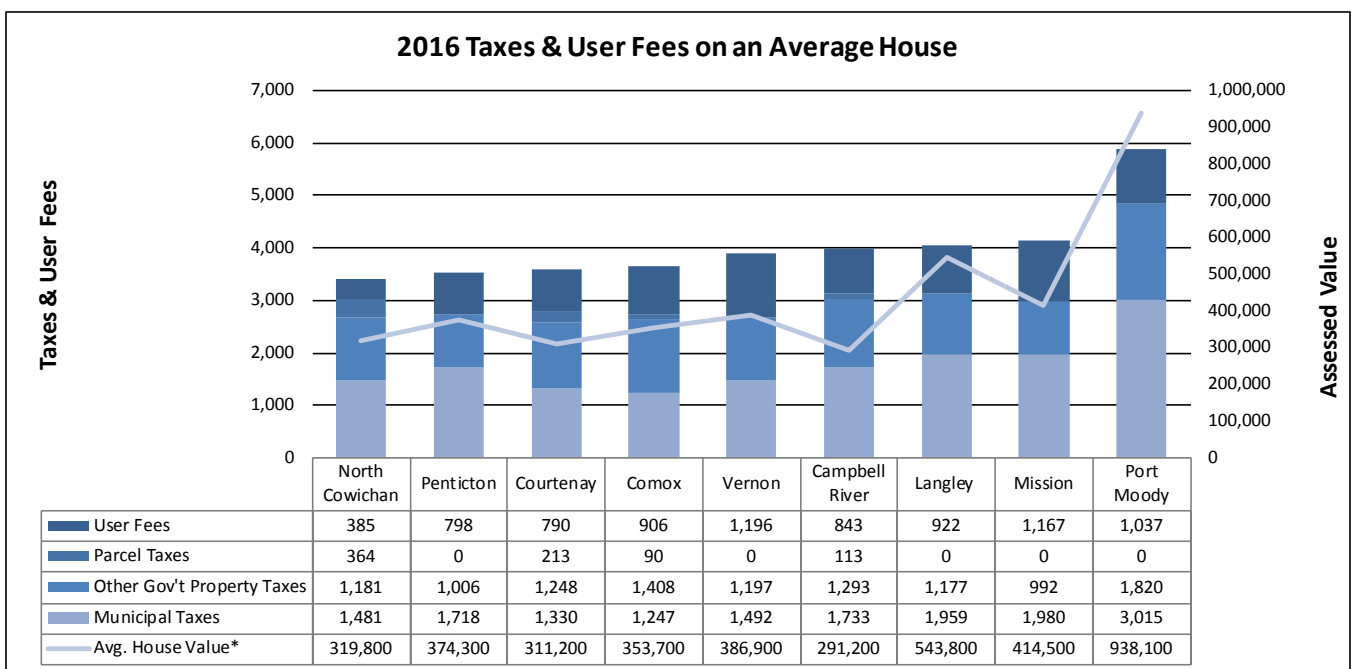


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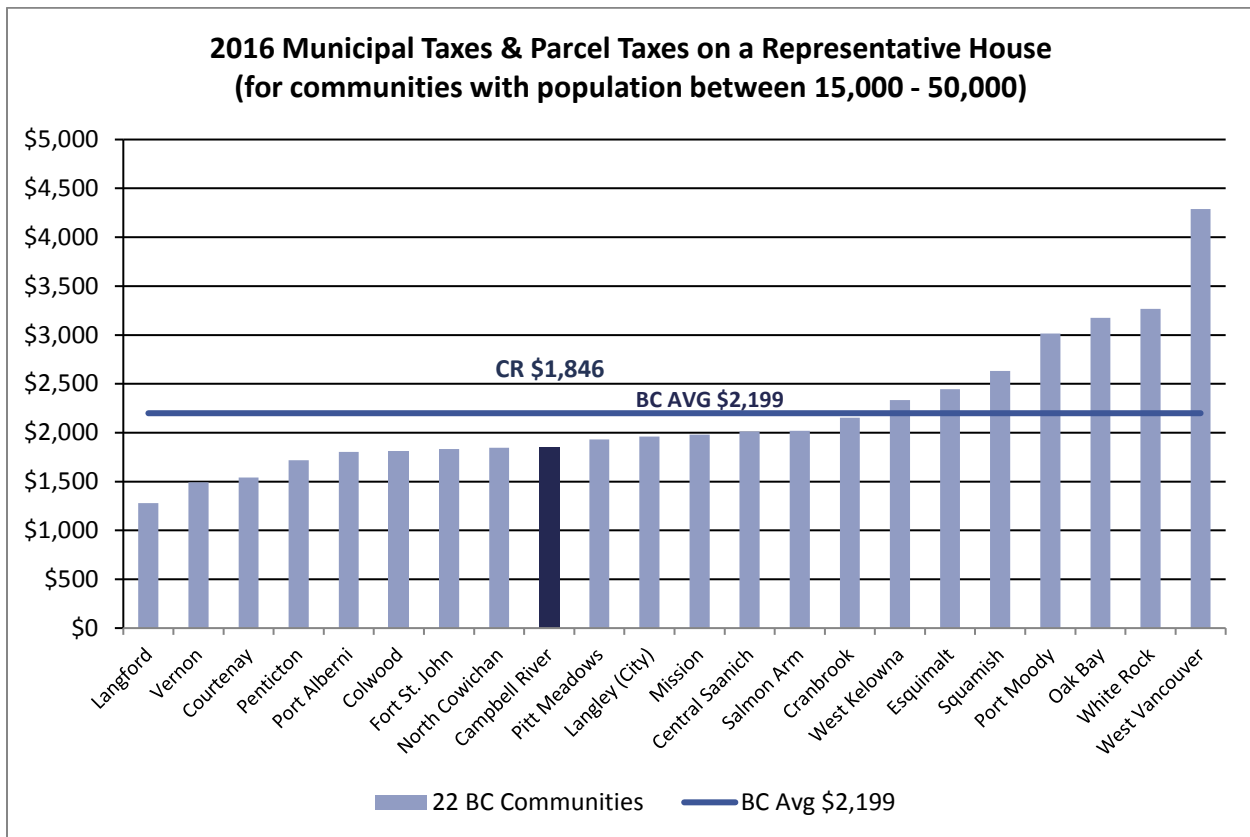
## Taxation & User Fees – Comparison to Other Communities

Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. But overall, this high level chart identifies that the City’s 2016 taxes and user fees are within average as compared to its similar sized municipalities in BC.



## Taxation – Comparison to Other Communities

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



## Taxation – Tax Rate Policy

Property taxation is the single largest revenue source for the City of Campbell River, similar to almost all Canadian municipalities. In 2016, taxation represented 42.3% of total operating revenues (2015 – 43%) as reported on the Financial Plan bylaw.

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

### Council Objectives

Council's objectives for tax rate policy are to fully eliminate the impact of changes in assessment due to market changes as identified by BC Assessment Authority. This policy ensures that taxation levels remain stable in the event of an inflating or deflating real estate market. If the effects of market change were not eliminated from Council's tax rate, the City would collect additional tax monies in an inflating market, and would collect fewer tax dollars in a deflating real estate market. For any given property owner, if their property increases or decreases in assessed value at the same rate as an "average" property in their taxation class, their property would experience no change in taxation even though the assessed value has changed. Any increase (or decrease) in taxation experienced by a particular property under this scenario would be a result solely of changes to the City's budget, which is generally increased year over year as new services are added and existing services experience inflation. Properties which have an assessed value change in excess of the average would see a higher-than-advertised increase to their property taxes; similarly, any property which decreased in excess of the average would see a lower-than-advertised increase (or even an overall decrease) to their property taxes. This policy also ensures that any non-market changes or new construction revenues derived from the City are utilized to offset the additional increasing costs of additional taxpayers.

The City's objects are to attract and sustain commercial and industrial development to and in the City. This is to diversify the City's tax class distribution from its current reliance on residential and business classes.

Lastly, Council has directed all new revenues derived from the downtown permissive tax exemption bylaw are to be allocated to the capital program.

### **Tax Rate Policy**

Council's policies for determining appropriate tax rates are to maintain the following ratios:

- Class 2 Utilities tax rate to be brought up to the Provincial average rate for the class over 4 years, beginning in 2014, with half the annual necessary increase applied in 2014.
- Class 5 Light Industry tax rate to equal Class 6 Business tax rate.
- Class 6 Business and Other pays 21% of the overall general tax levy.
- Class 7 Managed Forests tax rate to be brought up to the Provincial average rate for the class over 3 years, beginning in 2014.
- Class 9 Farm tax rate to equal Class 1 Residential tax rate.

## Taxation – Tax Class Distribution

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

Property Class Tax Distribution	2014 Budget		2015 Budget		2016 Budget	
	\$	%	\$	%	\$	%
Class 1 – Residential	19,042,682	74.78%	19,654,511	74.08%	20,034,826	73.11%
Class 2 – Utilities	593,843	2.33%	743,467	2.80%	980,474	3.58%
Class 4 – Major Industry	56,833	0.22%	54,991	0.21%	58,942	0.22%
Class 5 – Light Industry	302,224	1.19%	307,842	1.16%	313,121	1.14%
Class 6 – Business & Other	5,315,462	20.87%	5,570,383	21.00%	5,746,496	21.01%
Class 7 – Managed Forest	52,542	0.21%	101,520	0.38%	153,685	0.56%
Class 8 – Recreation / Non-Profit	99,405	0.39%	97,070	0.37%	105,932	0.39%
Class 9 – Farm	1,462	0.01%	1,492	0.01%	1,464	0.01%
<b>Total</b>	<b>\$24,464,503</b>	<b>100.00%</b>	<b>\$26,531,275</b>	<b>100.00%</b>	<b>\$27,404,939</b>	<b>100.00%</b>

The above table identifies Council's policy that realigned the tax rates to the provincial average over a three to four-year period for Class 2 – Utilities and Class 7 – Managed Forest. 2016 was the last year of these rate realignments for Class 7, and 2017 will be the last year for Class 2.

The City's major industry tax revenues continue to be an insignificant portion of the City's tax revenue following the closure of the Catalyst mill in 2012.

Class 6 for business continues to account for 21% of the overall tax levy due per Council policy. This will require amendment ahead of 2020 when the downtown tax exemption revenues start to be realized. Per Council policy noted above, these revenues are to re-allocated to the capital program therefore the ratio of 21% will need to be re-considered to allow the City to maximize this new revenue.

The residential class is the core revenue source for taxation at the City with an average of 74% of tax revenues derived from this class. Between Class 1 – Residential and Class 6 – Business, this accounts for 94% of the City's overall tax revenue levy.

## Taxation – Non-Market Change

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

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

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

Property Class	2014	2015	2016	2017
1 - Residential	311,983	252,621	190,909	280,856
1 - Residential (one-time)*	-	-	-	244,848
2 - Utilities	-	12,497	-	-
4 - Major Industry	18,524	6,249	-	-
5 - Light Industry	3,900	3,571	(3,636)	(10,802)
6 - Business & Other	132,593	44,633	(20,909)	(20,704)
7 - Managed Forest	(3,900)	(893)	(1,818)	14,403
8 - Recreation/Non-Profit	3,900	(2,678)	5,455	(3,601)
9 - Farm	-	-	-	-
<b>Total</b>	<b>\$ 467,000</b>	<b>\$ 316,000</b>	<b>\$ 170,000</b>	<b>\$ 505,000</b>

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



Class 6 had a net decrease for 2017 including the demolition of Super-Value, which will result in additional Class 1 tax revenues for the new apartment building after the five-year downtown exemption program. Other variances in Class 6 included a decrease for the permissive exemption approved for Communitas Supportive Care Society, an increase for construction of a new machine shop on Vigar Road, and an increase for ongoing construction of the new Steve Marshall Ford dealership.

For 2016, Class 6 net decrease was primarily related to the Target store closing down and the Comfort Inn Hotel finalizing construction and moving to the downtown tax exemption program.

In 2014 and 2015 the City realized increases in Class 6 with the initial construction of Seymour Pacific building and Timberline Village in 2014, and the Comfort Inn Hotel in 2015. Both the Seymour Pacific building and Comfort Inn tax revenues were eliminated via non-market change once construction was finalized due to the enactment of the downtown revitalization tax exemption. This revenue will be realized by the City after five years starting in 2020.

Class 1 residential continues to be the primary source of non-market change in the City, primarily related to the ongoing residential development in the South. This ongoing growth is expected to continue for at least the near future. This growth provides additional revenue for the City, however it also results in increased demand for service levels.

Non-market change is not considered a certainty and therefore the City's preliminary budget in the ten-year Financial Plan is \$100,000 per year for non-market change tax revenues. This revenue is utilized to offset annual base budget increases and ongoing new service levels if the budget parameter tax increase provides this opportunity.

## Basis of Budgeting

### Basis of Accounting

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

### Basis of Budgeting

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

### Differences Between the Basis of Budgeting and the Basis of Accounting

The results of wholly owned subsidiary corporations are not included in the Financial Plan, but they are incorporated into the financial statements during consolidation.

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

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

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

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

Following PSAB accounting standards, the City's financial statements includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

## Three Year Consolidated and Fund Financial Schedules

	2015 Actual	2015 Budget	2016 Budget	2017 Budget
<b>REVENUE</b>				
Taxes & parcel taxes	28,391,778	28,103,863	29,347,784	30,219,258
Payments in lieu of taxes	590,540	517,764	521,400	633,000
Sale of services	20,710,274	19,678,569	21,086,894	22,362,580
Services provided to other governments	1,624,517	1,567,449	1,229,376	1,262,582
Transfers from other governments	7,392,526	9,326,862	24,557,342	12,635,876
Investment and other income	905,236	521,408	506,000	526,150
Other revenue	865,134	328,744	231,000	204,253
Development Cost Charges Recognized	1,200,316	2,273,514	587,219	124,768
Contributed tangible capital assets	382,907	-	-	-
Gain/(loss) on disposal of tangible capital assets	268,994	-	-	-
	<b>62,332,222</b>	<b>62,318,173</b>	<b>78,067,015</b>	<b>67,968,467</b>
<b>EXPENSES</b>				
Wages & Benefits	19,791,068	20,834,314	21,817,678	22,159,171
Contracted Services	13,958,156	14,828,035	14,940,454	14,834,214
Other Operating Expenses	5,982,800	5,938,451	6,125,316	5,568,281
Amortization Expense	8,801,989	8,479,349	8,625,479	8,798,500
Utilities	2,338,913	1,992,644	2,117,601	2,169,018
Insurance	418,319	401,923	448,321	475,535
Debt Servicing	384,631	475,549	346,805	458,020
	<b>51,675,876</b>	<b>52,950,265</b>	<b>54,421,654</b>	<b>54,462,739</b>

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

## 2017 Base Operating Budget Summary

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

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

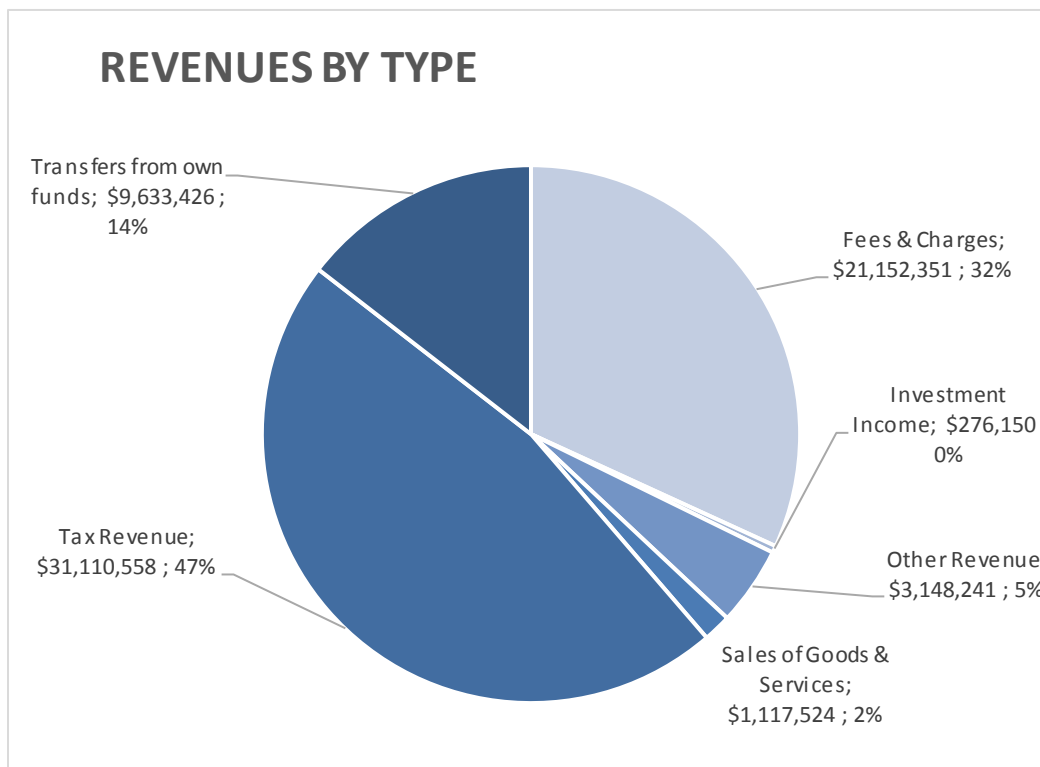
- Top quality drinking water and sewer services
- Garbage, recycling and yard waste collection
- Streets, sidewalks and traffic control
- Transit and airport services
- Parks, recreation and culture programs and facilities
- Planning, development and building inspection
- Policing and fire protection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

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

## 2017 Base Operating Budget Summary – Revenues

Revenue is budgeted based upon trend analysis from prior years and estimates based on analysis of projected activity. Main sources of revenue for the City include taxation and fees and charges. The budget's key assumption includes:

- That user fees will grow by an estimated 0.5%-1% per year
- Water and sewer rates are increasing 10% and 6% respectively until 2017 per the User Fee and Charges Bylaw, with no known increases after 2017



## Property Taxation

Property taxation represents 47% or \$31,110,558 of total revenues in 2017 and is the single largest revenue source for the City of Campbell River (similarly to most Canadian Municipalities). Taxation revenue is decided upon by Council each year during the annual financial planning budget process and is reflective of the City's base operating and capital needs.

Components of taxations include:

- 0.75% for capital investment in infrastructure
- Class 2 final increase to realign rates to the provincial average
- Non-market taxation revenue change increase \$505,000
- 1% of revenue from utility companies
- Parks parcel tax of \$37 per parcel
- Storm parcel tax of \$12 per parcel
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement

## Fees & Charges

Fees and charges represents the next largest source of revenue for the City at 32% or \$21,152,351 of total revenue collected. 2017 incorporates fee reviews performed in 2016 for RCMP and Parks and Recreations. As expenses continue to increase due to inflation and rising costs there will be additional fee reviews performed in 2017 for development services and storm user fees.

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

The table below summarizes the City's major utility user fees for single family residences from 2014 and to 2018 projected; the sewer and water user fees are expected to stabilize and solid waste fees are expected to incremental increase after many years of flat fees:

	2014	2015	2016	2017	2018 (Projected)
Sewer	\$270	\$288	\$306	\$324	\$324
Water	288	318	348	384	384
Solid Waste	189	189	189	189	200
	<b>\$747</b>	<b>\$795</b>	<b>\$843</b>	<b>\$897</b>	<b>\$908</b>

### Transfers from Own Funds

Transfers from own funds includes transfers to contribute to reserves and/or from reserves which offset taxation required for services. Approximately 14% or \$9,633,426 is funded for reserves for various services including:

- Community energy efficiency programming
- Funding for operating projects (one-time service level requests) per the City's budget parameter of \$125,000 annually, if funds are available from prior year surplus
- Repayment to capital lending reserve for past projects such as Robron Artificial Turf Field.
- Transfer of Gaming funds from reserve to fund operating projects funded by Gaming, such as Council Contingency and previously approved ongoing service level requests (e.g. downtown façade, downtown signage incentive programming, downtown small initiatives funds).
- Transfer of Gaming funds to reserve
- Carbon Neutral Reserve contribution
- Annual ongoing capital reserve contributions
- Capital allocation per net funding model contributions

### Other Revenue

Other Revenue represents \$3,148,241 or 5% of the City's budgeted revenue. The funds are often reliant on third party and or market conditions. They are comprised of the following:

- Grants
- Strategic Community Investment Funds (SCIF) from the Province based on traffic fine sharing revenue
- Property leases
- Airport concession fees
- Gains on disposals of assets
- Administration fees

- Donations
- Fortis Franchise Fees
- A partial year of Municipal and Regional District Tax (MRDT) revenue in anticipation of the City's hotel tax application being approved by the Province.

### **Sales of Goods and Services**

Sales of Goods and Services revenue for 2017 is \$1,117,524 or 2% of revenue generated.

- Garbage tags and recycling blue boxes
- Disc golf rentals
- Criminal record checks
- Zoning application fees
- Aviation fuel sales
- Cemetery plots grave liners and internments

### **Investment Income**

Investment income represents a small portion of revenue for the City at \$276,150 or 0.5%. The City currently has an investment policy; however, a review is planned for 2017 so that the City can maximize and leverage investment income earning opportunities.



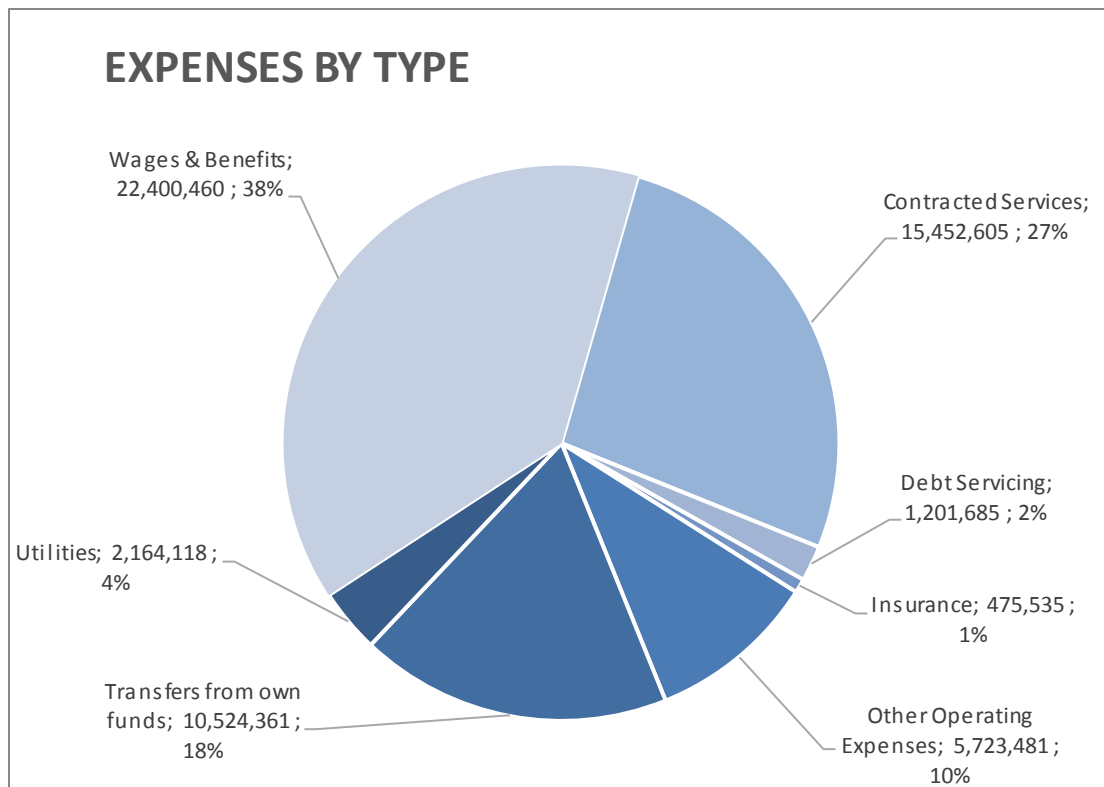
## 2017 Base Operating Budget Summary – Expenses

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

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

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

The below graph depicts City expenses by type with wages and benefits representing the largest expense to the City.



## Base Budget Presentation Adjustments – Amortization

In 2016, amortization expense on the City’s tangible capital assets (TCA) was included and presented in department base operating budgets as an expense. See the City’s TCA Policy in Appendix 11 for estimated useful life per asset category. As amortization is a non-cash item, when analyzing the net operational requirements, management had to remove the amortization expense to obtain their ‘true’ operating expense budgets for the year.

In 2017, it was determined that for ease of reference and reporting purposes, amortization expenses would be accounted for outside of individual departments and inside General Fiscal Services, a corporate wide department where the amortization offset has always been budgeted and expensed. There is no overall impact to this change, as the net effect of the amortization and the amortization offset is net zero; however, the gains are significant for ease of reporting. As a result of this change, budgeted amortization expense has been summarized here.

The City is starting implementation of Asset Management (AM) as highlighted in the City’s strategy in Appendix 12. This includes the inventory of all City assets, condition assessments, detailed asset registers and a corporate data system, risk assessment, service level determinations, and proactively planning for asset replacement. Therefore, removing amortization expense from the departmental base budgets does not remove the City’s consideration for the costs of maintaining the City’s assets.

<b>AMORTIZATION EXPENSE</b>	<b>2016 Budget</b>	<b>2017 Budget</b>
POLICE PROTECTION	\$207,000	\$218,000
FIRE PROTECTION	150,000	153,000
ANIMAL CONTROL	5,000	4,600
FLEET	138,000	137,000
FACILITIES	281,000	253,000
ROADS	2,765,000	2,162,000
PUBLIC TRANSIT	17,000	24,000
STORM DRAINS	604,000	612,300
PARKS	584,000	590,000
RECREATION & CULTURE	642,000	441,000
CEMETERIES	400	700
GENERAL AMORTIZATION OFFSET	(5,393,400)	(5,438,200)
AIRPORT	984,000	1,003,900
AIRPORT AMORTIZATION OFFSET	(984,000)	(1,003,900)
SEWER	1,076,079	1,181,400
SEWER AMORTIZATION OFFSET	(1,076,079)	(1,181,400)
WATER	1,172,000	1,175,000
WATER AMORTIZATION OFFSET	(1,172,000)	(1,175,000)
<b>NET AMORTIZATION EXPENSE</b>	<b>\$-</b>	<b>\$-</b>

## Base Budget Presentation Adjustment – CFwds & SLCRs

For 2017 Financial Planning purposes, any one-time operating project SLCRs or CFwds approved in 2016 have been removed from the base operating budgets to allow for a normalized comparison of the proposed and previous year base budgets. Normalizing the data in this way avoids any single, one-time project from obscuring the year-over-year variance that is occurring in any department and is excluded from the year-over-year segment variance analyses that are presented in these budget documents.

Note that operating projects can be considered “ongoing” in that they are for more than one year, however are also included due to the fact they are funded by one of the City’s reserve or surplus funds, and not by ongoing base budget revenues.

### CFwds

The CFwds summarized below include all 2016 approved operating project CFwds that have been excluded from the departmental base budget summaries.

Department	CFwd Name	Amount
213 - IT	Downtown Fibre Optics	\$20,000
310 - Mayor & Council	Forestry Task Force	10,000
310 - Mayor & Council	3.5 Acre Task Force	10,000
310 - Mayor & Council	Development Advisory Task Force	10,000
310 - Mayor & Council	Hospice Society 3rd Party Expenses	2,000
310 - Mayor & Council	Airport Authority Report - Helipad	5,000
310 - Mayor & Council	Extreme Weather Shelter - Sponsorship	6,000
310 - Mayor & Council	Habitat for Humanity - 129 Westgate	32,690
310 - Mayor & Council	Council Contingency - 2015 Uncommitted Balance	7,000
310 - Mayor & Council	Community Health Network	20,000
311 - Legislative Services	Records Management	5,194
450 - Facilities	MHC Deck Repairs	30,000
502 - Planning & Development	Building Review	18,000
502 - Planning & Development	Fire Separation Building Code Compliance	30,000
502 - Planning & Development	Downtown Façade Improvement Program	19,000
502 - Planning & Development	Campbellton Neighbourhood Association	7,500
502 - Planning & Development	OCP/Zoning Bylaw Update - Part A	50,000
502 - Planning & Development	OCP/Zoning Bylaw Update - Part B	27,500
532 - Roads	Surface Improvement - Asphalt Patching	120,000
532 - Roads	Bridge Inspection Program	19,670
550 - Storm Water	ISWMP Update	25,000
580 - Sewer	Liquid Waste Management Plan	200,000
	<b>TOTAL</b>	<b>\$674,554</b>

**SLCRs**

Below is a list of operating project SLCRs that were approved in 2016 and are excluded from the base operating budgets for Financial Planning base budget variance analysis purposes:

<b>Department</b>	<b>SLCR Name</b>	<b>Amount</b>
213 - IT	Network Security Audit	25,000
310 - Mayor & Council	Waterfront Area Design - 3 1/2 Acre Site	15,000
310 - Mayor & Council	Beautification Grants - Cleanliness	40,000
310 - Mayor & Council	Forestry Task Force Operating Budget	25,000
310 - Mayor & Council	Social Grants	25,000
310 - Mayor & Council	Council Contingency – Annual Allocation	150,000
311 - Legislative Services	Records Management Review Complete Stage 1	10,000
450 - Facilities	Facilities Master Plan / Condition Assessment	225,000
502 - Planning & Development	Downtown Small Initiatives Fund	50,000
502 - Planning & Development	Campbellton Planning Projects	7,500
502 - Planning & Development	Community Energy Efficiency Projects (CEEP)	183,500
502 - Planning & Development	Downtown Façade Improvements	25,000
502 - Planning & Development	Downtown Readiness Review – Concept & Design	125,000
550 - Storm Drains	Downtown Readiness Review – Storm Drainage	30,000
570 - Airport	Flight Way Clearing	30,000
580 - Sewer	Downtown Readiness Review - Sewer	40,000
580 - Sewer	Reclaimed Water Study	30,000
580 - Sewer	Lift Station Auto - Cleaning	25,000
590 - Water	Downtown Readiness Review - Water	30,000
590 - Water	Water Conservation Plan	25,500
740 - Recreation & Culture	Sportsplex Space Assessment - Conceptual Design	25,000
	<b>TOTAL</b>	<b>\$1,141,500</b>

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## Fund Balance Summary

### City Funds

- **General Fund** - the general operating fund encompasses the majority of the City's services, including governance, RCMP, fire, corporate services, general fiscal services, facilities and supply management, operations and parks and recreation and culture segments.
- **Airport Fund** - the Airport, managed by the Airport Authority, has been striving to become a profit driven operation and maintain its operations without the need for support from the City's general fund to balance its budget. Fuel sales are the major profit generator for the Airport. The Airport continues to focus on obtaining a balanced budget and becoming a net profit entity. General funds any deficits of the Airport.
- **Sewer and Water Funds** - Sewer and Water utilities are funded through user fees and parcel taxes levied on properties within the City's boundaries. These funds are self-balancing and segregated for purposes of carrying on specific activities in accordance with specific regulations, restrictions and limitations.

### Fund Balance Categories

- **Unappropriated Surplus** - the Unappropriated Surpluses for each fund are available for working capital to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council.
- **Non-Statutory Reserves** - the Non-Statutory Reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.
- **Statutory Reserves** - 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 TCA** – The City has millions of dollars invested in infrastructure for City services including facilities, fleet, parks, roads, stormwater, airport, sewer, water, and airport. The investment in TCA (Tangible Capital Assets) fund balances are the net book value of these assets less any debt outstanding for these assets.

The history and projected 2016 closing balances for the City's funds are summarized below in the format included on the City's financial statements, included in the Appendix 14. As part of the City's review of its reserve policy (Appendix 9) and structure in 2015, unappropriated surplus was set aside for working capital (cash flow) purposes at a set minimum balance. Amounts in unappropriated surplus in excess of those minimum balances were transferred into other City reserve account, to be used for capital and other purposes as can be seen in the movement between the Unappropriated Surplus and Non-statutory reserve balances from 2015 to 2016 projected closing balances.

	<b>2014</b>	<b>2015</b>	<b>Projected 2016 Closing</b>
<b>Unappropriated surplus</b>			
General	5,418,936	7,067,379	<b>4,251,883</b>
Sewer	9,443,402	12,339,728	<b>1,967,577</b>
Water	5,131,410	6,688,619	<b>3,407,850</b>
	<u>19,993,748</u>	<u>26,095,726</u>	<u><b>9,627,310</b></u>
<b>Non-statutory reserves</b>			
General	9,184,042	8,536,375	<b>12,255,395</b>
Airport	441,440	441,704	<b>282,341</b>
Sewer	928,614	901,724	<b>9,762,356</b>
Water	270,143	270,459	<b>4,249,129</b>
	<u>10,824,240</u>	<u>10,150,262</u>	<u><b>26,549,221</b></u>
<b>Statutory reserves</b>			
Capital lending	2,538,438	2,043,282	<b>2,328,062</b>
Parkland acquisition & development	866,225	514,808	<b>602,345</b>
Facility	18,655	-	-
	<u>3,423,318</u>	<u>2,558,090</u>	<u><b>2,930,407</b></u>
<b>Investment in tangible capital assets</b>			
General	134,652,191	136,979,685	<b>139,869,997</b>
Airport	12,099,682	11,742,498	<b>12,405,705</b>
Sewer	37,477,159	36,689,229	<b>37,169,502</b>
Water	36,514,900	41,426,093	<b>58,399,078</b>
	<u>220,743,931</u>	<u>226,837,505</u>	<u><b>247,844,282</b></u>
<b>Total</b>	<u><u>254,985,237</u></u>	<u><u>265,641,583</u></u>	<u><u><b>286,951,220</b></u></u>

## Reserves and Surplus Summary

The primary objectives of the City's reserves are to:

### **a) Ensure Stable and Predictable Tax Levies**

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

### **b) Provide for Operating Emergencies**

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

### **c) Finance New Capital Assets**

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

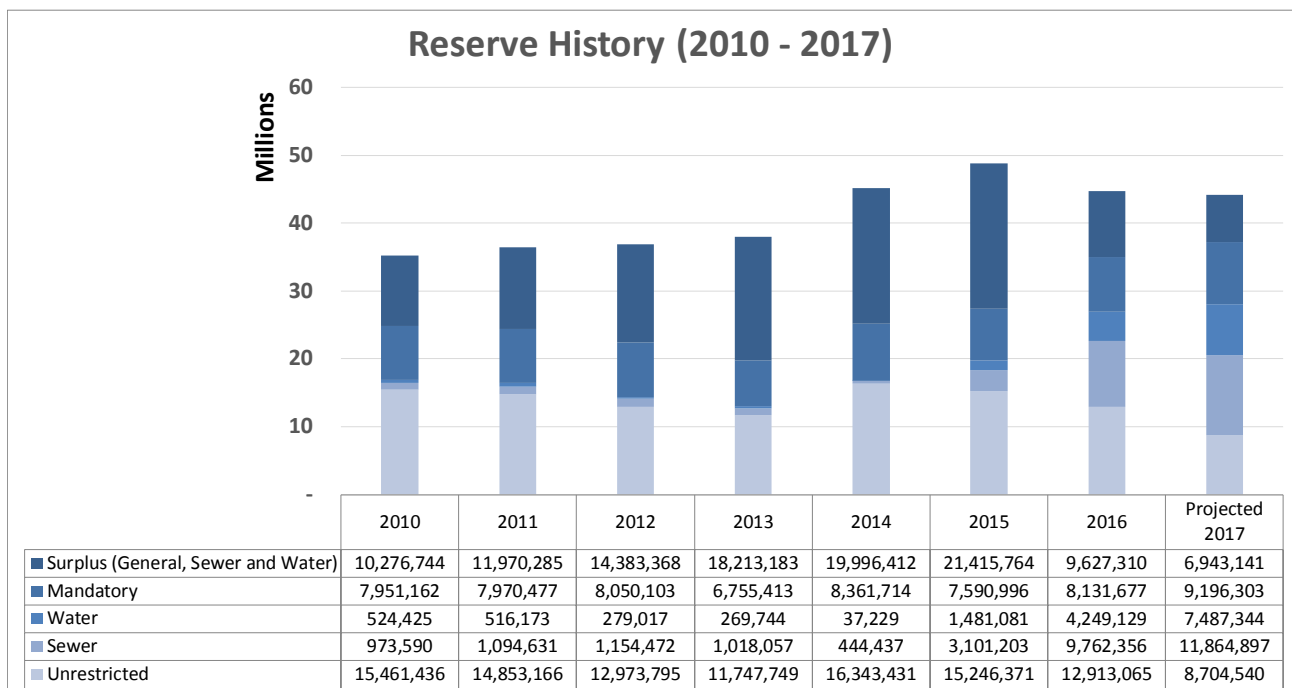
### **d) Safeguard and Maintain Existing Assets**

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

**e) Focus on Long-Term Financial Stability**

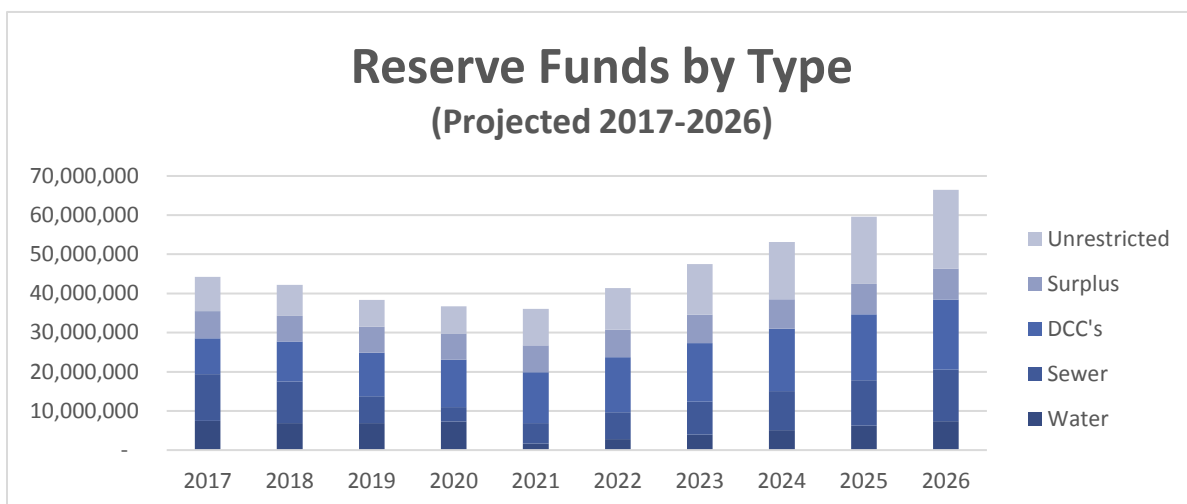
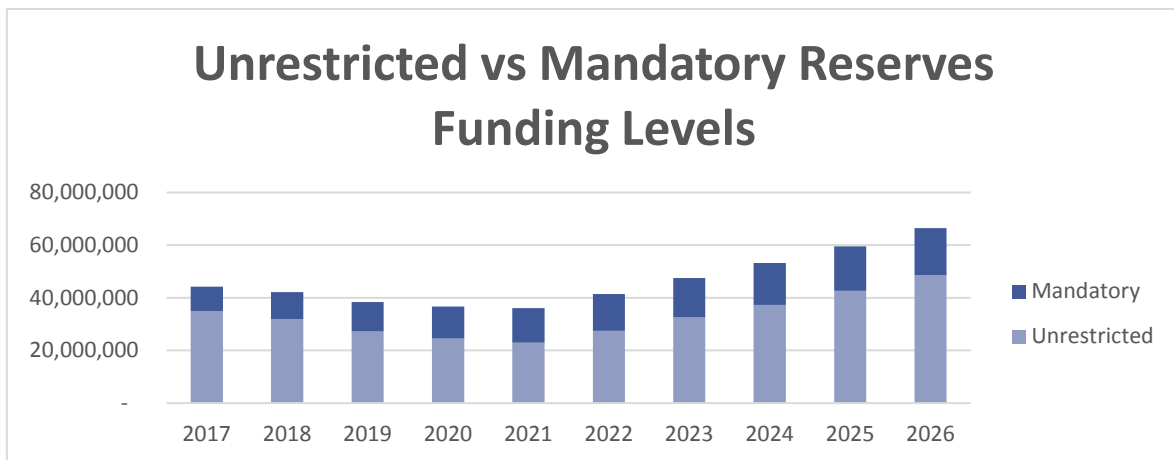
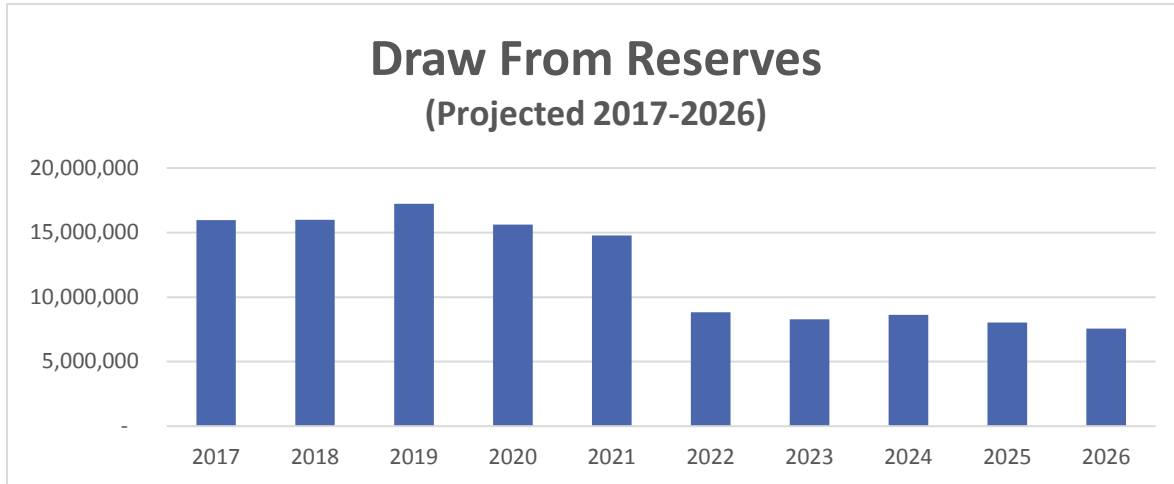
The City recognizes that adequate reserve levels are important in achieving community goals including financial health and stability. The City strives to be proactive in achieving long-term financial stability and balancing costs of maintaining healthy reserve levels to current and future taxpayers.

The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2010 through to the proposed balances at the end of 2017. There are funds that have major decreases are related to major capital projects planned from 2017-2026, especially in water and sewer; see Reserve Continuities in the Appendices for a detailed list of capital projects and funding sources).





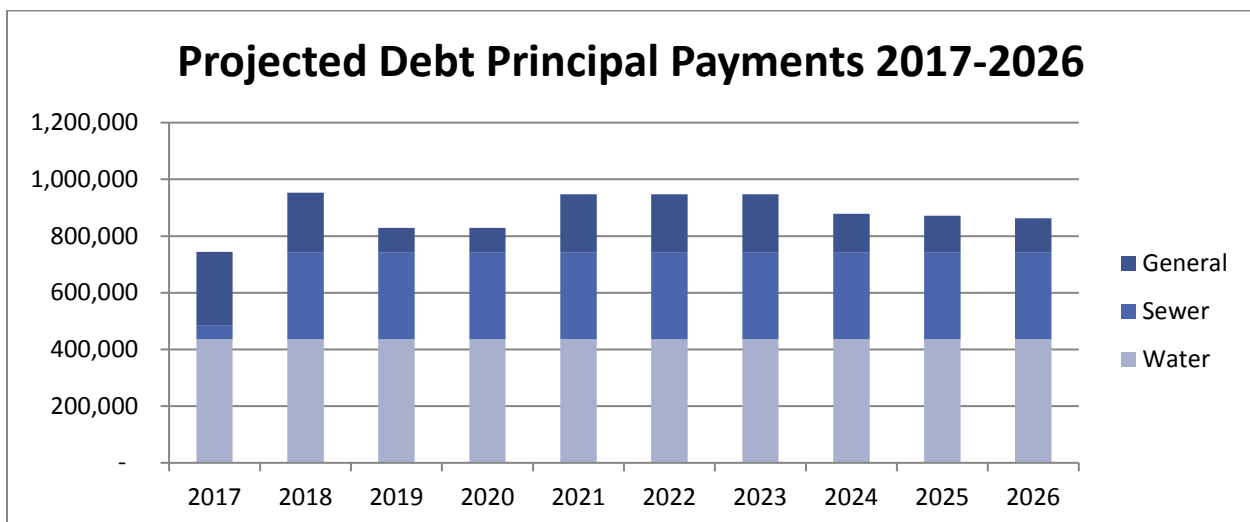
The below graphs depict the project reserve draws and balances from 2017-2026 based on the current capital plan; note that as the future years of the capital plan are populated these balances will decrease.



## Long-Term Debt Summary

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

The following chart outlines the projected debt principal payments for the 2017-2026 period.



The 2017-2026 capital plan includes three projects that will involve incurring additional debt; the Water Intake project (\$6,800,000 + \$1,300,000 interim debt in 2017 – 15-year term), the Waterfront Sewer Forcemain project (\$4,800,000 in 2018 – 15-year term) and the Upper Shopper’s Row Downtown Revitalization project (\$2,216,700 in 2021 – 15-year term).

Interest payments are paid semi-annually and principal payments are paid on an annual basis. The tables below, outline the schedule of payments for the duration of the term of the various loans.

**General Fund Bond Debt**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	245,264	180,281	425,545
2018	209,033	159,314	368,346
2019	84,846	82,527	167,373
2020	84,846	82,527	167,373
2021	204,030	149,028	353,058
2022	204,030	149,028	353,058
2023	204,030	144,506	348,537
2024	135,112	78,931	214,044
2025	128,444	73,417	201,861
2026	119,184	66,501	185,685
<b>To Maturity 2034</b>			

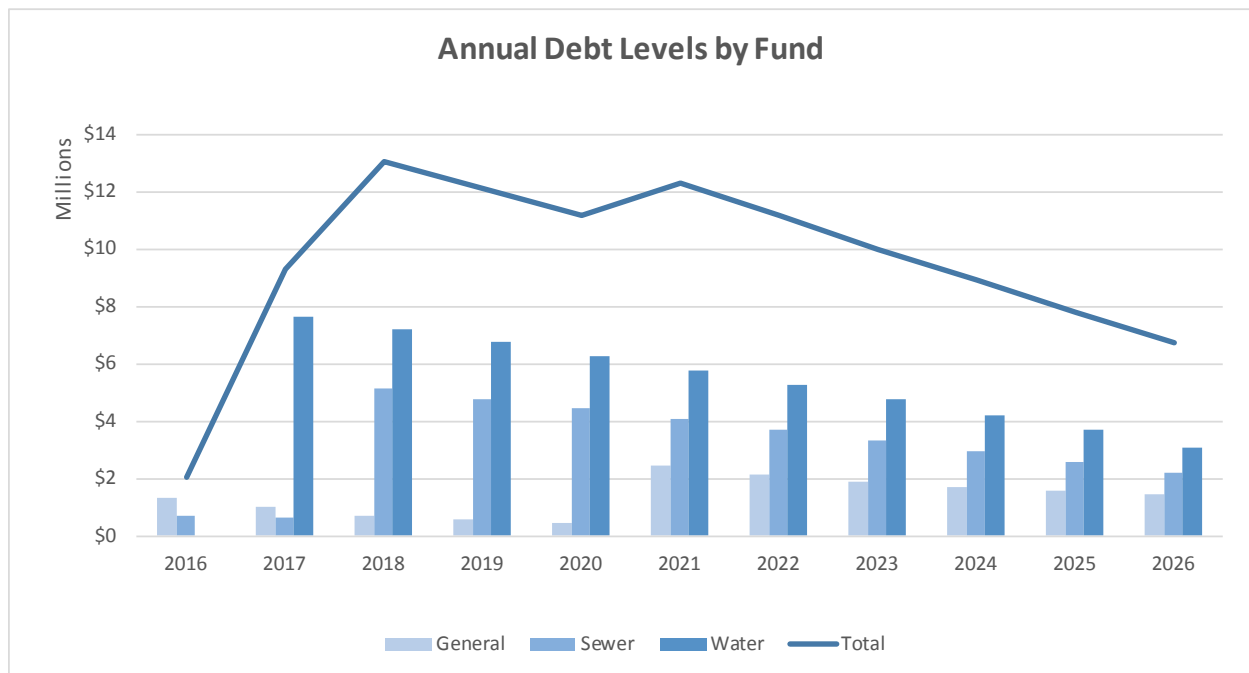
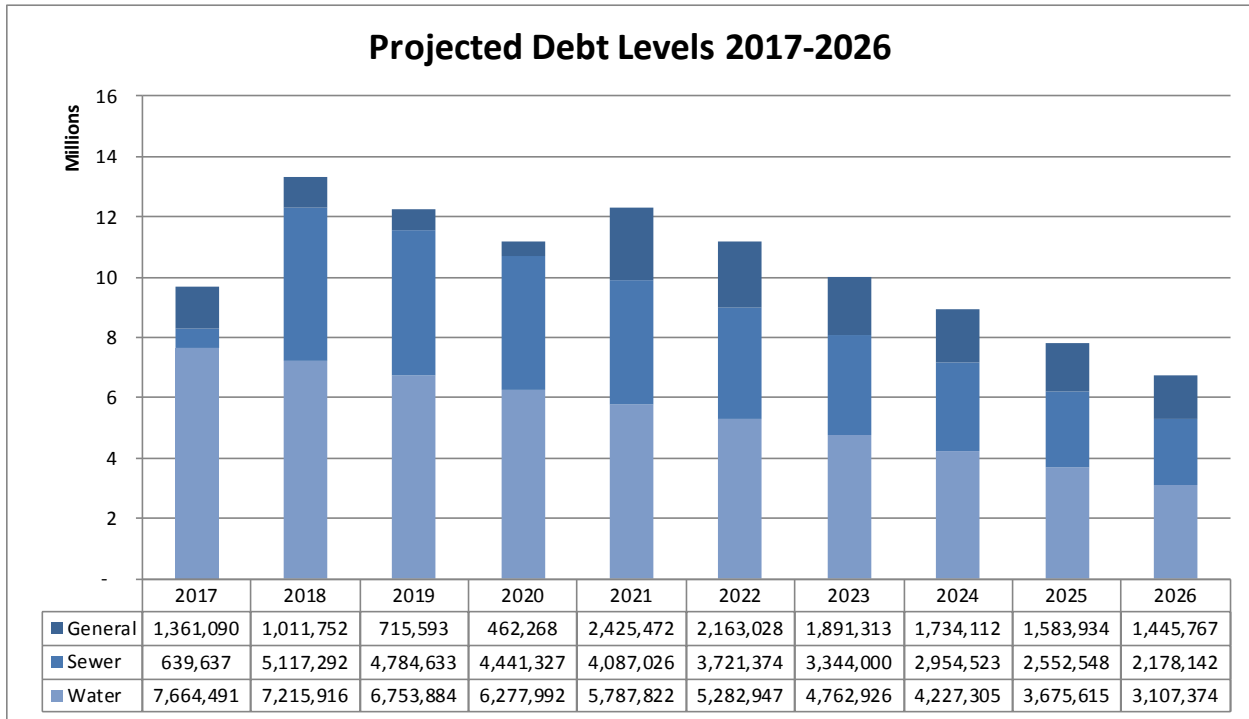
**Sewer Fund Bond Debt**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	49,891	34,628	84,519
2018	307,971	178,628	486,598
2019	307,971	178,628	486,598
2020	307,971	178,628	486,598
2021	307,971	178,628	486,598
2022	307,971	178,628	486,598
2023	307,971	178,628	486,598
2024	307,971	178,628	486,598
2025	307,971	178,628	486,598
2026	285,497	161,843	447,340
2027	258,080	144,000	402,080
<b>To Maturity 2032</b>			

**Water Fund Bond Debt**

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	435,509	243,000	678,509
2018	435,509	243,000	678,509
2019	435,509	243,000	678,509
2020	435,509	243,000	678,509
2021	435,509	243,000	678,509
2022	435,509	243,000	678,509
2023	435,509	243,000	678,509
2024	435,509	243,000	678,509
2025	435,509	243,000	678,509
2026	435,509	243,000	678,509
<b>To Maturity 2031</b>			

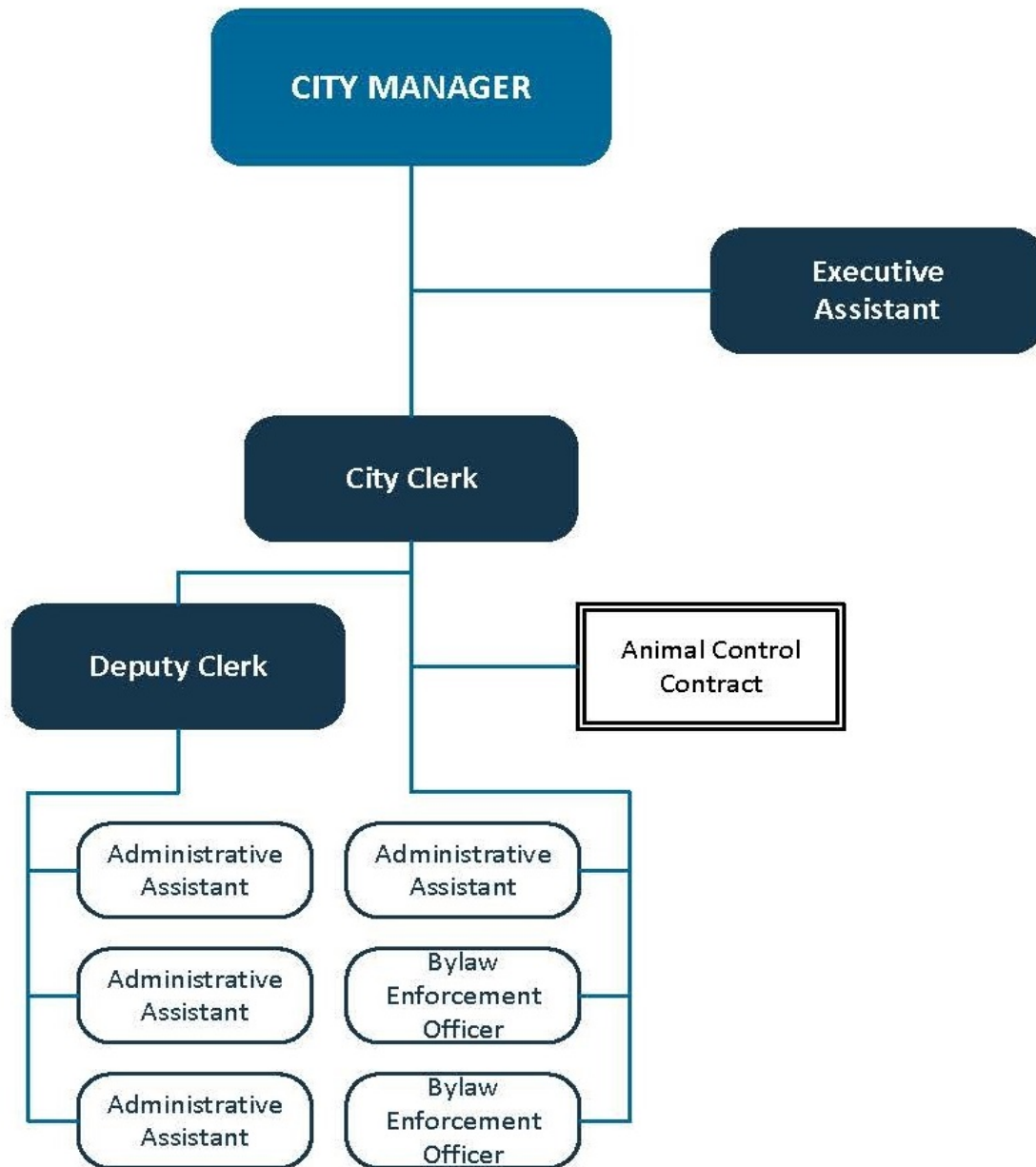
The following chart provides a breakdown of the outstanding debt levels at the end of each respective year for the period of 2017-2026 and includes all existing and forecasted debt.



## Base Operating Departments By Segment



## Governance Segment



### Governance Segment - Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(111,645)	(113,850)	(118,350)	(4,500)	3.95%
Investment Income	(11,870)	(15,000)	(15,150)	(150)	1.00%
Other Revenue	-	(2,500)	(2,513)	(13)	0.52%
<b>1 - Revenue Total</b>	<b>(123,515)</b>	<b>(131,350)</b>	<b>(136,013)</b>	<b>(4,663)</b>	<b>3.55%</b>
Contracted Services	267,331	338,425	342,989	4,564	1.35%
Insurance	137,255	144,790	151,937	7,147	4.94%
Other Operating Expenses	451,037	324,608	317,408	(7,200)	-2.22%
Utilities	43,834	59,610	50,615	(8,995)	15.09%
Wages & Benefits	1,031,975	1,171,432	1,186,350	14,918	1.27%
<b>2 - Expense Total</b>	<b>1,931,432</b>	<b>2,038,865</b>	<b>2,049,299</b>	<b>10,434</b>	<b>0.51%</b>
<b>GOVERNANCE</b>	<b>1,807,917</b>	<b>1,907,515</b>	<b>1,913,286</b>	<b>5,771</b>	<b>0.30%</b>

2017 Variance Description	Amount
Increase for Animal Control revenues – impound fees & dog licenses	(\$4,500)
Increase in contract services – Robbins parking	1,800
Increase for wages & benefits	14,918
Reduction in utilities – new phone system	(9,000)
Increase in MIA annual insurance premiums	7,048
Reduction in Fleet cost allocations	(7,200)
Other	4,505
<b>Total Segment Variance</b>	<b>\$5,771</b>

### City Manager

The City Manager assists Council in establishing its strategic direction for the City, promotes Council teambuilding and acts as the liaison for the Mayor. The City Manager also provides recommendations to Council that reflects relevant facts, options and professional opinion pertaining to issues considered by Council.

The City Manager's Office takes the lead role in managing the implementation of policy direction that has been established by Council. It provides managerial leadership, control and direction to all City departments and operations. It is responsible for planning and implementing policies necessary for sustaining excellence in City operations and staffing.

	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
<b>101 - CITY MANAGER</b>					
<b>2 - Expense</b>					
111395 - CITY MANAGER	265,636	407,409	404,352	(3,057)	-0.75%
<b>2 - Expense Total</b>	<b>265,636</b>	<b>407,409</b>	<b>404,352</b>	<b>(3,057)</b>	<b>-0.75%</b>
<b>101 - CITY MANAGER Total</b>	<b>265,636</b>	<b>407,409</b>	<b>404,352</b>	<b>(3,057)</b>	<b>-0.75%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Decrease in benefit rates.



### Mayor & Council

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>310 - MAYOR &amp; COUNCIL</b>					
<b>2 - Expense</b>					
101725 - COUNCIL	79,693	67,900	67,900	-	0.00%
101755 - COUNCILLORS	166,716	172,870	176,490	3,620	2.09%
104500 - MAYOR	73,308	79,521	75,340	(4,181)	-5.26%
111690 - COMMUNITY LAND	1,750	100,000	100,000	-	0.00%
<b>2 - Expense Total</b>	<b>321,467</b>	<b>420,291</b>	<b>419,730</b>	<b>(561)</b>	<b>-0.13%</b>
<b>310 - MAYOR &amp; COUNCIL Total</b>	<b>321,467</b>	<b>420,291</b>	<b>419,730</b>	<b>(561)</b>	<b>-0.13%</b>

### Summary of Budget Changes from 2016 to 2017:

- Slight decrease in benefit rates.



## Legislative Services

Oversees City Hall Reception, Risk/Claims Management, Bylaw Enforcement, Animal Control, and acts as the communication hub between Council, its advisory bodies, staff and the public. Legislative Services staff are responsible for the preparation, maintenance and execution of agendas and minutes, bylaws, contracts, policies and procedures, corporate records management and access to information. Staff provide support for an average of 35 Council and Committee of the Whole meetings and 34 Council commission and committee meetings annually, including the Advisory Planning & Environment Commission, Community Services, Recreation & Culture Commission, Community Partnership Commission, Public Safety Sub-Committee and School Board/City Joint Liaison Committee.

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.

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>311 - LEGISLATIVE SERVICES</b>					
<b>2 - Expense</b>					
111365 - CLERK	238,572	245,181	250,335	5,154	2.10%
114150 - LEGAL	73,753	52,000	52,000	-	0.00%
150130 - ADMIN SUPPORT GRP	246,514	247,635	255,001	7,366	2.97%
151440 - CIVIC OFFICES	64,508	68,700	59,700	(9,000)	-13.10%
163065 - ELECTIONS	203	215	215	-	0.00%
<b>2 - Expense Total</b>	<b>623,551</b>	<b>613,731</b>	<b>617,251</b>	<b>3,520</b>	<b>0.57%</b>
<b>311 - LEGISLATIVE SERVICES</b>					
<b>Total</b>	<b>623,551</b>	<b>613,731</b>	<b>617,251</b>	<b>3,520</b>	<b>0.57%</b>

**Summary of Budget Changes from 2016 to 2017:**

- Increase in wages and benefits.
- Decrease in costs related to the new telephone system.

**2017 Goals, Objectives and Work Plan:**

- Assist the Mayor's office with the creation and support of a Forestry Task Force and Waterfront Task Force.
- Implement Council policy and procedures.
- Continue with the goal of centralizing the City's agreements to Legislative Services.
- Work with Vancouver Island Local Government Managers Association to host their 2016 annual convention in Campbell River.
- Work with Association of Vancouver Island and Coastal Communities to host their 2017 annual convention in Campbell River.
- Implement recommendations for the City's corporate records management review as funding permits.
- Implement recommendations of Privacy Assessment as funding permits.



## Risk Management

Coordinates the City's response to all property and liability claims by utilizing City staff, private adjusters, legal counsel and the City's insurers. Provides advice to all City departments on insurance requirements and agreement wording. Responsible to develop and implement policies and procedures aimed at reducing exposure to the City. The City averages approximately 25-30 claims per year.

### Risk Claims Management

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>316 - RISK MANAGEMENT</b>					
<b>1 - Revenue</b>					
415670 - LIABILITY INSURANCE	(11,870)	(15,000)	(15,150)	(150)	1.00%
<b>1 - Revenue Total</b>	<b>(11,870)</b>	<b>(15,000)</b>	<b>(15,150)</b>	<b>(150)</b>	<b>1.00%</b>
<b>2 - Expense</b>					
155670 - LIABILITY INSURANCE	309,909	212,813	219,861	7,048	3.31%
<b>2 - Expense Total</b>	<b>309,909</b>	<b>212,813</b>	<b>219,861</b>	<b>7,048</b>	<b>3.31%</b>
<b>316 - RISK MANAGEMENT</b>					
<b>Total</b>	<b>298,039</b>	<b>197,813</b>	<b>204,711</b>	<b>6,898</b>	<b>3.49%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in Municipal Insurance Association (MIA) insurance premium rates.

## Bylaw Enforcement

The Bylaw Enforcement Department is responsible for the investigation and enforcement of a number of regulatory bylaws. Enforcement of bylaws is complaint generated, with the exception of infractions regarding health or safety issues. The goal of Bylaw Enforcement is to gain compliance with City regulatory bylaw requirements using the following means: inform, educate, and as a last resort, enforce.

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>327 - BYLAW ENFORCEMENT</b>					
<b>1 - Revenue</b>					
220910 - ENFORCEMENT	(26,255)	(25,600)	(25,600)	-	0.00%
220930 – REMEDIAL ACTION	-	(2,500)	(2,513)	(13)	0.52%
<b>1 - Revenue Total</b>	<b>(26,255)</b>	<b>(28,100)</b>	<b>(28,113)</b>	<b>(13)</b>	<b>0.05%</b>
<b>2 - Expense</b>					
270910 - ENFORCEMENT	144,488	190,150	189,493	(657)	-0.35%
270930 - REMEDIAL ACTION	-	5,000	5,000	-	0.00%
<b>2 - Expense Total</b>	<b>144,488</b>	<b>195,150</b>	<b>194,493</b>	<b>(657)</b>	<b>-0.34%</b>
<b>327 - BYLAW ENFORCEMENT</b>					
<b>Total</b>	<b>118,233</b>	<b>167,050</b>	<b>166,380</b>	<b>(670)</b>	<b>-0.40%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase to wages and benefits.
- Reduction in Fleet cost allocations.

### 2017 Goals, Objectives and Work Plan:

- Ongoing revision and improvements to regulatory bylaws.
- Adopt Community Standards Procedure Bylaw regarding acceptable behavior in City facilities.
- Traffic & Highway Update (more than 14 recommendations to Transportation Dept.).
- Adopt Vacant Building Bylaw Regulation, Camping Regulation Bylaw, new odour regulations in the Public Nuisance Bylaw, Water Wasting provision.
- Gain compliance with City regulatory bylaw requirements.
- Inform, educate, and as a last resort, enforce City regulatory bylaw.

### 2016 Highlights:

- Averages approximately 500 new files per year.
- Administered the City's downtown parking enforcement contract with Robbins Parking.

## Animal Control

Responsible for the administration of the City's animal control and pound services contract with Coastal Animal Control Services of BC. Deals with inquiries, concerns and complaints include barking and noisy dogs, dogs running at large, unleashed dogs, impounded dogs, vicious or dangerous dogs, deceased animals on City roads. Over 2,000 licenses were processed.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>328 - ANIMAL CONTROL</b>					
<b>1 - Revenue</b>					
220430 - ANIMAL CONTROL	(85,390)	(88,250)	(92,750)	(4,500)	5.10%
<b>1 - Revenue Total</b>	<b>(85,390)</b>	<b>(88,250)</b>	<b>(92,750)</b>	<b>(4,500)</b>	<b>5.10%</b>
<b>2 - Expense</b>					
280430 - ANIMAL CONTROL	170,986	182,363	186,504	4,141	2.27%
280439 - COST RECOVERIES	7,108	7,108	7,108	-	0.00%
<b>2 - Expense Total</b>	<b>178,094</b>	<b>189,471</b>	<b>193,612</b>	<b>4,141</b>	<b>2.19%</b>
<b>328 - ANIMAL CONTROL Total</b>	<b>92,704</b>	<b>101,221</b>	<b>100,862</b>	<b>(359)</b>	<b>-0.35%</b>

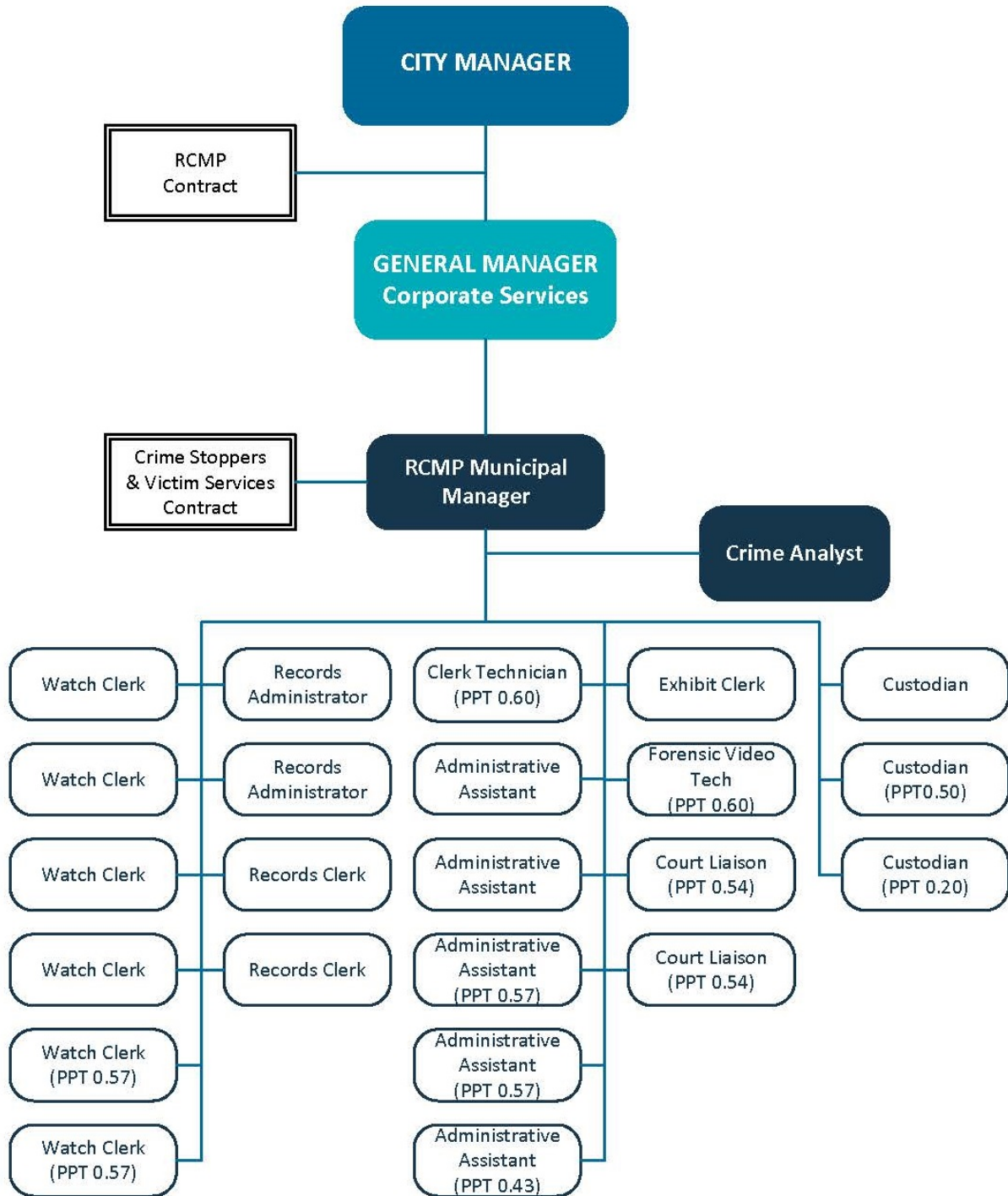
### Summary of Budget Changes from 2016 to 2017:

- Increase in dog license fees and impoundment fees.
- Slight increase in contract service rates.

### 2016 Highlights:

- Over 2,000 dog licenses were processed.
- Managed 500 new files.
- Administered the City's Downtown parking enforcement contract.

## RCMP Segment



## RCMP Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(61,099)	(62,056)	(62,612)	(556)	0.90%
Other Revenue	(748,884)	(580,789)	(708,151)	(127,362)	21.93%
Sales of Goods & Services	(24,394)	(24,500)	(24,500)	-	0.00%
<b>1 - Revenue Total</b>	<b>(834,377)</b>	<b>(667,345)</b>	<b>(795,263)</b>	<b>(127,918)</b>	<b>19.17%</b>
Contracted Services	6,320,611	7,073,972	7,529,715	455,743	6.44%
Insurance	11,101	13,503	13,747	244	1.81%
Other Operating Expenses	72,693	113,075	113,600	525	0.46%
Utilities	64,562	54,165	56,025	1,860	3.43%
Wages & Benefits	1,797,923	1,646,420	1,722,377	75,957	4.61%
<b>2 - Expense Total</b>	<b>8,266,891</b>	<b>8,901,135</b>	<b>9,435,464</b>	<b>534,329</b>	<b>6.00%</b>
<b>RCMP</b>	<b>7,432,514</b>	<b>8,233,790</b>	<b>8,640,202</b>	<b>406,412</b>	<b>4.94%</b>

2017 Variance Description	Amount
Increase in SCIF (traffic fine sharing) revenue	(\$113,451)
Increase in RCMP building lease revenue	(8,910)
Increase in RCMP fingerprinting revenue	(5,000)
Increase in wages & benefits	75,957
Increase in RCMP contract (\$63K budget realignment, \$392K contract)	455,743
Other	2,073
<b>Overall Segment Variance</b>	<b>\$406,412</b>



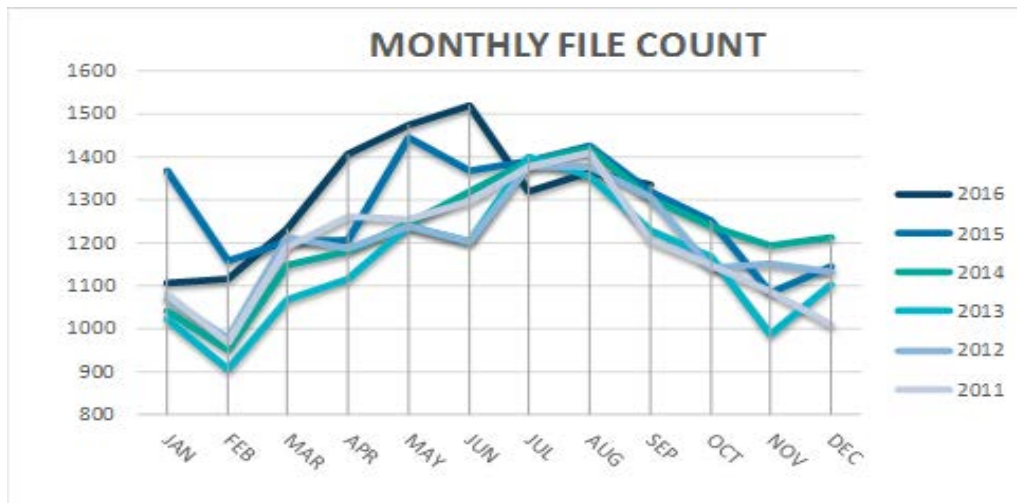
## RCMP

The City funds 41 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property and traffic law enforcement, as well as crime reduction strategies. The annual file count for 2015 was 15,353. As at Q3 of 2016, the file count was 11,866 and trending to be at or slightly above 2015 numbers. The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>320 - RCMP</b>					
<b>1 - Revenue</b>					
323621 – SCIF TRAFFIC FINE	(450,417)	(308,549)	(422,000)	(113,451)	36.77%
<b>1 - Revenue Total</b>	<b>(450,417)</b>	<b>(308,549)</b>	<b>(422,000)</b>	<b>(113,451)</b>	<b>36.77%</b>
<b>2 - Expense</b>					
215275 - POLICE OPS SUPPORT	-	-	10,500	10,500	
215285 - POLICE PROTECTION	6,235,722	6,665,603	7,111,004	445,401	6.68%
<b>2 - Expense Total</b>	<b>6,235,722</b>	<b>6,665,603</b>	<b>7,121,504</b>	<b>455,901</b>	<b>6.84%</b>
<b>320 - RCMP Total</b>	<b>5,785,305</b>	<b>6,357,054</b>	<b>6,699,504</b>	<b>342,450</b>	<b>5.39%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in revenue for service fees (fingerprinting) and property lease.
- Increase in SCIF traffic fine revenue sharing with the Province.
- RCMP contract fee increase.
- Increase in wages and benefits.



### Police Protection

The Police Services Department provides services to the RCMP, supporting their administrative and operational needs to provide effective police services to the citizens of Campbell River. The department also provides and maintains jail and lock-up facilities for the care and keeping of Municipal, Provincial, and Federal prisoners, inclusive of custodial services, as well as supporting their custodial and overall building maintenance needs. As at Q3 of 2016, 1,939 cells had been cleaned by City facility services staff representing approximately 325 hours of staff time.

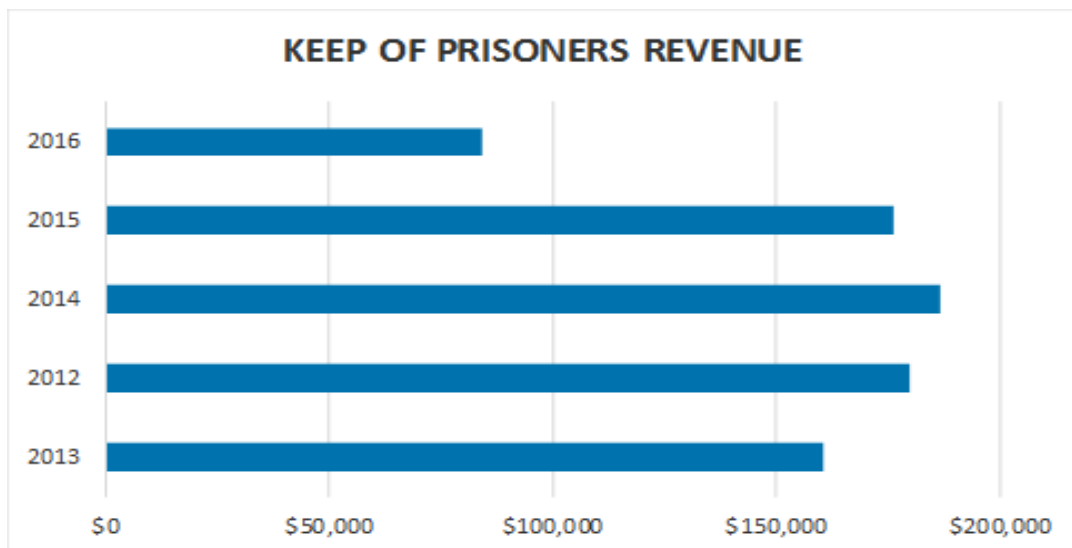
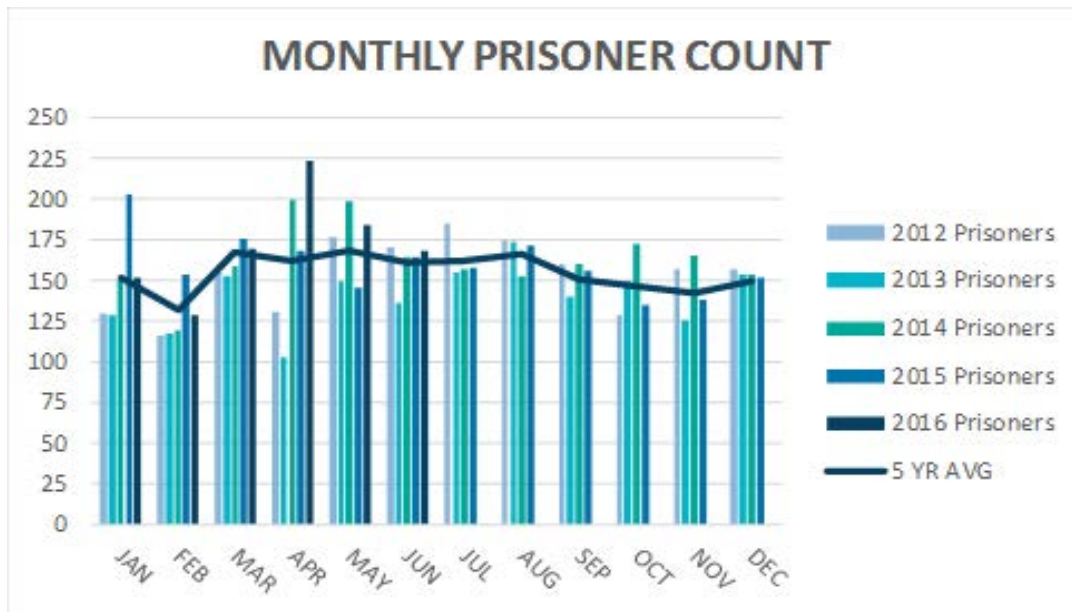
The annual prisoner count for 2015 was 1,923. As at Q2 of 2016, the prisoner count was 1,028 and trending to exceed 2015 numbers. The monthly prisoner count chart shows a breakdown in prisoner counts per month. The ratio of prisoners is 84.6% municipal, 15.1% provincial, and 0.3% federal. The City recovered \$176,388 from the provincial Keep of Prisoners program in 2015 for the keep of provincial prisoners in the Campbell River lock-up facility. Revenues as at Q2 of 2016 were \$84,268 and are expected to be at or slightly above budget by year end.

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>321 - POLICE PROTECTION</b>					
<b>1 - Revenue</b>					
225285 - POLICE PROTECTION	(323,928)	(299,240)	(313,150)	(13,910)	4.65%
<b>1 - Revenue Total</b>	<b>(323,928)</b>	<b>(299,240)</b>	<b>(313,150)</b>	<b>(13,910)</b>	<b>4.65%</b>
<b>2 - Expense</b>					
210115 - POLICE ADMIN	1,124,339	1,375,030	1,408,495	33,465	2.43%
211605 – COMMTY POLICING	82,557	104,680	108,604	3,924	3.75%
215296 - POLICE BLDG OP	249,433	246,311	286,050	39,739	16.13%
215345 - PRISONER DETENTION	92,898	408,869	408,650	(219)	-0.05%
<b>2 - Expense Total</b>	<b>1,549,227</b>	<b>2,134,890</b>	<b>2,211,798</b>	<b>76,908</b>	<b>3.60%</b>
<b>321 - POLICE Total</b>	<b>1,225,299</b>	<b>1,835,650</b>	<b>1,898,648</b>	<b>62,998</b>	<b>3.43%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase budget for fingerprinting revenues.
- Increase budget for RCMP lease.
- Increase to labour and benefits.



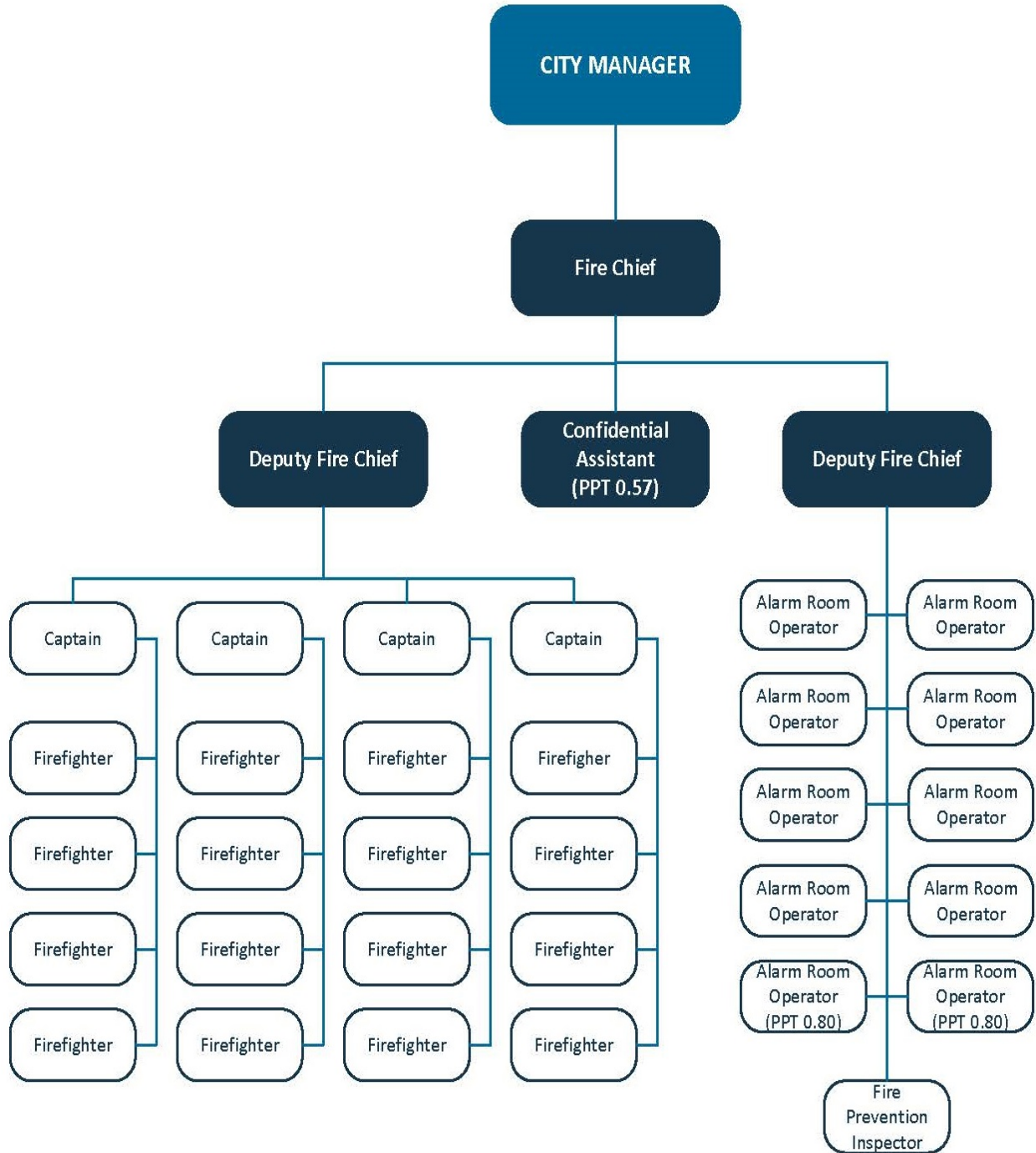
## Victim Services

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>356 - VICTIM SERVICES</b>					
<b>1 - Revenue</b>					
258205 - CONTRACT FEES	(60,032)	(59,556)	(60,112)	(556)	0.93%
<b>1 - Revenue Total</b>	<b>(60,032)</b>	<b>(59,556)</b>	<b>(60,112)</b>	<b>(556)</b>	<b>0.93%</b>
<b>2 - Expense</b>					
568205 - VICTIM SERVICES	80,111	100,642	102,162	1,520	1.51%
<b>2 - Expense Total</b>	<b>80,111</b>	<b>100,642</b>	<b>102,162</b>	<b>1,520</b>	<b>1.51%</b>
<b>356 - VICTIM SERVICES Total</b>	<b>20,079</b>	<b>41,086</b>	<b>42,050</b>	<b>964</b>	<b>2.35%</b>

## Summary of Budget Changes from 2016 to 2017:

- Small change to wages and benefits.

## Fire Segment



### Fire Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(1,503,710)	(1,592,309)	(1,724,300)	(131,991)	8.29%
Other Revenue	(17,418)	(16,380)	(15,067)	1,313	-8.02%
<b>1 - Revenue Total</b>	<b>(1,521,128)</b>	<b>(1,608,689)</b>	<b>(1,739,367)</b>	<b>(130,678)</b>	<b>8.12%</b>
Contracted Services	372,355	233,550	250,697	17,147	7.34%
Insurance	39,383	41,816	33,835	(7,981)	-19.09%
Other Operating Expenses	514,837	505,892	542,770	36,878	7.29%
Utilities	18,353	18,050	17,400	(650)	-3.60%
Wages & Benefits	4,450,964	4,518,290	4,777,442	259,152	5.74%
<b>2 - Expense Total</b>	<b>5,395,893</b>	<b>5,317,598</b>	<b>5,622,144</b>	<b>304,546</b>	<b>5.73%</b>
<b>FIRE Total</b>	<b>3,874,765</b>	<b>3,708,909</b>	<b>3,882,777</b>	<b>173,868</b>	<b>4.69%</b>

2017 Variance Description	Amount
Increase in E911 fixed contract revenue	\$ (126,991)
Increase in Fire revenue for services rendered to SRD and First Nations	(5,000)
Increase for wages & benefits	159,152
Increase in overtime budget realignment	100,000
Increase in auxiliary firefighter training realignment	30,000
Increase in Fire training and travel	8,200
Increase in Fire software fees	4,200
Other	4,307
<b>Overall Segment Variance</b>	<b>\$173,868</b>

## Fire Protection

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.

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 & Code Enforcement.
- Public Fire & Life Safety Education.
- Enforcement of Fire Services Bylaw 2612, Clean Air Bylaw 3293, and Fireworks Regulation Bylaw 3297.
- After-hours call taking & 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 1 Fire Prevention Officer.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>322 - FIRE PROTECTION</b>					
<b>1 - Revenue</b>					
223285 - FIRE PROTECTION	(425,805)	(519,680)	(523,367)	(3,687)	0.71%
<b>1 - Revenue Total</b>	<b>(425,805)</b>	<b>(519,680)</b>	<b>(523,367)</b>	<b>(3,687)</b>	<b>0.71%</b>
<b>2 - Expense</b>					
220115 - FIRE PROTECT ADMIN	460,663	468,025	476,827	8,802	1.88%
221515 - FIRE DISPATCH	179,380	180,654	192,436	11,782	6.52%
223215 - FIRE TRAINING FAC	3,992	3,600	3,600	-	0.00%
223285 - FIRE PROTECTION	2,714,128	2,770,015	2,953,335	183,320	6.62%
223295 - FIRE FIGHTING EQUIP	85,150	84,000	84,000	-	0.00%
223315 - FIRE TECHNICAL	220,134	203,462	236,606	33,144	16.29%
223375 - FIRE FLEET & EQUIP	279,620	190,764	196,762	5,998	3.14%
223975 - FIRE PREVENTION	149,719	143,936	148,242	4,306	2.99%
229990 - COST ALLOCATION	192,423	192,423	192,423	-	0.00%
<b>2 - Expense Total</b>	<b>4,285,210</b>	<b>4,236,879</b>	<b>4,484,232</b>	<b>247,353</b>	<b>5.84%</b>
<b>322 - FIRE PROTECTION Total</b>	<b>3,859,405</b>	<b>3,717,199</b>	<b>3,960,865</b>	<b>243,666</b>	<b>6.56%</b>

**Summary of Budget Changes from 2016 to 2017:**

- Increase in wages through IAFF agreement and increased budget for overtime.
- Increase in training budget for auxiliary firefighters.

**2017 Goals, Objectives and Work Plan:**

- Continue to address strategic issues identified in the Fire Services Review.
- Identify property for relocation of No. 1 Fire Hall and complete 50% station design.
- All 2016/17 auxiliary recruits complete NFPA 1001 Firefighter Level II certification by June 2017.
- Update Fire Services Bylaw.
- Take Delivery of new fire engine in Q4 2017.
- Complete refurbish of 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.

**2016 Highlights:**

- New 101' Tower Truck in service.
- RFP for new fire engine issued in Q4.
- Fire Services Review completed.
- 13 auxiliary firefighters completed certification to NFPA 1001 Firefighter Level II.
- 10 new auxiliary members recruited for training.
- 11 auxiliary firefighters completed certification to National Fire Protection Association (NFPA) 1021 Fire Officer Level I.
- High Angle Rescue agreement established with John Hart Dam project.
- Confined Space Rescue agreement established with Ocean Pacific Marine.





**E-911**

Campbell River Fire department continues to deliver effective and highly regarded fire dispatch services to communities throughout the North Island and Powell River region. 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 and has done so since 1995.

Services provided include:

- 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 Dispatch staff.

	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
<b>323 - E-911</b>					
<b>1 - Revenue</b>					
222500 - E-911	(1,095,323)	(1,089,009)	(1,216,000)	(126,991)	11.66%
<b>1 - Revenue Total</b>	<b>(1,095,323)</b>	<b>(1,089,009)</b>	<b>(1,216,000)</b>	<b>(126,991)</b>	<b>11.66%</b>
<b>2 - Expense</b>					
230115 - E-911 ADMIN	129,834	139,657	143,068	3,411	2.44%
231515 - E911 DISPATCH	954,757	920,397	970,344	49,947	5.43%
233315 - E-911 FIRE TECH SVCS	10,060	20,665	24,500	3,835	18.56%
<b>2 - Expense Total</b>	<b>1,094,652</b>	<b>1,080,719</b>	<b>1,137,912</b>	<b>57,193</b>	<b>5.29%</b>
<b>323 - E-911 Total</b>	<b>(671)</b>	<b>(8,290)</b>	<b>(78,088)</b>	<b>(69,798)</b>	<b>841.95%</b>

**Summary of Budget Changes from 2016 to 2017:**

- E-911 dispatch service fixed contract with NI-911 Corporation revenue increase.
- Increase to wages and benefits.
- Increase in training.

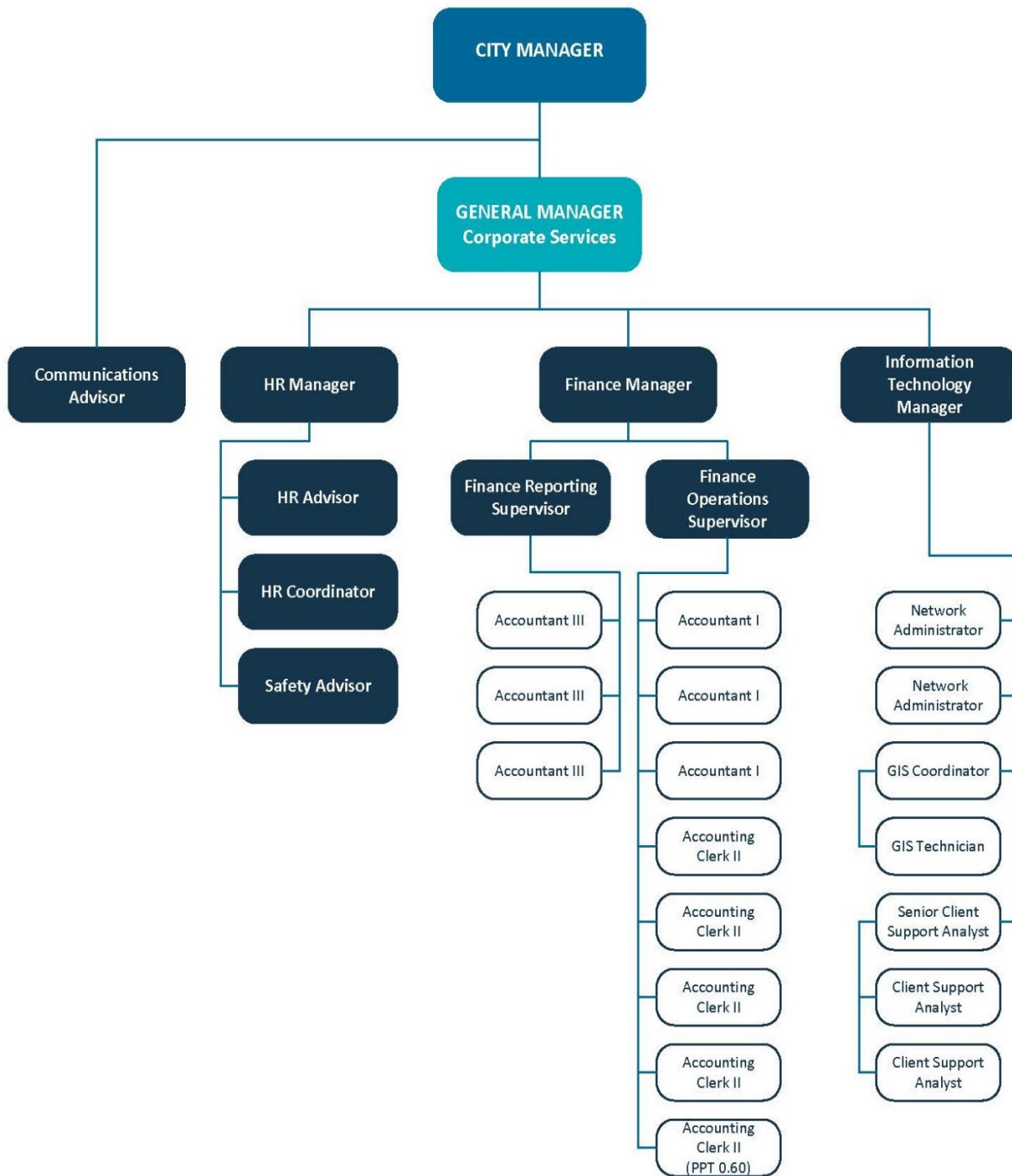
**2017 Goals, Objectives and Work Plan:**

- The dispatch of an estimated 10,000 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as, NFPA Standard 1061 - Professional Qualifications for Public Safety Telecommunications Personnel.
- Expansion of the service delivery area.

**2016 Highlights:**

- Increased fiscal efficiency using existing staffing model.
- Increased redundancy and business continuity built into operations.
- Increase in the number of fire departments within current service delivery area.

## Corporate Services Segment



## Corporate Services Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(152,872)	(154,570)	(107,220)	47,350	-30.63%
Other Revenue	(9,027)	(21,390)	(9,580)	11,810	-55.21%
<b>1 - Revenue Total</b>	<b>(161,899)</b>	<b>(175,960)</b>	<b>(116,800)</b>	<b>59,160</b>	<b>-33.62%</b>
Contracted Services	123,740	174,500	149,500	(25,000)	-14.33%
Other Operating Expenses	554,488	609,965	606,128	(3,837)	-0.63%
Utilities	45,086	38,231	41,720	3,489	9.13%
Wages & Benefits	2,330,020	2,560,149	2,607,347	47,198	1.84%
<b>2 - Expense Total</b>	<b>3,053,333</b>	<b>3,382,845</b>	<b>3,404,695</b>	<b>21,850</b>	<b>0.65%</b>
<b>CORPORATE SERVICES</b>	<b>2,891,434</b>	<b>3,206,885</b>	<b>3,287,895</b>	<b>81,010</b>	<b>2.53%</b>

2017 Variance Description	Amount
Decrease in IT SRD service contract, Shaw go Wi-Fi, and other fees	\$59,160
Increase to labour and benefits	47,198
Decrease in HR contract services expenses	(12,000)
Decrease in HR union contract services expenses	(10,000)
Decrease in Communications contract services expenses	(8,000)
Increase in software and licence fees	6,152
Other	(1,500)
<b>Overall Segment Variance</b>	<b>\$81,010</b>

## GM Corporate Services

Oversight of the Corporate Services division and member of the senior management team.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>300 – GM Corporate Services</b>					
<b>2 – Expense</b>					
113500 – GM CORP SVC	182,635	193,669	196,004	2,335	1.21%
<b>2 - Expense Total</b>	<b>182,635</b>	<b>193,669</b>	<b>196,004</b>	<b>2,335</b>	<b>1.21%</b>
<b>300 – GM CORP SVC Total</b>	<b>182,635</b>	<b>193,669</b>	<b>196,004</b>	<b>2,335</b>	<b>1.21%</b>

## Communications

This department is responsible for corporate communications initiatives, including corporate branding, news releases and citizen surveys, and ensuring that information is distributed to employees and community members, using multiple methods, to promote positive working relationships.

Working with other City departments, Communications helps research, plan and develop materials to provide clear, consistent and complete information about City programs, events and initiatives as well as the local government decision-making process. The goal: to share information with Campbell River citizens – and to encourage valuable feedback that helps us improve City services.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>111 - COMMUNICATIONS</b>					
<b>2 - Expense</b>					
111514 - COMMUNICATIONS	142,631	150,405	146,350	(4,055)	-2.70%
<b>2 - Expense Total</b>	<b>142,631</b>	<b>150,405</b>	<b>146,350</b>	<b>(4,055)</b>	<b>-2.70%</b>
<b>111 - COMMUNICATIONS Total</b>	<b>142,631</b>	<b>150,405</b>	<b>146,350</b>	<b>(4,055)</b>	<b>-2.70%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in wages and benefits.
- Decrease in contracted services for community survey; undertaken every three years.

### 2017 Goals, Objectives and Work Plan:

- City scorecard to track service levels.
- Customer service program.
- E-newsletter for community.
- On-screen and on-hold messages.
- Review and update advertising policy.

### 2016 Highlights:

- Annual report template refresh.
- 2016 citizen satisfaction survey.
- Crisis Communications team training.
- *At Your Service* employee video.
- Awards of Distinction for videos *Revitalizing Downtown*, *Campbell River's People Place* and *Campbell River Smile*.
- Council Currents – televised brief of Council Meeting Highlights, in partnership with Shaw TV.
- Small Town PR Playbook contributor (resource for BC local governments) and coordinated program for day-long Local Government Management Association communications forum.

## Human Resources

The Human Resources department provides professional services in order to attract, retain, support, and develop City employees so that they can serve the public in a way that earns the trust, respect and confidence of our community. Key Human Resource services include workforce planning; recruitment and retention; labour and employee relations; compensation and benefits administration; health and safety; ability management; learning and development; policy development; records management; and organizational relationships.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>114 - HUMAN RESOURCES</b>					
<b>2 - Expense</b>					
140115 - HUMAN RESOURCES	419,311	452,718	448,340	(4,378)	-0.97%
143085 - EMPLOYEE PRGMS	22,901	53,000	53,000	-	0.00%
146430 - SAFETY	3,344	6,500	6,500	-	0.00%
148110 - LABOUR RELATIONS	63,979	103,500	93,500	(10,000)	-9.66%
<b>2 - Expense Total</b>	<b>509,535</b>	<b>615,718</b>	<b>601,340</b>	<b>(14,378)</b>	<b>-2.34%</b>
<b>114 - HR Total</b>	<b>509,535</b>	<b>615,718</b>	<b>601,340</b>	<b>(14,378)</b>	<b>-2.34%</b>

### Summary of Budget Changes from 2016 to 2017:

- Reduction in contracted services (tri-annual survey and labour negotiations).
- Increase in wages and benefits.

### 2017 Goals, Objectives and Work Plan:

- Focus on strategic human resource management, including talent management, retention and hiring for the future.
- Collaborate actively with all departments to optimize organizational structure and performance.
- Successfully negotiate renewal of IAFF collective agreement (expired Dec. 31, 2015).
- Continue to enhance workplace health & safety program, utilizing Certification of Recognition (COR) framework.

### 2016 Highlights:

- There have been 86 job postings YTD (Oct 31) with 69% of the positions being filled internally.
- Staff turnover is 5% YTD and we have welcomed 21 new people to the City's permanent staff complement.
- Improved labour relations has 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 \$1.66 per \$100 of assessable payroll for 2017. Positive health and safety performance for the period 2013 – 2015 has enabled the City to achieve a discount of 18.1% on our assessed rates as compared to the base rate charge for the Local Government sub-class.

## Finance Department

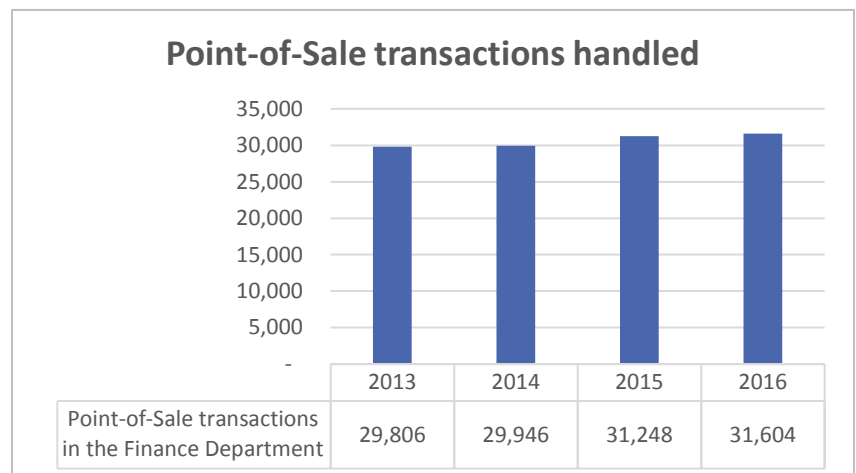
The Finance department is responsible for all matters of financial administration for the City of Campbell River. The department delivers services to both the public and all 50 City departments. The department oversees a \$63 million annual operating budget and the annual capital budget (Proposed 2017 - \$28.7 million for 146 capital projects). A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget; financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities. Annual reporting includes preparing the audited financial statements and the Ministry required Local Government Data Entry (LGDE) forms, as well as the Statement of Financial Information (SOFI) which reports suppliers paid over \$25,000 in the year from the City and Council and employee wages and employment expenses.

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 department manages payroll for three pay groups: Exempt, CUPE and IAFF. Payroll and benefit administration totals \$22.6 million annually. The City is the tax collector for many other governments such as the Regional District, School 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 administers the provincial tax deferral program and provincial Home Owner Grant (HOG) programs. Customers served at the Finance front counter average 150-200 per week, and up to 1,500-2,000 per week during tax time in May and June. 2,000 utility bills for metered customers are prepared, processed and delivered annually. The City issues and collects approximately 250 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

The core services provided by the department are:

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



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>212 - FINANCE</b>					
<b>2 - Expense</b>					
123185 - EXTERNAL AUDIT	46,365	50,300	50,500	200	0.40%
123255 - FINANCE ADMIN	1,128,612	1,233,513	1,255,893	22,380	1.81%
<b>2 - Expense Total</b>	<b>1,174,977</b>	<b>1,283,813</b>	<b>1,306,393</b>	<b>22,580</b>	<b>1.76%</b>
<b>212 - FINANCE Total</b>	<b>1,174,977</b>	<b>1,283,813</b>	<b>1,306,393</b>	<b>22,580</b>	<b>1.76%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase in wages and benefits.

#### 2017 Goals, Objectives and Work Plan:

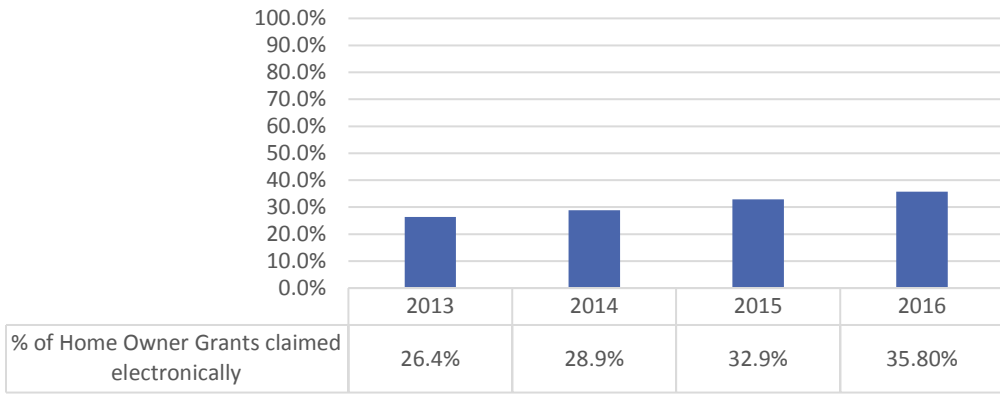
- Develop a comprehensive grant policy to provide clarity and direction on grants provided to external organizations.
- Finalize the draft debt policy for Council approval.
- Review the existing investment policy to ensure that it follows the City's long-term financial stability and resiliency program.
- Complete comprehensive financial risk matrix.
- Complete research on implementing a stormwater utility fee and appropriate rate structure for residential and commercial. This rate structure review will include consideration of sewer, water, and garbage user fees for a comprehensive utility rate structure.
- Work with other departments on user fee reviews including utilities, development services, and parks and recreation.
- Outreach and training with City departments for cash handling procedures.
- Improve and streamline the Finance section of the external and internal City websites to enhance accessibility of pertinent information for users.
- Complete a restructure of the 2300 income statement general ledger accounts to streamline departmental budgets and improve financial reporting.
- Work with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development.
- 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.



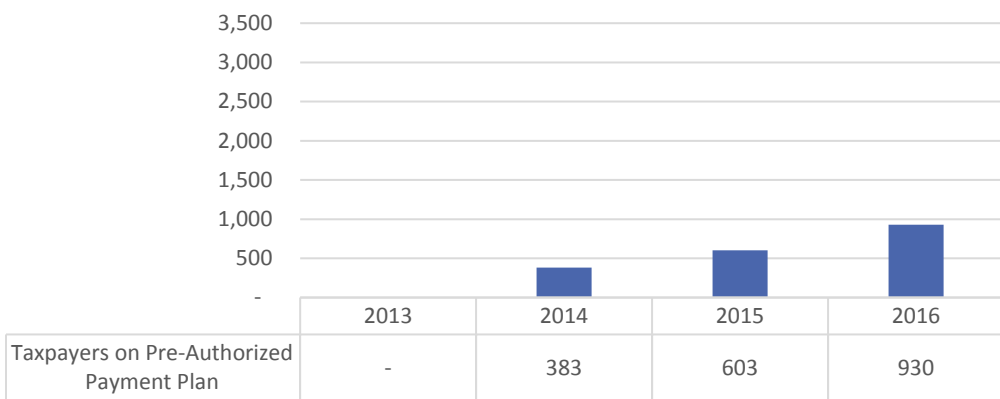
**2016 Highlights:**

- The 2016 budget was awarded the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award which is the highest award in governmental budgeting.
- Continued the City's focus on long-term financial planning for 2017 budget including the implementation of identifying key budget issues at the start of budgeting, developing business cases on those key issues, management budget speed dating, and increasing the base budget section of the financial plan to improve transparency and information on base services.
- Continued the integration of business cases into financial planning for 2017 with a focus on key service increase requests and capital projects to aide in decision making for Council and staff.
- Developed a comprehensive debt policy that considers type and scope of assets for borrowing, as well as the amount of debt servicing and debt levels the City will take on. Draft policy approved in principle by Council. Final will be presented in early 2017 for approval.
- Performed preliminary research on the new social grants and consideration of streamlining the many grants issued by the City.
- Completed initial research on sustainable funding source for stormwater with consideration for general taxation, parcel taxes and user fees with user fees determined to be the best alternative.
- Streamlined reporting to Council and integrated quarterly financial reporting with strategic initiative reporting.
- Developed draft key performance indicators for the finance department that provide value-added information to Council and the public.
- Completed a balance sheet general ledger restructure on 150 accounts and implemented a monthly balance sheet reconciliation process to streamline monthly processes and reduce the extensive time spent on the year end audit process.
- Completed a streamline of the 3 permissive tax exemption 10 year bylaws to an updated 3 year bylaw encompassing all permissive exemptions which will be in place from 2017-2019.
- Implemented a new quarterly utility billing process including increasing variance analysis to improve operational efficiencies related to water leaks and increase customer service.
- Completed process manuals for finance operations including utilities, accounts receivable, accounts payable and payroll to increase efficiency and cross training opportunities.

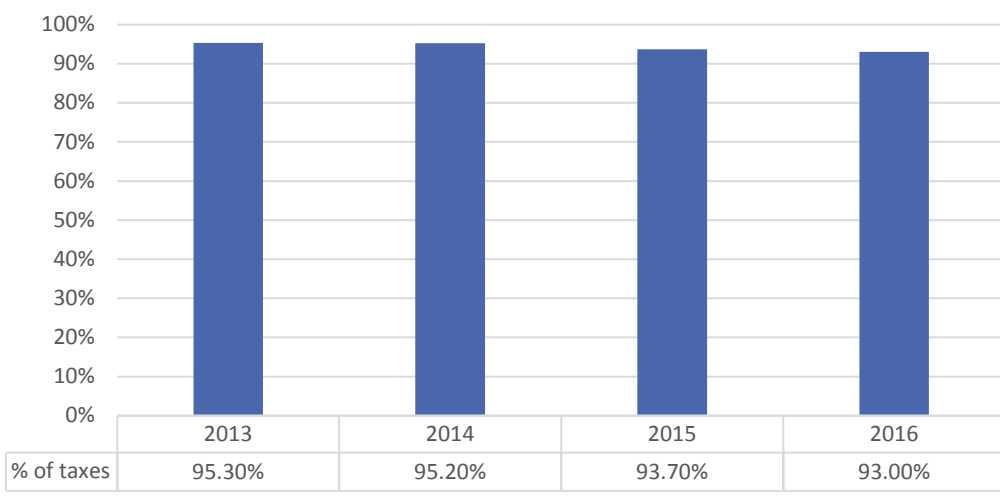
### % of Home Owner Grants claimed electronically



### Taxpayers on Pre-Authorized Payment Plan (PAWS)



### Taxes collected on or before the annual deadline



## Information Technology

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

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>213 - IT</b>					
<b>1 - Revenue</b>					
213900 - ADMIN FEES - IT	(157,399)	(174,330)	(114,300)	60,030	-34.43%
215900 - RECOVER WO	(4,500)	(1,630)	(2,500)	(870)	53.37%
<b>1 - Revenue Total</b>	<b>(161,899)</b>	<b>(175,960)</b>	<b>(116,800)</b>	<b>59,160</b>	<b>-33.62%</b>
<b>2 - Expense</b>					
130115 - IT ADMIN	381,998	439,070	438,958	(112)	-0.03%
130820 - BUSINESS APPS	957	8,500	8,000	(500)	-5.88%
133560 - GIS SUPPORT	156,651	173,574	177,950	4,376	2.52%
134700 - NETWORK SUPPORT	467,107	517,436	529,039	11,603	2.24%
135900 - RECOVER WO	566	660	660	-	0.00%
<b>2 - Expense Total</b>	<b>1,007,280</b>	<b>1,139,240</b>	<b>1,154,608</b>	<b>15,368</b>	<b>1.35%</b>
<b>213 - IT Total</b>	<b>845,382</b>	<b>963,280</b>	<b>1,037,808</b>	<b>74,528</b>	<b>7.74%</b>

### Summary of Budget Changes from 2016 to 2017:

- Decrease in Regional District service contract fees.
- Decrease in SHAW Go Wi-Fi revenues.
- Increase in software license fees.
- Increase in wages and benefits.

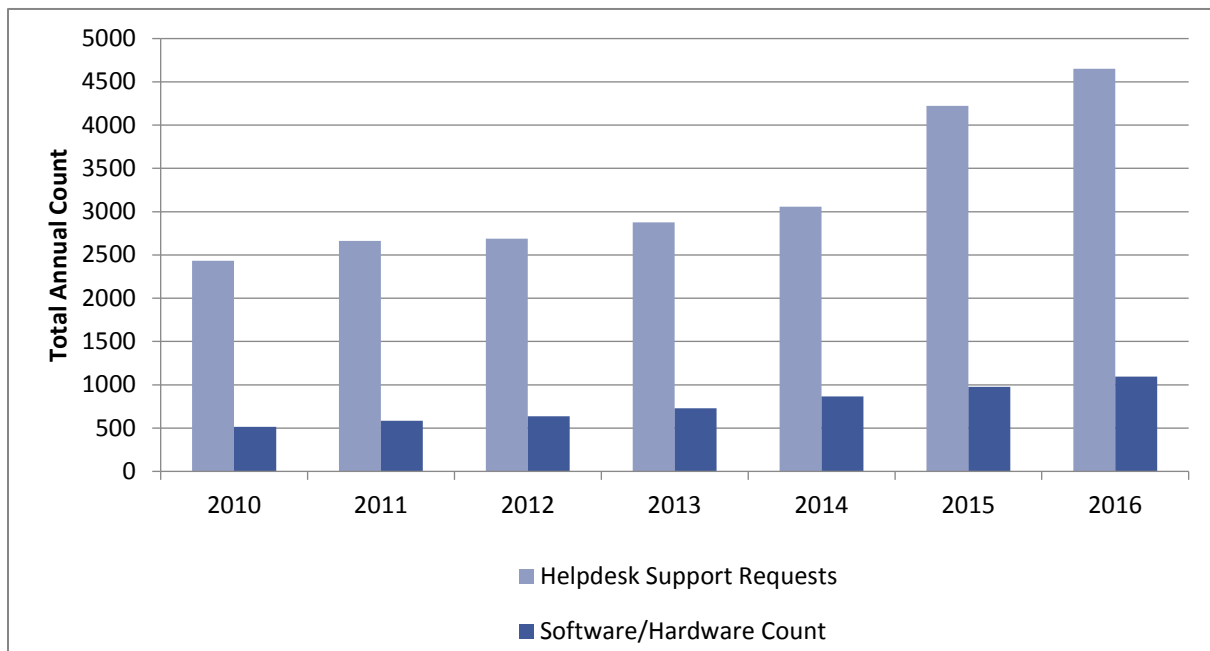
### 2017 Goals, Objectives and Work Plan:

- Renew SRD technical support agreement.
- Implement desktop virtualization.
- Complete Microsoft licensing renewal.
- Create 3D water model interactive webmap of downtown core area.
- Upgrade Dogwood Operations Centre phone system.
- Vadim and Tempest major software upgrades.
- Upgrade primary network firewall.

- Implement Phase One of the Municipal Broadband Network.

#### 2016 Highlights:

- Completed business case for Municipal Broadband Network.
- Renewed SRD technology support contract for one-year term.
- Completed security audit of City network.
- Expanded city public WIFI to select City facilities.
- Increased the number of public facing webmaps and added more layers of data (information) to existing webmaps to meet increased requests for information.
- Created an Airphoto History webmap.
- Created a Park Finder and Firearms boundary webmap.
- Acquisition of 2016 airphotos (10cm urban containment boundary and 30cm for municipal boundary).
- Acquisition of data acquired by UAV for analysis (Norm Wood Line of Sight analysis).
- Increased our GIS Infrastructure from a single server to two servers to support growing needs and increase data.
- Implemented catalogue to allow public download of GIS base data (parcels and road.
- Total support requests resolved in 2016 – 4652 (as of November 16).



## General Fiscal Services Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(1,036,227)	(1,015,000)	(1,100,000)	(85,000)	8.37%
Investment Income	(393,803)	(130,000)	(180,000)	(50,000)	38.46%
Other Revenue	(1,243,912)	(889,300)	(995,000)	(105,700)	11.89%
Tax Revenue	(28,521,198)	(29,443,439)	(30,394,583)	(951,144)	3.23%
Transfers from own funds	(1,999,779)	(2,170,824)	(488,760)	1,682,064	-77.49%
<b>1 - Revenue Total</b>	<b>(33,194,919)</b>	<b>(33,648,653)</b>	<b>(33,158,343)</b>	<b>490,220</b>	<b>-1.46%</b>
Contracted Services	42,731	45,000	48,000	3,000	6.67%
Debt Servicing	1,011,456	766,900	438,656	(328,244)	-42.80%
Other Operating Expenses	(525,900)	(466,031)	(1,795,314)	(1,329,283)	285.23%
Wages & Benefits	-	55,000	110,000	55,000	100.00%
Transfers from own funds	4,173,702	4,531,601	3,829,301	(702,300)	-15.50%
<b>2 - Expense Total</b>	<b>4,701,988</b>	<b>4,932,470</b>	<b>2,630,643</b>	<b>(2,301,827)</b>	<b>-46.67%</b>
<b>GENERAL FISCAL SERVICES</b>	<b>(28,492,931)</b>	<b>(28,716,093)</b>	<b>(30,527,700)</b>	<b>(1,811,607)</b>	<b>6.31%</b>

2017 Variance Description	Amount
Net Increase in transfers to/from Reserves /Community Works Fund	800,314
Increase in transfer from General Operating to Airport fund for fuel realignment	179,450
Decrease in Debt Servicing (1 MFA issue completed in 2016)	(328,244)
Net increase in Taxation and Payments in Lieu of Taxation	(972,510)
Increase in Fleet cost allocation (transferred from Fleet department)	(1,359,900)
Decrease in Corporate Services grants (Community Works, CARIP)	28,000
Increase in Corporate Services revenue (CRIB, Fees, Investments, Interest, CWF)	(138,700)
Increase in Corporate Services (Grants-in-aid, Future operating expenses)	84,983
Increase in Fortis Franchise Fees (full year revenue for 2017, partial only in 2016)	(105,000)
<b>Overall Segment Variance</b>	<b>(\$1,811,607)</b>

## Reserves

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>218 - RESERVES</b>					
<b>1 - Revenue</b>					
906110 - SOLID WASTE	-	(34,674)	(83,160)	(48,486)	139.83%
907910 - FIN STABILIZATION	(302,000)	(1,425,000)	-	1,425,000	-100.00%
908023 - PARKS	(110,611)	(205,550)	(100,000)	105,550	-51.35%
907962 - FLEET & EQUIPMENT	(200,000)	(200,000)	-	200,000	-100.00%
908051 - PERPETUAL CARE FUND	(4,450)	(5,600)	(5,600)	-	0.00%
917930 - GAMING	(581,817)	(300,000)	(300,000)	-	0.00%
<b>1 - Revenue Total</b>	<b>(1,198,879)</b>	<b>(2,170,824)</b>	<b>(488,760)</b>	<b>1,682,064</b>	<b>-77.49%</b>
<b>2 - Expense</b>					
902001 - COMM PARTNERSHIP	-	15,000	-	(15,000)	-100.00%
902002 - CARBON NEUTRAL	151,697	40,000	67,000	27,000	67.50%
907900 - CAPITAL WORKS	310,300	220,000	430,000	210,000	95.45%
907901 - CAPITAL LENDING	1,356,209	394,085	253,535	(140,550)	-35.66%
907920 - TSFR STAT RESERVE	186,569	35,600	35,600	-	0.00%
907961 - FACILITIES	190,000	830,000	590,000	(240,000)	-28.92%
907962 - FLEET & HEAVY EQUIP	340,115	600,000	710,000	110,000	18.33%
907963 - FIRE	3,784	175,000	-	(175,000)	-100.00%
907964 - IT	54,500	451,000	51,000	(400,000)	-88.69%
907965 - FURN & EQUIP	-	30,000	10,000	(20,000)	-66.67%
907966 - FURN & EQUIP R&M	15,000	15,000	15,000	-	0.00%
907967 - INTL RELATIONSHIP	5,000	5,000	5,000	-	0.00%
908023 - PARKS	504,680	711,200	510,000	(201,200)	-28.29%
908025 - STORM DRAIN PARCEL	163,680	293,000	226,000	(67,000)	-22.87%
917930 - GAMING	672,318	650,000	680,000	30,000	4.62%
<b>2 - Expense Total</b>	<b>3,953,852</b>	<b>4,464,885</b>	<b>3,583,135</b>	<b>(881,750)</b>	<b>-19.75%</b>
<b>218 - RESERVES Total</b>	<b>2,754,974</b>	<b>2,294,061</b>	<b>3,094,375</b>	<b>800,314</b>	<b>34.89%</b>

## Summary of Budget Changes from 2016 to 2017:

- Increased transfer from reserve to Solid Waste department to offset expense increases.
- Net decrease in funding for Capital from Financial Stabilization reserve of \$1.3 million.
- Increase of transfers to/from Capital Works reserve of \$680,000 to fund capital projects per net funding model.
- Decrease for Parks repayment to Capital Lending reserve – 2016 was final repayment for the Splashpark changehouse.

## Fiscal Services

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>219 - FISCAL SERVICES</b>					
<b>1 - Revenue</b>					
907901 - ACC SURPLUS GEN OP	(790,811)	-	-	-	-
<b>1 - Revenue Total</b>	<b>(790,811)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2 - Expense</b>					
098003 - AIRPORT OPERATING	203,820	66,716	246,166	179,450	268.98%
<b>2 - Expense Total</b>	<b>203,820</b>	<b>66,716</b>	<b>246,166</b>	<b>179,450</b>	<b>268.98%</b>
<b>219 - FISCAL SERVICES Total</b>	<b>(586,991)</b>	<b>66,716</b>	<b>246,166</b>	<b>179,450</b>	<b>268.98%</b>

## Summary of Budget Changes from 2016 to 2017:

- Increase to transfer from general operating to offset the airport operating deficit related to fuel sales profit margin realignment.

**Debt**

	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Variance (\$)</b>	<b>Variance (%)</b>
<b>220 - DEBT</b>					
<b>2 - Expense</b>					
181060 - CAPITAL LEASE EQUIP	13,938	15,807	13,111	(2,696)	-17.06%
184570 - MFA DEBENTURES	666,008	457,781	245,264	(212,517)	-46.42%
324570 - MFA DEBENTURES	350,187	293,312	180,281	(113,031)	-38.54%
<b>2 - Expense Total</b>	<b>1,030,133</b>	<b>766,900</b>	<b>438,656</b>	<b>(328,244)</b>	<b>-42.80%</b>
<b>220 - DEBT Total</b>	<b>1,030,133</b>	<b>766,900</b>	<b>438,656</b>	<b>(328,244)</b>	<b>-42.80%</b>

**Summary of Budget Changes from 2016 to 2017:**

- Decrease in debt and interest payments issued for roads and stormwater local improvements.



## Taxation

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>230 - TAXATION</b>					
<b>1 - Revenue</b>					
017500 - TAXES - GENERAL	(26,463,633)	(27,404,939)	(28,283,583)	(878,644)	3.21%
017530 - TAXES - UTILITY	(478,899)	(482,700)	(465,000)	17,700	-3.67%
034345 - LOCAL IMPROV TAXES	(16,124)	(19,800)	(18,000)	1,800	-9.09%
034870 - PARCEL TAXES - STORM	(163,692)	(163,000)	(166,000)	(3,000)	1.84%
064285 - LOCAL BIA TAXES	(62,254)	(65,400)	(69,000)	(3,600)	5.50%
074850 - PARCEL TAXES - PARKS	(504,717)	(511,200)	(510,000)	1,200	-0.23%
115080 - PMTS IN LIEU - FED	(33,139)	(33,700)	(35,000)	(1,300)	3.86%
115095 - PMTS IN LIEU - PROV	(557,401)	(487,700)	(598,000)	(110,300)	22.62%
<b>1 - Revenue Total</b>	<b>(28,279,859)</b>	<b>(29,168,439)</b>	<b>(30,144,583)</b>	<b>(976,144)</b>	<b>3.35%</b>
<b>2 - Expense</b>					
193750 - HEART OF THE CITY	42,586	44,715	47,000	2,285	5.11%
198800 - WILLOW POINT BIA	19,668	20,651	22,000	1,349	6.53%
<b>2 - Expense Total</b>	<b>62,254</b>	<b>65,366</b>	<b>69,000</b>	<b>3,634</b>	<b>5.56%</b>
<b>230 - TAXATION Total</b>	<b>(28,217,605)</b>	<b>(29,103,073)</b>	<b>(30,075,583)</b>	<b>(972,510)</b>	<b>3.34%</b>

### Summary of Budget Changes from 2016 to 2017:

- \$120,000 increase in Class 2 Utility provincial average realignment for third and final year.
- \$505,000 increase in Non-Market change tax revenue for 2017.
- \$253,000 increase in tax revenue collected in 2016.
- Decreased 1% revenue from utility taxes (Fortis) due to provincial rate realignment.
- Increased revenue from Provincial and Federal payments in lieu of taxes.

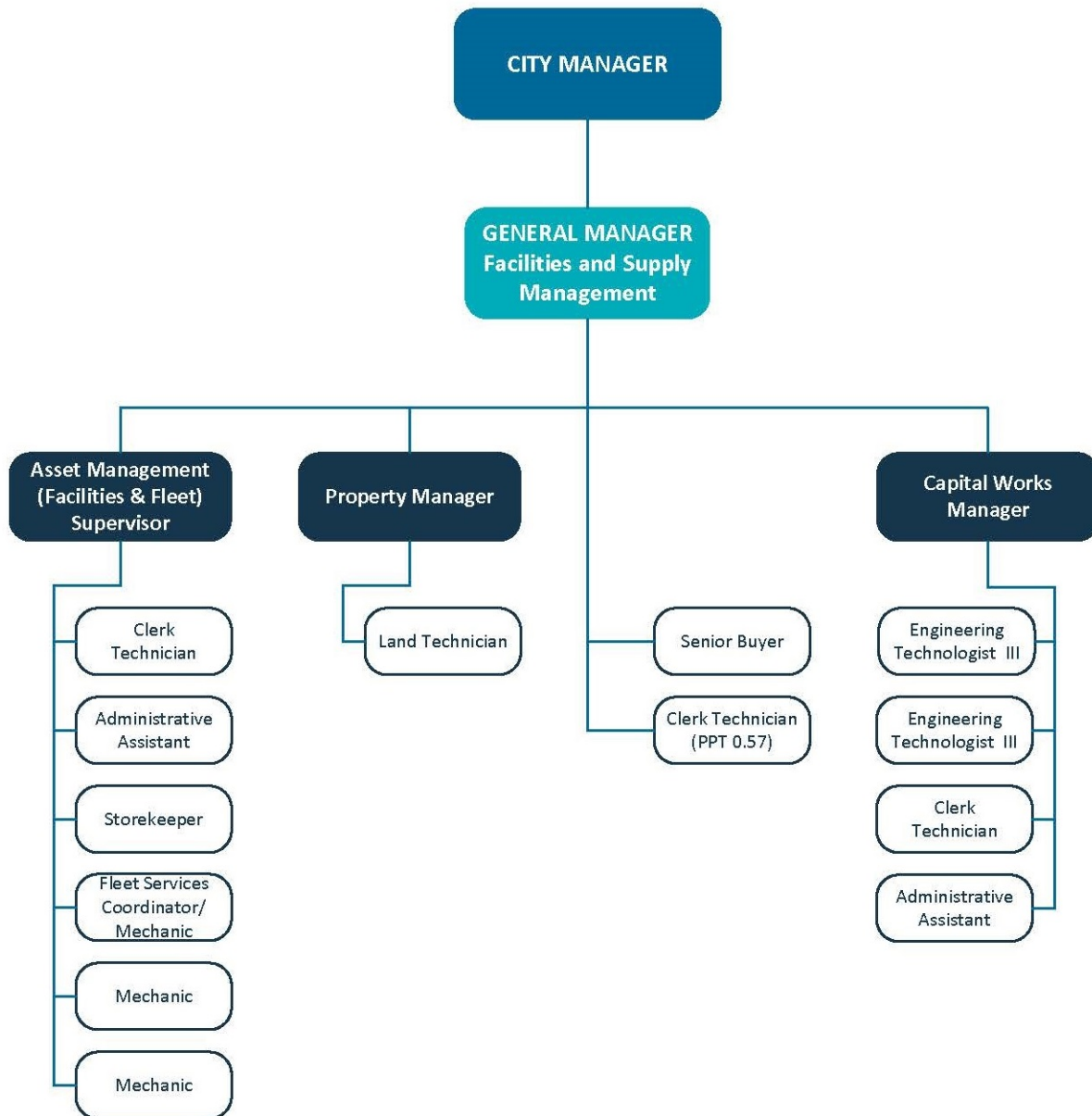
## Corporate Services

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>231 - CORPORATE SERVICES</b>					
<b>1 - Revenue</b>					
210940 - CR INDIAN BAND	(935,532)	(940,000)	(1,000,000)	(60,000)	6.38%
213255 - ADMIN FEE - FINANCE	(103,231)	(76,800)	(102,000)	(25,200)	32.81%
213500 - ADMIN FEE - GENERAL	(227,035)	(25,000)	(25,000)	-	0.00%
213505 - ADMIN FEE - CITY MERC	(257)	(2,500)	(1,000)	1,500	-60.00%
216130 - FORTIS BC FRANCH FEE	-	(55,000)	(160,000)	(105,000)	190.91%
313620 - PROV GRANTS	(672,318)	(650,000)	(680,000)	(30,000)	4.62%
333601 - TRANSFERS - CWF	(12,871)	(155,000)	(100,000)	55,000	-35.48%
333621 - TRANSFERS CARIP	(29,001)	-	(27,000)	27,000	-100.00%
414000 - INVESTMENTS	(122,889)	(100,000)	(130,000)	(30,000)	30.00%
417600 - CURRENT PENALTIES	(241,338)	(275,000)	(250,000)	25,000	-9.09%
417630 - TAXES INTEREST	(61,020)	(30,000)	(50,000)	(20,000)	66.67%
<b>1 - Revenue Total</b>	<b>(2,405,492)</b>	<b>(2,309,300)</b>	<b>(2,525,000)</b>	<b>(215,700)</b>	<b>9.34%</b>
<b>2 - Expense</b>					
153390 - FLEET COST ALLOC	-	-	(1,359,900)	(1,359,900)	-100.00%
193350 - FISCAL SERVICES	28,906	-	5,000	5,000	100.00%
193425 - FUTURE CAPITAL	-	22,345	-	(22,345)	-100.00%
193475 - GEN FUTURE OP	-	55,000	110,000	55,000	100.00%
193510 - GRANTS IN AID	565,693	629,043	673,371	44,328	7.05%
193650 - CORP SERVICES	42,731	45,000	48,000	3,000	6.67%
199985 - COST RECOVERIES	(1,182,784)	(1,182,785)	(1,182,785)	-	0.00%
<b>2 - Expense Total</b>	<b>(545,454)</b>	<b>(431,397)</b>	<b>(1,706,314)</b>	<b>(1,274,917)</b>	<b>295.53%</b>
<b>231 - CORPORATE SERVICES Total</b>	<b>(2,950,946)</b>	<b>(2,740,697)</b>	<b>(4,231,314)</b>	<b>(1,490,617)</b>	<b>54.39%</b>

## Summary of Budget Changes from 2016 to 2017:

- Increase in Fortis Franchise Fees; 2017 is the first full year of the program.
- General increases for miscellaneous revenue, work orders, and FOI requests.
- Fleet cost allocation relocated from Fleet department to be contained with other corporate cost allocations.
- Increase for investment income.
- Increase for various miscellaneous income.

## Facilities & Supply Management Segment



### Facilities & Supply Management Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Other Revenue	(352,583)	(389,599)	(382,106)	7,493	-1.92%
<b>1 - Revenue Total</b>	<b>(352,583)</b>	<b>(389,599)</b>	<b>(382,106)</b>	<b>7,493</b>	<b>-1.92%</b>
Contracted Services	812,807	869,976	926,385	56,409	6.48%
Insurance	107,045	122,011	145,225	23,214	19.03%
Other Operating Expenses	(275,204)	(686,140)	626,885	1,313,025	-191.36%
Utilities	171,228	174,491	168,633	(5,858)	-3.36%
Wages & Benefits	1,284,795	1,420,183	1,459,638	39,455	2.78%
<b>2 - Expense Total</b>	<b>2,100,671</b>	<b>1,900,521</b>	<b>3,326,766</b>	<b>1,426,245</b>	<b>75.04%</b>
<b>FACILITIES &amp; SUPPLY MANAGEMENT Total</b>	<b>1,748,088</b>	<b>1,510,922</b>	<b>2,944,660</b>	<b>1,433,738</b>	<b>94.89%</b>

2017 Variance Description	Amount
Net decrease in property lease revenue	(\$7,493)
Fleet cost allocations moved to Corporate Services for consistency	1,234,200
Increase in supplies – Facilities & Fleet absorbed fire & airport small apparatus	80,025
Increase in contract services – Facilities & Fleet	56,409
Increase in ICBC Insurance	23,214
Net increase in wages and benefits	39,455
Other	7,928
<b>Overall Segment Variance</b>	<b>\$1,433,738</b>

### GM Facilities & Supply Management

Oversight of the Facilities & Supply Management division and member of the senior management team.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>400 – GM Fac &amp; Sup Mgmt</b>					
<b>2 - Expense</b>					
153500 – GM FAC & SUP MGMT	181,605	188,226	200,028	11,802	6.27%
<b>2 - Expense Total</b>	<b>181,605</b>	<b>188,226</b>	<b>200,028</b>	<b>11,802</b>	<b>6.27%</b>
<b>220 - DEBT Total</b>	<b>181,605</b>	<b>188,226</b>	<b>200,028</b>	<b>11,802</b>	<b>6.27%</b>

## 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.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>445 - SUPPLY MANAGEMENT</b>					
<b>2 - Expense</b>					
155850 - PURCHASING OPS	123,544	137,675	136,370	(1,305)	-0.95%
<b>2 - Expense Total</b>	<b>123,544</b>	<b>137,675</b>	<b>136,370</b>	<b>(1,305)</b>	<b>-0.95%</b>
<b>445 - SUPPLY MANAGEMENT</b>					
<b>Total</b>	<b>123,544</b>	<b>137,675</b>	<b>136,370</b>	<b>(1,305)</b>	<b>-0.95%</b>

### Summary of Budget Changes from 2016 to 2017:

- Decrease in legal fees, software and licenses.
- Increase in wages and benefits.

### 2017 Goals, Objectives and Work Plan:

- Update purchasing policy for Council's consideration.
- Review current corporate purchasing card program, financial banking and audit services providers.
- Centralize city-wide purchases with Stores operations to realize cost-savings and improve supply requirements.
- Centralize contract management and required vendor documentation.
- Review the purchasing process to improve approval requirements.

### 2016 Highlights:

- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments.
- Conducted over 80 major competitions and acquisitions including vehicles and equipment, raw water lake intake, playground structures, numerous design and consulting service contracts, and the largest project our new water treatment building.

## Property Management

The Property Services department is responsible for the management of real estate assets and civic properties, including road closures, leases, purchase and sale negotiations, rights-of-way, and acquisition of and disposal of real estate, issues arising from occupants of City-owned property. Most property transactions require:

- Extensive historical research.
- Consultation with legal counsel.
- Consultation with staff and local stakeholders.
- Consideration of the Community Charter effects and constraints.
- Consideration of the Land Titles Act effects and constraints.
- Consideration of Council Policies and Procedures effects and constraints;
- Council Reports.
- Purchase and Sale, or Land Transfer Agreements standard clauses and conditions precedent.
- Follow-up with legal counsel, staff, stakeholders, purchasers, vendors and agents.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>446 - PROPERTY MANAGEMENT</b>					
<b>1 - Revenue</b>					
211425 - ENTERPRISE LEASE	(14,812)	(16,387)	(16,387)	-	0.00%
213500 - ADMIN FEE	(15,964)	(10,050)	(16,050)	(6,000)	59.70%
228065 - TYEE SPIT LEASES	(109,419)	(119,366)	(119,366)	-	0.00%
266210 - RENTAL HOUSING	(42,770)	(74,400)	(74,400)	-	0.00%
271575 - COMM CENTRE	(11,171)	(14,896)	-	14,896	-100.00%
271895 - DISCOVERY PIER	(15,000)	(15,500)	(15,500)	-	0.00%
273500 - LIBRARY	(124,265)	(139,000)	(140,403)	(1,403)	1.01%
<b>1 - Revenue Total</b>	<b>(333,400)</b>	<b>(389,599)</b>	<b>(382,106)</b>	<b>7,493</b>	<b>-1.92%</b>
<b>2 - Expense</b>					
155210 - PROPERTY ADMIN	266,007	269,132	272,702	3,570	1.33%
<b>2 - Expense Total</b>	<b>266,007</b>	<b>269,132</b>	<b>272,702</b>	<b>3,570</b>	<b>1.33%</b>
<b>446 - PROPERTY MGMT Total</b>	<b>(67,394)</b>	<b>(120,467)</b>	<b>(109,404)</b>	<b>11,063</b>	<b>-9.18%</b>

### Summary of Budget Changes from 2016 to 2017:

- Reduction in some property lease revenue for the Community Centre, and cancelled parking lot leases.
- Increase in wages through the collective agreement.

**2017 Goals, Objectives and Work Plan:**

- Continue internal review of lease agreements for City-owned property.
- Continue transition of records to an electronic format to streamline department work-flow.
- Continue to identify and market surplus City properties.
- Coordinate land acquisitions in support of the Waterfront Acquisition Strategy.
- Continue to negotiate property agreements to facilitate a variety of capital projects.
- Implement the land development strategies in the Master Airport Plan.
- Act as a liaison to a variety of community groups with respect to project development involving city owned property.

**2016 Highlights:**

- Acquired one additional property in support of the Waterfront Acquisition Strategy.
- Disposed of three surplus properties with funds deposited into reserve accounts.
- Assisted a variety of not-for-profit groups with their land development / acquisition plans.
- Continued transitioning of records to an electronic format to streamline department work-flow.
- Continued to identify and market surplus City properties.
- Assisted with the preparation of Land Development Strategy in the Airport Master Plan.
- Negotiated and executed numerous agreements in support of a variety of capital projects.





## Fleet

The Fleet department ensures that City fleet vehicle assets are operated and maintained in a safe, efficient, cost-effective and sustainable manner. The City's fleet consists of approximately 130 pieces of rolling stock (General Fleet–90, Airport–24, Fire Department–16), as well as approximately 100 additional pieces of auxiliary equipment, small engines, pumps, tow-behind equipment and small tools with a total replacement value of approximately \$15 million. The department also services and maintains the City's various back-up power systems for the Utilities and Facilities departments. The department continually explores options to seek efficiencies within the City's overall fleet requirements. The City currently operates two electric vehicles and 6 hybrids while the number of vehicles/equipment in the general equipment pool has actually decreased (91 to 90) since 2006.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>447 - FLEET</b>					
<b>2 - Expense</b>					
153323 - ROADS SERVICE FLEET	3,700	13,633	14,258	625	4.58%
153376 - FLEET & EQUIP OPS	785,827	906,814	1,055,389	148,575	16.38%
153390 - FLEET COST ALLOC	(1,150,956)	(1,234,200)	-	1,234,200	-100.00%
306930 - SMALL TOOL MAINT	11,308	11,378	11,352	(26)	-0.23%
<b>2 - Expense Total</b>	<b>(350,121)</b>	<b>(302,375)</b>	<b>1,080,999</b>	<b>1,383,374</b>	<b>-457.50%</b>
<b>447 - FLEET Total</b>	<b>(350,121)</b>	<b>(302,375)</b>	<b>1,080,999</b>	<b>1,383,374</b>	<b>-457.50%</b>

### Summary of Budget Changes from 2016 to 2017:

- Fuel, oil, contracted services, and vehicle insurance for all vehicles (with the exception of the large apparatus fire truck) are now being expensed to Fleet. Offsetting reduction is included in individual department base operating budgets for Fire and Airport.
- Fleet cost allocation rental charge moved to Corporate Services with other cost recovery accounts.

### 2017 Goals, Objectives and Work Plan:

- Replace six vehicles including the City's only street sweeper.
- Downsize the Fire department. light duty fleet by one by replacing the City's 1980 Brush Fire Response Vehicle with a more versatile unit.
- Continue efforts to centralize management of the City's three vehicle and equipment fleets (General, Fire, Airport) seeking operational efficiencies through corporate fleet management.

### 2016 Highlights:

- Acquisition of a replacement Vacuum/Sucker Truck, the largest vehicle in the City's general fleet.
- Fully take on maintenance of the Airport fleet.
- Take on capital planning for both the Airport and light duty Fire Fleet.

## Capital Works

The Capital Works department focuses on the consistent delivery of all of the major capital projects approved for construction in the City's 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 goes into 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. Department tasks can generally be described as:



- Long-range strategic planning: identifying project priorities and aligning with overall delivery schedule in coordinated effort with departmental project sponsors.
  - Design development: increasingly the department is being relied upon to manage the design development process ensuring project objectives are clearly understood and translated into effective and efficient design packages.
  - 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.
- Contract administration: securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts. For smaller projects (<\$1M), the contract administrator function has now been delivered entirely with in-house resources.
  - Site inspection: continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner and to provide contact and information to affected area residents and partners

- Communications: development and implementation of project communications plans ensuring all affected stakeholders are provided with timely and accurate information on project impacts and progress
- Progress reporting: accurate and timely reporting to all stakeholders within and outside the organization
- Project close-out: requires final acceptance and assurance that objectives have been achieved and all necessary reporting and 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 is also relied upon to support the procurement process with heavy reliance on reviewing contract and procurement terms for other areas of the organization to ensure compliance and best practices.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>448 - CAPITAL WORKS</b>					
<b>2 - Expense</b>					
151110 - CAPT WORKS MGMT	160,564	166,599	171,086	4,487	2.69%
<b>2 - Expense Total</b>	<b>160,564</b>	<b>166,599</b>	<b>171,086</b>	<b>4,487</b>	<b>2.69%</b>
<b>448 - CAPITAL WORKS Total</b>	<b>160,564</b>	<b>166,599</b>	<b>171,086</b>	<b>4,487</b>	<b>2.69%</b>

#### Summary of Budget Changes from 2016 to 2017:

- 70% of the Capital Works department costs are allocated to the Capital Plan.
- Increase in wages and benefits.

#### 2017 Goals, Objectives and Work Plan:

- Campbell River Water Supply – complete construction of final phase (pump station and water treatment building) and prepare system for commissioning and switchover in 2018.
- Campbell River Water Supply – complete design and construction of north system improvements required to connect to new pump station and water treatment building.
- Campbell River Water Supply – design and construct required downstream improvements to water distribution system to accommodate new operating pressure.
- Complete design of Larwood-Erickson sanitary sewer main upgrades.
- Complete improvements to Ostler Park foreshore.

- Complete improvements to Big Rock Boat Ramp.
- Complete Lift Station Generators construction.
- Complete design of sanitary forcemain replacement project.
- Complete construction of Airport Fueling facility project.

**2016 Highlights:**

- Campbell River Water Supply Project – completed construction of Raw Water Lake Intake phase including deep water intake installed through micro tunnel boring machine. Completed design of new pump station and water treatment building and secured all remaining construction resources.
- Norm Wood Environmental Centre – completed Phase 2 construction with improvements to headworks screening, WAS pumping, septage receiving station, aeration piping and bio-filter roof replacement.
- Cedar Street Watermain replacement – completed construction of new watermain
- Lift Station 11 – completed construction of lift station pumping improvements and electrical upgrades.
- Sanitary System Renewal – completed construction of 1200m of sanitary mains using Cured In Place Pipe (CIPP).
- Airport Signage – completed construction of new Airport Entrance sign.
- Lift Station Generators – design process for addition of back-up generators to 6 sanitary lift stations completed.
- Robert Ostler Park – Conceptual design completed.
- Watermain Renewal – design of watermain replacement on Park Road completed.
- Maritime Heritage Centre Odor Control – construction completed for elimination of sanitary system odors at this location.



## Stores

The City's Stores operation stocks approximately 1,700 stock keeping units (SKUs) at a value of \$325,000, providing goods, materials and contracted services to many City departments. This department is responsible for managing the City's internal parts and materials inventory, which are critical to the City's operations, particularly in the stocking of repair clamps, pipes, and fittings that are used in emergency repair and which are not readily available locally. The function allows the City to save costs through bulk purchasing as well as saving departmental staff time by having a centralized and focused buyer.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>449 - STORES</b>					
<b>2 - Expense</b>					
157050 - STORES	82,873	90,795	91,505	710	0.78%
159985 - COST ALLOCATION RECOVERIES	(32,795)	(32,795)	(32,795)	-	0.00%
<b>2 - Expense Total</b>	<b>50,078</b>	<b>58,000</b>	<b>58,710</b>	<b>710</b>	<b>1.22%</b>
<b>449 - STORES Total</b>	<b>50,078</b>	<b>58,000</b>	<b>58,710</b>	<b>710</b>	<b>1.22%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in wages and benefits.

### 2017 Goals, Objectives and Work Plan:

- Continue with small capital renewal program and cleanup of yard at Dogwood Operations Centre.
- Explore potential for off-site Stores function at Campbell River Airport Operations Building.
- Improve site functionality at ERT materials transfer site including general cleanup and disposal of end of life surplus non-stock items.

### 2016 Highlights:

- Implementation of small capital renewal acquisition program to replace aging small equipment pool.
- Continued disposal of end of life assets and improved organization of yard at Dogwood Operations Centre.

## Facilities

The Facilities department ensures that all staffed/public use City facilities are operated and maintained in a safe, efficient, cost-effective and sustainable manner while considering the long-term lifespan of the asset. The department manages a portfolio of 30+ mixed use office, recreational, operational, cultural and residential structures with a total replacement value of approximately \$80 million and over 300,000 sq. ft. The department also works closely to manage relationships and support external (non-profit) tenants in City owned facilities. The department also manages corporate security initiatives including the downtown security patrol and the City's networked video surveillance system.

Major City owned buildings include:

- City Hall and the Enterprise Centre.
- Dogwood Operations Centre.
- Fire Halls No. 1 & 2.
- RCMP Building.
- Heritage Buildings including Sybil Andrews Cottage, Haig Brown House, the Big House Pavilion and others.
- Centennial Building (Art Gallery, Visitor Info Centre).
- Community Centre, Sportsplex and Centennial Pool.
- Discovery Pier and the Maritime Heritage Centre.
- Cultural buildings including the Tidemark Theatre, Museum and Library.

This department also manages Station 1 dispatch at the Dogwood Operations Centre, which acts as the City's primary operations reporting line handling approximately 6,500 public calls per year and 5,500 requests for service.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>450 - FACILITIES</b>					
<b>2 - Expense</b>					
151426 - CIVIC OFFICES OPS	168,377	171,141	173,837	2,696	1.58%
151428 - CIVIC OFFICES R&M	91,673	90,227	110,231	20,004	22.17%
153210 - FACILITIES ADMIN	172,582	171,968	166,166	(5,802)	-3.37%
153216 - SOCIAL FACILITIES	2,142	5,000	5,000	-	0.00%
156470 - DWNTWN SECURITY	47,332	63,000	63,000	-	0.00%
158068 - TYEE SPIT LEASE R&M	8,337	7,094	7,064	(30)	-0.43%
215297 - POLICE GRDS R&M	11,593	8,951	10,712	1,761	19.67%
215298 - POLICE BLDG R&M	83,809	50,864	57,504	6,640	13.05%
223216 - FIRE FACILITY OPS	57,043	63,715	67,688	3,973	6.24%
223218 - FIRE FACILITY R&M	54,681	45,231	48,016	2,785	6.16%
280436 - ANIMAL SHELTER OPS	7,399	8,836	7,668	(1,168)	-13.22%
280438 - ANIMAL SHELTER R/M	5,454	14,593	7,110	(7,483)	-51.28%
303216 - COMMON SVCS OPS	77,023	80,287	79,459	(828)	-1.03%
303217 - COMMON SVCS. GDS	11,754	5,644	6,033	389	6.90%
303218 - COMMON SVCS. R&M	79,913	53,186	61,329	8,143	15.31%
626210 - RENTAL HOUSING	19,885	31,531	18,815	(12,716)	-40.33%
741308 - CENTENN POOL R&M	25,685	34,104	50,628	16,524	48.45%
741578 - COMM. CENTRE R&M	33,580	33,214	49,836	16,622	50.04%
741896 - DISCOVERY PIER OPS	14,876	12,282	15,194	2,912	23.71%
741898 - DISCOVERY PIER R&M	37,474	18,093	32,110	14,017	77.47%
746978 - SPORTSPLEX R&M	34,104	48,008	62,150	14,142	29.46%
781276 - CENTENNIAL OPS	6,647	8,357	8,106	(251)	-3.01%
781278 - CENTENNIAL R&M	10,379	6,546	6,603	57	0.88%
781796 - CULTURAL BLDG OPS	320	387	394	7	1.81%
781798 - CULTURAL BDG R&M	8,258	15,000	15,400	400	2.67%
783736 - HAIG BROWN OPS	24,286	12,250	15,301	3,051	24.91%
784176 - LIBRARY BLDG OPS	3,665	4,668	4,273	(395)	-8.46%
784178 - LIBRARY BLDG R&M	21,301	52,547	16,103	(36,444)	-69.35%
784436 - MAR HERITAGE OPS	8,005	10,823	10,473	(350)	-3.23%
784438 - MAR HERITATE R&M	36,873	17,545	20,103	2,558	14.58%
784666 - MUSEUM BLDG OPS	89,520	120,093	107,222	(12,871)	-10.72%
784668 - MUSEUM BLDG R&M	16,600	57,044	62,149	5,105	8.95%
787686 - TIDEMARK OPS	8,290	9,486	9,591	105	1.11%
787688 - TIDEMARK R&M	31,508	51,549	31,603	(19,946)	-38.69%
<b>2 - Expense Total</b>	<b>1,310,368</b>	<b>1,383,264</b>	<b>1,406,871</b>	<b>23,607</b>	<b>1.71%</b>
<b>450 - FACILITIES Total</b>	<b>1,310,368</b>	<b>1,383,264</b>	<b>1,406,871</b>	<b>23,607</b>	<b>1.71%</b>

**Summary of Budget Changes from 2016 to 2017:**

- Insurance premiums have increased as well as Safety Authority operating permit fees.
- Increases for contracted services for the repair and maintenance on the City's facilities.
- Increase in wages through the collective agreement.

**2017 Goals, Objectives and Work Plan:**

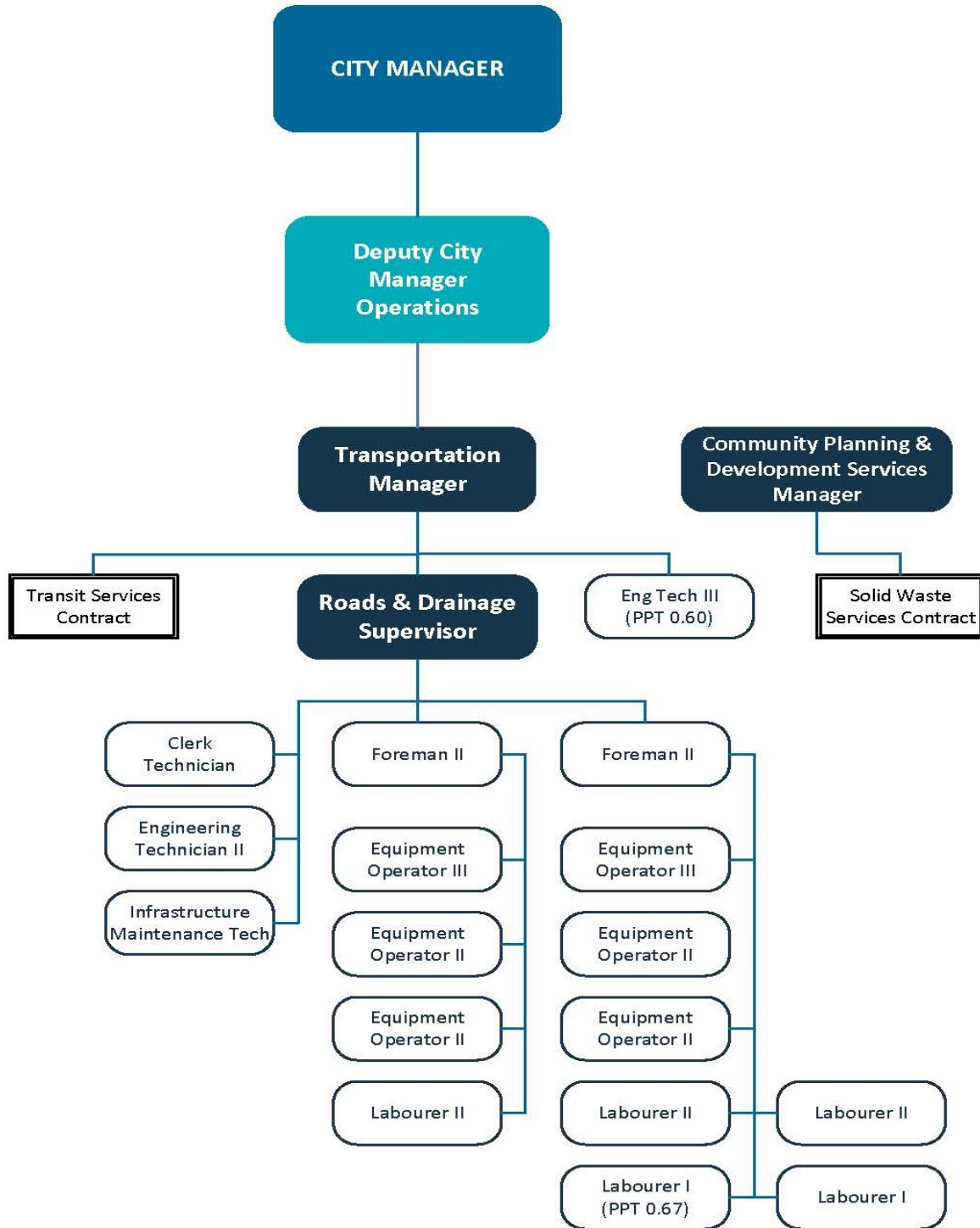
- Undertake engineering condition assessments of major components of all City facilities (contract awarded late 2016).
- Undertake a long-range facilities plan, examining the space and operating requirements for all City departments (contract awarded late 2016).
- Undertake an assessment of fall safety requirements for work at heights on all City facilities (contract awarded late 2016).
- Undertake a number of capital projects including a refresh of Discovery Pier and replacement of the Air Handler at the Campbell River Library.

**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.



## Operations Segment



### Operations Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(2,822,839)	(2,786,913)	(2,815,940)	(29,027)	1.04%
Investment Income	(729)	(1,000)	(1,000)	-	0.00%
Other Revenue	(523,780)	(485,500)	(490,244)	(4,744)	0.98%
Sales of Goods & Services	(32,883)	(30,000)	(30,000)	-	0.00%
<b>1 - Revenue Total</b>	<b>(3,380,231)</b>	<b>(3,303,413)</b>	<b>(3,337,184)</b>	<b>(33,771)</b>	<b>1.02%</b>
Contracted Services	3,850,437	4,054,476	4,128,668	74,192	1.83%
Insurance	349	400	430	30	7.50%
Other Operating Expenses	816,103	861,777	883,756	21,979	2.55%
Utilities	947,457	979,306	1,027,667	48,361	4.94%
Wages & Benefits	1,354,447	1,624,862	1,629,873	5,011	0.31%
<b>2 - Expense Total</b>	<b>6,968,793</b>	<b>7,520,821</b>	<b>7,670,394</b>	<b>149,573</b>	<b>1.99%</b>
<b>OPERATIONS Total</b>	<b>3,588,562</b>	<b>4,217,408</b>	<b>4,333,210</b>	<b>115,802</b>	<b>2.75%</b>

2017 Variance Description	Amount
Increase in transit revenue	(\$10,130)
Increase for 100 new households for solid waste user fee collection	(18,900)
Decrease in roads contract services (road study, bridges bi-annual inspection)	(53,000)
Increase to BC Transit contract	94,750
Increase in solid waste contract (Emterra), tipping fees, and utilities	35,000
Increase in garbage/tipping fees and increase in utilities	48,360
Increase in roads cost allocation equipment use	14,000
Other	5,722
<b>Overall Segment Variance</b>	<b>115,802</b>

## GM Operations

Oversight of the Operations division, member of the senior management team, and Deputy City Manager.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>500 – GM Operations</b>					
<b>2 – Expense</b>					
303500 – GM OPERATIONS	100,370	104,229	109,236	5,007	4.80%
<b>2 - Expense Total</b>	<b>100,370</b>	<b>104,229</b>	<b>109,236</b>	<b>5,007</b>	<b>4.80%</b>
<b>500 – GM OPERATIONS Total</b>	<b>100,370</b>	<b>104,229</b>	<b>109,236</b>	<b>5,007</b>	<b>4.80%</b>

### Summary of Budget Changes from 2016 to 2017:

- 52% of the GM Operations department costs are allocated to other functions; 25% to Water, 20% to Sewer, 5% to Solid Waste, and 2% to Transit.

## Transportation

The Transportation department is responsible for the overall coordination and management of the City's road networks, pedestrian and cycling networks, storm drainage, solid waste and the public transit systems.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>501 - TRANSPORTATION</b>					
<b>2 - Expense</b>					
300115 - TRANSPORTATION	153,706	219,453	188,581	(30,872)	-14.07%
<b>2 - Expense Total</b>	<b>153,706</b>	<b>219,453</b>	<b>188,581</b>	<b>(30,872)</b>	<b>-14.07%</b>
<b>501 - TRANSPORTATION Total</b>	<b>153,706</b>	<b>219,453</b>	<b>188,581</b>	<b>(30,872)</b>	<b>-14.07%</b>

### Summary of Budget Changes from 2016 to 2017:

- Reduction in staffing from 1.0 FTE to 0.6 FTE, this decrease has been re-allocated to Transit department to offset future proposed transit service level increases.

### 2017 Goals, Objectives and Work Plan:

- Continue with drainage improvements.
- Establish a Storm Water Utility.
- Continue to expand the storm pipe inspection.



## Roads

The City's Roads department is responsible for maintenance of the City's roads and transportation networks. This department maintains over 265 km of paved road surfaces, 47 km of sidewalk, 56 km of active cycling lanes, 37 traffic lights, 25 pedestrian crossing lights, 3,600 street lights, 1,200 downtown parking spaces, 5,000 signs, and paints up to 200 km of road markings annually.

Duties include:

- Roads, sidewalks, laneways and cycling network maintenance.
- Winter road maintenance.
- Street sweeping.
- Bridge inspection and maintenance.
- Transit stops and shelter maintenance.
- Regulatory and informational signage, road markings.
- Traffic signals, pedestrian signals and street lighting.
- Public parking and parks facilities parking lot maintenance.
- Provision of labour and equipment for facilities, parks, sewer and water system repairs/upgrades.
- Small scale capital works projects.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>532 - ROADS</b>					
<b>1 - Revenue</b>					
233500 - GENERAL ADMIN	(9,065)	(1,000)	(1,000)	-	0.00%
235900 - RECOVERABLE WO	(22,832)	(40,000)	(35,000)	5,000	-12.50%
333640 - TRANSF REG DIST	(50,000)	(50,000)	(50,000)	-	0.00%
<b>1 - Revenue Total</b>	<b>(81,896)</b>	<b>(91,000)</b>	<b>(86,000)</b>	<b>5,000</b>	<b>-5.49%</b>
<b>2 - Expense</b>					
306430 - SVCS SAFETY	45,787	58,083	59,644	1,561	2.69%
320115 - ROADS ADMIN	864,958	676,738	691,831	15,093	2.23%
320120 - FOREMAN ADMIN	14,347	27,791	28,798	1,007	3.62%
320125 - SURFACE MGMT	85,531	290,895	308,225	17,330	5.96%
320130 - ROADSIDE MGMT	19,953	76,463	79,532	3,069	4.01%
320700 - BRIDGES	8,272	41,661	22,858	(18,803)	-45.13%
320730 - BRUSHING	49,513	98,023	99,686	1,663	1.70%
324910 - PARK LOTS RENEWAL	21,246	32,754	32,727	(27)	-0.08%
325900 - RECOVERABLE WO	21,905	29,708	30,338	630	2.12%
326260 - ROAD MARKING	122,484	147,696	155,733	8,037	5.44%
326290 - ROAD SHOULDERING	35,198	70,588	73,226	2,638	3.74%
326380 - ROADS-LANES MAINT	23,352	24,332	24,736	404	1.66%
326915 - SIDEWALKS R&M	120,957	148,062	150,203	2,141	1.45%
326940 - SNOW CLEARING	60,840	112,980	116,484	3,504	3.10%
327230 - STREET CLEAN & SEAL	38,208	82,685	64,624	(18,061)	-21.84%
327320 - ROADS STUDY	176,574	20,000	-	(20,000)	-100.00%
344205 - LIGHTING-CITY	156,670	190,968	180,271	(10,697)	-5.60%
344215 - LIGHTING-BCH	327,925	348,985	361,215	12,230	3.50%
347240 - STREET SIGNS	73,194	71,065	75,972	4,907	6.91%
347840 - TRAFFIC SIGNALS	42,836	53,971	55,227	1,256	2.33%
347870 - TRAFFIC SENSORS	-	131	(0)	(131)	-100.29%
365748 - TRANSIT STOP MAINT	10,603	25,689	19,854	(5,835)	-22.71%
<b>2 - Expense Total</b>	<b>2,320,352</b>	<b>2,629,268</b>	<b>2,631,183</b>	<b>1,915</b>	<b>0.07%</b>
<b>532 - ROADS Total</b>	<b>2,238,456</b>	<b>2,538,268</b>	<b>2,545,183</b>	<b>6,915</b>	<b>0.27%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Reduction in bridge inspection contracted services, as it is only conducted every two years.
- Increase in wages and benefits.
- Contractual increases with BC Hydro.
- Reallocation of \$20,000 to Transit to fund planned transit service expansion.

**2017 Goals, Objectives and Work Plan:**

- Develop an asphalt rehabilitation program.
- Continue with the LED streetlight initiative.
- Add additional solar pedestrian signals.
- Review Winter Maintenance Policy.
- Continue with storm water camera inspection program.
- Continue enhancing pedestrian and cycling connectivity through sidewalk infill and bicycle lane upgrades.

**2016 Highlights:**

- Overlay of 6.6 lane kilometers of roadway including Nichols, Discovery, Woodburn, Peterson, Dogwood, Coho, Steelhead, Park and Evergreen.
- Prepared road surface for 829 tonnes of asphalt repairs.
- Converted 428 streetlights to power saving LED's.
- Increased detention pond maintenance.



## Public Transit

Public Transit is provided throughout the City of Campbell River and portions of Electoral Area D of the Strathcona Regional District through partnerships between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District and the City of Campbell River. Service includes both conventional transit service (scheduled routes) and custom service (non-scheduled handi-dart service) for specialized transportation needs. The central transit exchange is located in the downtown core, with seven bus bays on both Cedar Street and 11th Avenue, next to the Community Centre. Inter-regional transit service is also provided to the Comox Valley transit system with connections at the Oyster River.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>536 - PUBLIC TRANSIT</b>					
<b>1 - Revenue</b>					
235700 - PUBLIC TRANSIT	(947,475)	(878,338)	(894,465)	(16,127)	1.84%
<b>1 - Revenue Total</b>	<b>(947,475)</b>	<b>(878,338)</b>	<b>(894,465)</b>	<b>(16,127)</b>	<b>1.84%</b>
<b>2 - Expense</b>					
360115 - TRANSIT	1,558,559	1,556,396	1,644,869	88,473	5.68%
365790 - CUSTOMER SVCS	248,439	225,000	231,750	6,750	3.00%
369990 - COST ALLOCATION	49,932	49,932	49,932	-	0.00%
<b>2 - Expense Total</b>	<b>1,856,930</b>	<b>1,831,328</b>	<b>1,926,551</b>	<b>95,223</b>	<b>5.20%</b>
<b>536 - PUBLIC TRANSIT Total</b>	<b>909,455</b>	<b>952,990</b>	<b>1,032,086</b>	<b>79,096</b>	<b>8.30%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in ridership revenue from the prior year.
- Contractual increases with BC Transit, as well as re-allocations of \$46,000 from the Roads and Transportation department to help offset future service level increases proposed for fall 2017.

### 2017 Goals, Objectives and Work Plan:

- Continue to implement short-term recommendations of the Transit Futures Plan.
- Initiate development of new transit routes, including Campbellton and Willow Point in the fall.
- Increase community awareness of transit services.
- Review the Fare Structure for the system.
- Work with BC Transit of the development of a new Transit Maintenance Facility.

### 2016 Highlights:

- Received approval from BC Transit for additional funding for new services.
- Reviewed the system with BC Transit Planning to look at revamping the system in the fall of 2017.



- Installed new bus stop signage.
- Continued with the transit shelter program.
- Started to offer Google Transit Planning in the fall.
- Federal/Provincial announcement for a \$15 million Transit Maintenance Facility to be constructed by the fall of 2018.



### Storm Drains

The City's Storm Drain department is responsible for maintenance of the City's storm drainage networks. This department is responsible for over 170 km of storm pipe, 36 km of ditches, 3,690 catch basins, 2,515 storm manholes, 12 detention ponds, 1,280 culverts, 3 dissipation chambers, and 54 storm outfalls. Work (maintenance and rehabilitations) in a number of areas is affected by fish habitat.

Duties include:

- Repair and maintenance of storm lines.
- Annual maintenance of storm ditches.
- Line inspections and flushing of lines.
- Cleaning and maintaining storm ponds.
- Cleaning and maintaining storm catch basins.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>550 - STORM DRAINS</b>					
<b>1 - Revenue</b>					
237165 - STORM DRAINS	(60)	(1,000)	(1,000)	-	0.00%
437165 - INTEREST	(729)	(1,000)	(1,000)	-	0.00%
<b>1 - Revenue Total</b>	<b>(789)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>-</b>	<b>0.00%</b>
<b>2 - Expense</b>					
330125 - ADMIN	46,699	51,724	53,218	1,494	2.89%
331160 - CATCH BASIN CLEAN	16,302	60,181	50,991	(9,190)	-15.27%
331170 - CATCH BASIN R&M	12,310	27,827	29,266	1,439	5.17%
331180 - CULVERTS	14,422	38,534	40,360	1,826	4.74%
334375 - DRAIN CLEANING	11,301	29,844	36,538	6,694	22.43%
335900 - RECOVERY WO	1	707	740	33	4.69%
337070 - DETENTION PONDS	1,988	25,816	24,834	(982)	-3.80%
337168 - STORM DRAINS R&M	104,283	129,361	132,767	3,406	2.63%
337320 - STUDIES	36,507	5,800	8,250	2,450	42.24%
<b>2 - Expense Total</b>	<b>243,813</b>	<b>369,794</b>	<b>376,963</b>	<b>7,169</b>	<b>1.94%</b>
<b>550 - STORM DRAINS Total</b>	<b>243,024</b>	<b>367,794</b>	<b>374,963</b>	<b>7,169</b>	<b>1.95%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increased wages and benefits.
- Additional environmental monitoring services.

#### 2017 Goals, Objectives and Work Plan:

- Continue with drainage improvements to Willis and Petersen areas.
- Continue to update the Integrated Storm Water Management Plan.
- Establish a Storm Water Utility.
- Continue to expand the storm pipe inspection and flushing program.

#### 2016 Highlights:

- Drainage improvements to Willis Road.
- Extensive work cleaning up storm water detention ponds.
- Continued to update the Integrated Storm Water Management Plan.
- Provide Council next steps to create a Storm Water Utility.
- Completed the downtown storm pipe inspection and flushing program.

## Solid Waste

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

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>539 - SOLID WASTE</b>					
<b>1 - Revenue</b>					
243470 - GARBAGE	(1,152,678)	(1,168,600)	(1,970,975)	(802,375)	68.66%
246110 - RECYCLING	(772,045)	(784,475)	(1,000)	783,475	-99.87%
246130 - MMBC PROGRAM	(424,394)	(379,000)	(382,744)	(3,744)	0.99%
<b>1 - Revenue Total</b>	<b>(2,349,117)</b>	<b>(2,332,075)</b>	<b>(2,354,719)</b>	<b>(22,644)</b>	<b>0.97%</b>
<b>2 - Expense</b>					
423470 - GARBAGE	1,223,082	1,239,323	1,291,731	52,408	4.23%
466110 - RECYCLING	398,841	402,750	411,750	9,000	2.23%
466130 - MMBC PROGRAM	68,391	106,678	107,401	723	0.68%
468900 - YARD WASTE COLLECT	497,629	541,500	550,500	9,000	1.66%
499990 - COST ALLOCATION	76,498	76,498	76,497	(1)	0.00%
<b>2 - Expense Total</b>	<b>2,264,441</b>	<b>2,366,749</b>	<b>2,437,879</b>	<b>71,130</b>	<b>3.01%</b>
<b>539 - SOLID WASTE Total</b>	<b>(84,676)</b>	<b>34,674</b>	<b>83,160</b>	<b>48,486</b>	<b>139.83%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in revenue for garbage collection; estimate 100 new households.
- Contractual increases with Emterra Environmental as well as increase in number of households.
- The solid waste user fee has been maintained at \$189 per household for many years due to the utilization of the solid waste reserve prior year surpluses, however a rate increase is projected for 2018 to \$200 per household.

### 2017 Goals, Objectives and Work Plan:

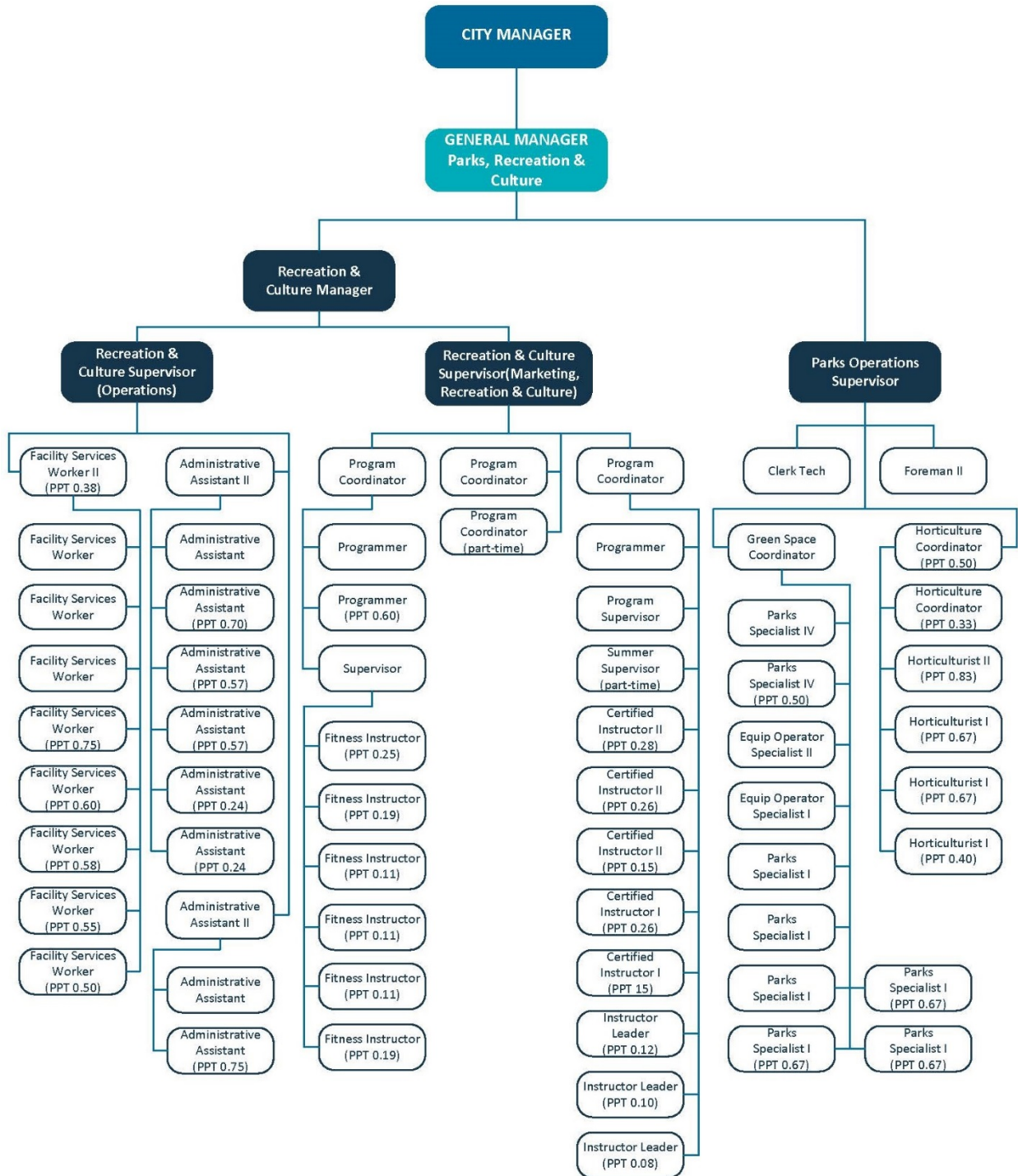
- Partner with Comox Strathcona Waste Management Service to continue to pursue development of a regional organics facility in Campbell River.
- Increase waste diversion through the Multi-Material BC recycling program.
- Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Review options for expansion of curbside collection program to include curbside organics.
- Continue to participate in Regional Solid Waste Management Advisory Committee.

**2016 Highlights:**

- Roll-out of requirement for multi-family buildings to provide recycling (in partnership with Multi-Material BC recycling incentive program).
- Partnered with Comox Strathcona Waste Management Service to continue to pursue development of a regional organics facility in Campbell River.
- Continued to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre.
- Begin review and evaluate options for curbside collection services prior to expiration of current collection contract at the end of 2017.
- Participated in Regional Solid Waste Management Advisory Committee.



# Parks, Recreation, & Culture Segment



## Parks, Recreation, &amp; Culture – Segment Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(680,632)	(646,550)	(694,494)	(47,944)	7.42%
Other Revenue	(219,029)	(187,900)	(161,675)	26,225	-13.96%
Sales of Goods & Services	(57,923)	(67,400)	(64,507)	2,893	-4.29%
<b>1 - Revenue Total</b>	<b>(957,584)</b>	<b>(901,850)</b>	<b>(920,676)</b>	<b>(18,826)</b>	<b>2.09%</b>
Contracted Services	524,855	485,035	352,022	(133,013)	-27.42%
Insurance	18,452	19,316	19,782	466	2.41%
Other Operating Expenses	846,466	813,922	790,107	(23,815)	-2.93%
Utilities	210,947	209,278	214,832	5,553	2.65%
Wages & Benefits	3,634,443	3,954,244	4,185,855	231,611	5.86%
<b>2 - Expense Total</b>	<b>5,235,163</b>	<b>5,481,795</b>	<b>5,562,597</b>	<b>80,801</b>	<b>1.47%</b>
<b>PARKS, REC &amp; CULTURE</b>	<b>4,277,579</b>	<b>4,579,945</b>	<b>4,641,921</b>	<b>61,975</b>	<b>1.35%</b>

2017 Variance Description	Amount
Increase in Parks and Recreation fees	(\$47,944)
Decrease in grant revenue, donations and other revenue	26,225
Decrease in contracted services for Parks, reallocated to wages and benefits	(133,013)
Net decrease in supplies (Increase in Robron turf, decrease in Surf Smelt Habitat)	(21,850)
Increase in Utilities	5,553
Increase in wages and benefits, department reorganizations in Parks & Recreation	231,611
Other	1,393
<b>Overall Segment Variance</b>	<b>\$61,975</b>

### GM Parks, Recreation, & Culture

Oversight of the Parks, Recreation, & Culture division and member of the senior management team.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>700 - GM PARKS, RECREATION &amp; CULTURE</b>					
<b>2 – Expense</b>					
703500 - GM PARK REC CLTRE	158,969	173,933	178,942	5,009	2.88%
<b>2 - Expense Total</b>	<b>158,969</b>	<b>173,933</b>	<b>178,942</b>	<b>5,009</b>	<b>2.88%</b>
<b>700 - GM PARKS, RECREATION &amp; CULTURE Total</b>	<b>158,969</b>	<b>173,933</b>	<b>178,942</b>	<b>5,009</b>	<b>2.88%</b>



## Parks

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

- 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.
- 43 km of pedestrian walkways within subdivisions and trails.
- Seawalk.
- Marine Foreshore Restoration Program.
- Office attendance on customers to arrange interments.  
Park Furniture Donation Program, formerly Legacy Landmarks (currently 243 combined benches and tables).
- City's Urban Forest which also consists of over 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.
- Maintenance at the beaches and boat ramps at McIvor Lake.
- Assist Community Beautification Groups such as Broom Busters and local Business Improvement Associations.

Within the 337 acres there are 74 active parks and two cemeteries that require a maintenance program in turf, irrigation, horticulture and general appearance. The department also manages the implementation of the Strategic Parks Plan, parks and green space planning, implementation of Parks Parcel Tax projects as approved by City Council, participation and liaison with various community members, groups and committees regarding matters relating to parks.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>720 - PARKS</b>					
<b>1 - Revenue</b>					
275040 - SPORTSFIELDS	(24,094)	(34,000)	(31,500)	2,500	-7.35%
674120 - LEGACY LANDMARK	(80,149)	(10,000)	(12,500)	(2,500)	25.00%
<b>1 - Revenue Total</b>	<b>(104,243)</b>	<b>(44,000)</b>	<b>(44,000)</b>	<b>-</b>	<b>0.00%</b>
<b>2 - Expense</b>					
720115 - PARKS ADMIN	437,897	359,349	436,416	77,067	21.45%
720120 - COMM AMENITIES	75,637	127,515	86,851	(40,664)	-31.89%
720125 - PARKS FACILITIES	175,453	190,509	180,852	(9,657)	-5.07%
720130 - GARBAGE	84,088	95,033	136,439	41,406	43.57%
720135 - GREEN SPACE	652,851	836,387	832,720	(3,667)	-0.44%
720140 - HORTICULTURE	283,025	406,091	361,351	(44,740)	-11.02%
720145 - SEAWALK R&M	23,467	33,084	27,117	(5,967)	-18.04%
720150 - URBAN FORESTRY	67,959	27,312	30,152	2,840	10.40%
721123 - ROADS SVC PARKS	1,057	2,727	2,851	124	4.53%
<b>2 - Expense Total</b>	<b>1,801,435</b>	<b>2,078,007</b>	<b>2,094,748</b>	<b>16,741</b>	<b>0.81%</b>
<b>720 - PARKS Total</b>	<b>1,697,193</b>	<b>2,034,007</b>	<b>2,050,748</b>	<b>16,741</b>	<b>0.82%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase in wages through the collective agreement.
- Reduction in costs related to the Surf Smelt Habitat Restoration program.
- Washroom and garbage maintenance now performed by internal labour instead of contracted services.

#### 2017 Goals, Objectives and Work Plan:

- 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 & repairs.
- Upgrade Walter Morgan studio.
- Facilitate development of the Willow Point bike park.
- Facilitate development of the Robron Park Field House.
- 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.

**2016 Highlights:**

- Completion of Ostler Park Playground.
- Light canopy at the Tidemark.
- Adams Park shoreline restoration and landscape upgrades.
- New fence at Cedric Jones Park.
- New natural playspace features at Centennial park.
- Dogwood/Cedar pathway.
- Installation of new playground equipment at the Campbellton Community Gardens.
- Logger Mike carving and installation at Spirit Square.
- Spirit Square flagpoles installed.
- Completed trail and plantings at the northern section of Maryland Sub-Division.
- Developed and landscaped new park in Maryland subdivision.
- Repair/rebuild Simms Creek and Willow Creek bridges.
- Installed new (year round) decorative rope lights on Downtown street light poles.
- Rebuilt the fence that connects Robron Field and the Christian Life School.
- Tree planting and landscaping at Robron Park.
- To ensure security at Robron Park, a lockbox was installed.
- Took back the sanitation and garbage program from contractor and initiated a 7-day schedule.
- New informational sign installed at Ken Forde Park.
- Projected number of service requests for 2016 is approximately 938.

## Cemeteries

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>752 - CEMETERIES</b>					
<b>1 - Revenue</b>					
251200 - CMTY-HWY 19	(4,735)	(2,600)	(2,600)	-	0.00%
251230 - CMTY-HWY 28	(54,728)	(63,200)	(61,157)	2,043	-3.23%
<b>1 - Revenue Total</b>	<b>(59,463)</b>	<b>(65,800)</b>	<b>(63,757)</b>	<b>2,043</b>	<b>-3.10%</b>
<b>2 - Expense</b>					
520115 - CMTY ADMIN	969	800	800	-	0.00%
521204 - CMTY-HWY 19	3,442	2,399	3,208	809	33.72%
521208 - CMTY-HWY 19 R&M	11,708	19,594	19,727	133	0.68%
521234 - CMTY-HWY 28	16,071	23,150	19,328	(3,822)	-16.51%
521238 - CMTY-HWY 28 R&M	37,922	20,839	20,039	(800)	-3.84%
<b>2 - Expense Total</b>	<b>70,113</b>	<b>66,782</b>	<b>63,101</b>	<b>(3,681)</b>	<b>-5.51%</b>
<b>752 - CEMETERIES Total</b>	<b>10,649</b>	<b>982</b>	<b>(656)</b>	<b>(1,638)</b>	<b>-166.77%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in revenue budget for Hwy28 cemetery.
- Reduction of labour and benefit expense, as well as cost allocation for equipment.

### 2017 Goals, Objectives and Work Plan:

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 40 interments).

### 2016 Highlights:

- Continued installation of cemetery frames.
- Tree infill at Elk Falls Cemetery.
- Irrigation at Highway 19 Cemetery.

## Recreation & Culture

The Recreation and Culture Department is all about people and our mission is; *“To inspire and support our community and individual well-being by working in collaboration to provide diverse recreation and culture opportunities for all ages, stages and abilities”*. These opportunities are provided at the Community Centre, the Sportsplex, Centennial Outdoor Pool, Spirit Square, and throughout the community. A staff of 75-110 (depending on the season), provide services in the areas of programming, administration and facility services. In addition to the recreation facilities, the department is also responsible for facility services at City Hall and the Enterprise Centre, which is the addition of two buildings, one labourer, and 50+ internal clients.



We are excited to be your choice for Best Gym/Fitness Studio!

A group of seven women are smiling and posing for a photo. One woman in the center is holding a framed award. To the left, there is a large red and gold ribbon award that says 'City's Best' and '2015 Winner'. The women are dressed in casual fitness attire.

A Big Thumbs Up to You, Campbell River!

The logo for the City of Campbell River, featuring a stylized blue wave and the text 'City of Campbell River'.

**CAMPBELL RIVER SPORTSPLEX**  
1800 South Alder Street  
Phone: 923-7911 | [www.campbellriver.ca](http://www.campbellriver.ca)

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>740 - REC &amp; CULTURE</b>					
<b>1 - Revenue</b>					
270115 - ADMIN FEES - REC	(14,364)	(11,000)	(14,000)	(3,000)	27.27%
271305 - CENTENNIAL POOL	(35,799)	(39,500)	(39,000)	500	-1.27%
271575 - COMM. CENTRE	(76,988)	(80,500)	(78,000)	2,500	-3.11%
276010 - PRGMS-ADULT	(225,659)	(249,450)	(250,000)	(550)	0.22%
276030 - PRGMS-CHILDREN	(161,593)	(152,000)	(164,000)	(12,000)	7.89%
276050 - PRGMS-SENIOR	(45,963)	(43,000)	(44,000)	(1,000)	2.33%
276060 - PRGMS-SPECIAL	(26,111)	(20,000)	(20,300)	(300)	1.50%
276080 - PRGMS-TEENS	(107,142)	(97,900)	(101,369)	(3,469)	3.54%
276975 - SPORTSPLEX	(94,386)	(93,700)	(94,250)	(550)	0.59%
373620 - PROVINCIAL GRANTS	(2,283)	(5,000)	(7,000)	(2,000)	40.00%
673610 - GRANTS-OTHER	(2,479)	-	(1,000)	(1,000)	
<b>1 - Revenue Total</b>	<b>(792,767)</b>	<b>(792,050)</b>	<b>(812,919)</b>	<b>(20,869)</b>	<b>2.63%</b>
<b>2 - Expense</b>					
724220 - SPIRIT SQ PRGRMING	54,000	61,200	61,200	-	0.00%
730115 - REC & CLTRE MGMT	129,418	138,922	136,680	(2,242)	1.61%
740115 - REC ADMIN	1,318,360	1,385,306	1,466,030	80,724	5.83%
741306 - CENTENNIAL OPS	169,974	164,133	178,191	14,058	8.57%
741576 - COMM. CENTRE OPS	407,178	420,660	401,716	(18,944)	-4.50%
741579 - COMM. CENTRE R&M	6,932	7,500	7,500	-	0.00%
746010 - REC PRGMS-ADULT	213,054	206,744	208,787	2,043	0.99%
746030 - PRGMS-CHILDREN	208,173	224,599	229,496	4,897	2.18%
746050 - PRGMS-SENIORS	28,412	32,406	31,330	(1,076)	-3.32%
746060 - PRGMS-SPECIAL	34,205	37,450	37,969	519	1.39%
746080 - PRGMS-TEENS	125,847	131,980	140,842	8,862	6.71%
746950 - REC SPECIAL EVENTS	7,401	10,757	11,627	870	8.09%
746976 - SPORTSPLEX OPS	338,981	309,417	284,438	(24,979)	-8.07%
746979 - SPORTSPLEX R&M	9,453	10,500	8,500	(2,000)	-19.05%
747320 - REC PLANNING	4,762	5,000	5,000	-	0.00%
780970 - CANADA DAY	11,942	16,500	16,500	-	0.00%
<b>2 - Expense Total</b>	<b>3,068,091</b>	<b>3,163,073</b>	<b>3,225,805</b>	<b>62,732</b>	<b>1.98%</b>
<b>740 - REC &amp; CULTURE Total</b>	<b>2,275,324</b>	<b>2,371,023</b>	<b>2,412,886</b>	<b>41,863</b>	<b>1.77%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increased revenues from expanded service programs.
- Increase in wages through the collective agreement.
- Additional programming expenses, partially offset by revenue collected.

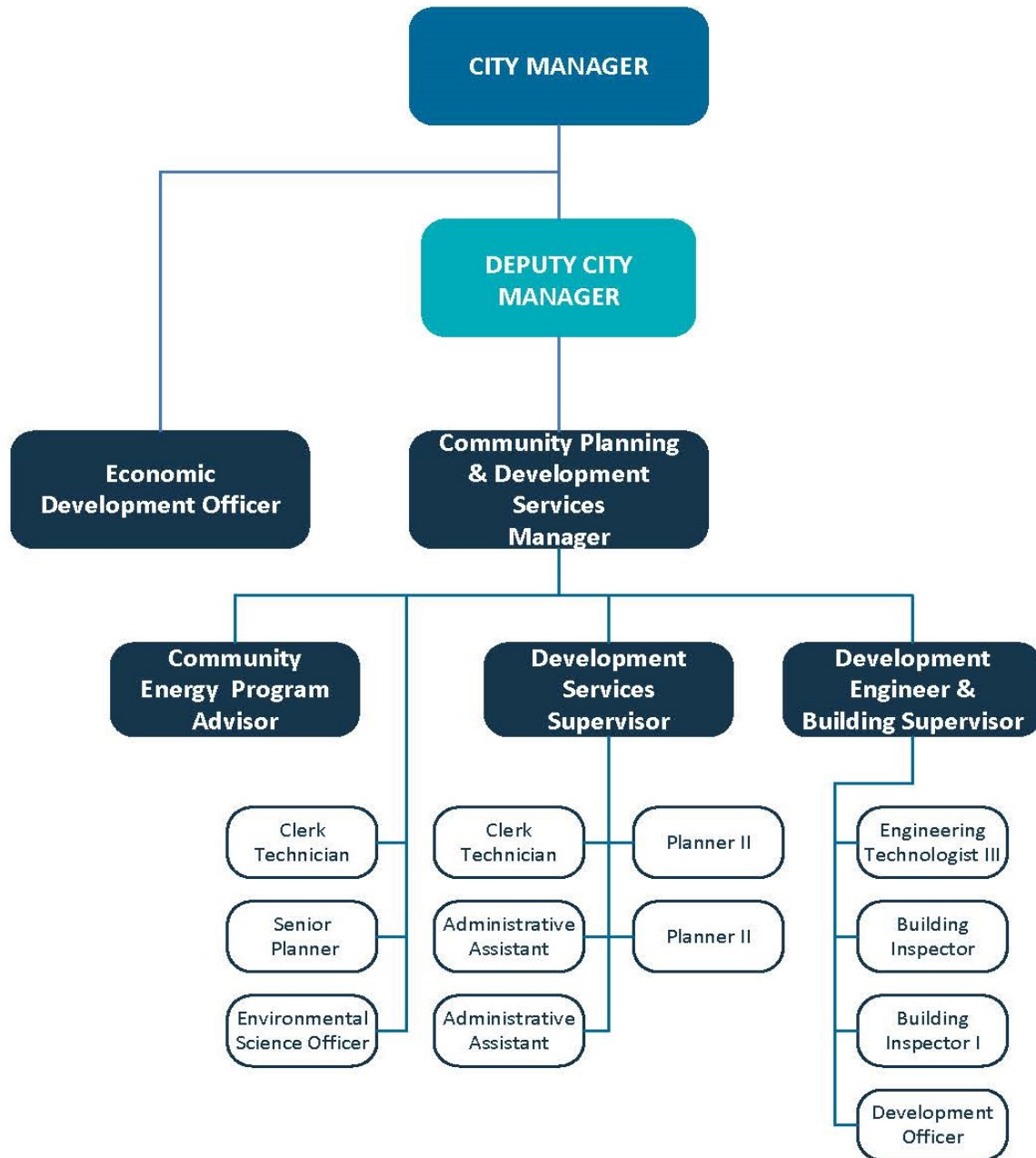
**2017 Goals, Objectives and Work Plan:**

- Complete a successful transition to new recreation management software, including online registration with a go live date targeted for March 2017.
- Begin Phase 2 of the User Fees and Charges Review; Indoor and Outdoor Facilities.
- Commence Walter Morgan studio rehabilitation.
- Continue to support the Public Art Sub-committee.
- Enhance connections with hard-to-reach populations.

**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 which reduced the number of incidents and improved safety for staff and the general public.
- A regional work group, led by CCR staff, selected a vendor for new recreation management software and the process of implementation began in June, with a completion date scheduled for March 2017.
- A field user fee review was completed; a new hourly booking system with new fees will be implemented as of January 1, 2017.
- A space assessment was completed for the Sportsplex and a final report with recommendations to renovate, repurpose and add on space has been submitted to Council for consideration.
- 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 Mural Mosaic project, a community arts project in honour of Canada's 150<sup>th</sup> anniversary, with the resulting mural on display at the Community Centre.
- The public art sub-committee developed a strategic plan and completed their first public art project.
- The age-friendly committee hired a consultant, completed a full-scale public consultation process and completed an action plan for enhancing Campbell River as an age-friendly community.

## Development Services Segment





### Development Services Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(1,276,717)	(877,800)	(951,600)	(73,800)	8.41%
Other Revenue	(9,502)	(30,500)	(125,000)	(94,500)	309.84%
<b>1 - Revenue Total</b>	<b>(1,286,219)</b>	<b>(908,300)</b>	<b>(1,076,600)</b>	<b>(168,300)</b>	<b>18.53%</b>
Contracted Services	660,097	565,392	666,391	100,999	17.86%
Other Operating Expenses	119,685	171,305	158,005	(13,300)	-7.76%
Wages & Benefits	1,165,474	1,522,322	1,438,449	(83,873)	-5.51%
<b>2 - Expense Total</b>	<b>1,945,256</b>	<b>2,259,019</b>	<b>2,262,845</b>	<b>3,826</b>	<b>0.17%</b>
<b>DEVELOPMENT SERVICES</b>	<b>659,037</b>	<b>1,350,719</b>	<b>1,186,245</b>	<b>(164,474)</b>	<b>-12.18%</b>

2017 Variance Description	Amount
Increase in revenue from building permits and development fees	(73,800)
Decrease for building inspector auxiliary wages	(86,617)
Decrease in software & licenses	(7,900)
Adjustments to other expenses	3,843
<b>Overall Segment Variance</b>	<b>(\$164,474)</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase in single family building permits and development fees of \$73,800.
- Decrease for building inspector auxiliary wages; SLCR request for staff addition.
- \$7,900 software expenses decreased and transferred to IT department.

### Economic Development

The City of Campbell River will be known as a preferred location for business investment, its strategic location, diverse opportunities and the strength of its partnerships between various levels of government, the business community and our First Nations neighbours.

The Economic Development Officer (EDO) strategic framework includes five themes: business retention and expansion, communication, collaboration, investor readiness (marketing) and strategic opportunities such as the City's investment in municipal broadband network.

The EDO will build strong relationships with existing businesses, organizations and partners in the community while also seeking out new opportunities, delivering programs which will enhance economic activity in the City of Campbell River and the surrounding region.

The EDO's goals align with Council's strategic initiatives and include:

1. A distinctive, vibrant downtown.
2. A diversified economy.
3. Targeted development in the technology sector.

Economic development and tourism service delivery which is currently being restructured.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>264 - ECON DEVELOPMENT</b>					
<b>1 - Revenue</b>					
267720 - MRDT HOTEL TAX	-	-	(125,000)	(125,000)	100.00%
<b>1 - Revenue Total</b>	-	-	<b>(125,000)</b>	<b>(125,000)</b>	
<b>2 - Expense</b>					
643005 - EXTERNAL ECON DEV	585,422	395,000	65,000	(330,000)	-83.54%
643035 - ECON DEV	-	181,180	261,180	80,000	44.15%
643060 - TOURISM SERVICES	-	-	375,000	375,000	100.00%
<b>2 - Expense Total</b>	<b>585,422</b>	<b>576,180</b>	<b>701,180</b>	<b>125,000</b>	<b>21.69%</b>
<b>264 - ECON DEV Total</b>	<b>585,422</b>	<b>576,180</b>	<b>576,180</b>	-	-

#### Summary of Budget Changes from 2016 to 2017:

- MRDT hotel tax program and related expense reallocation for new tourism function; estimated half year for 2017.
- \$330,000 re-allocated from external economic development; \$80,000 to internal City economic development services and \$250,000 to tourism services.

## 2017 Goals, Objectives and Work Plan:

- **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.
  
- **Investor readiness:**
  - 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:**
  - Collaborate with other City departments to further Council’s strategic initiatives.
  - Form a technology sector working group.
  - Look for regional collaboration opportunities.
  - Look for opportunities to collaborate with First Nations.
  - Sit as a non-voting member of tourism committee.
  
- **Opportunities:**
  - Municipal Broadband Network -- Support the development of a technology sector ecosystem to attract technology dependent businesses and support existing technology businesses.
  - Participate in Forestry Taskforce.
  - Airport - Support the Northwest Regional Airport to facilitate the success of its operation and promote this facility as the airport of choice. Work with the Airport Commission to market the lands available for further development.
  - Refresh Downtown – champion the refresh initiatives.
  
- **Communications:**
  - Create quarterly newsletter as part of deliberate communications with Council and with community.

## 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.
- Work with Tourism transition committee to promote Campbell River.
- Release of first Economic Development Newsletter “*In the Spotlight*”.
- Technology Talk and Mixer at Maritime Heritage Centre.

### Community Planning & Development Services

The Community Planning & Development Services department provides a single point of service related to uses of private property, development and building projects, environmental services, and the City's sustainability and long range planning initiatives.

Services provided include:

- Business licensing.
- Building permits and inspections.
- Development servicing.
- Current planning - Development applications (OCP amendment, rezoning, subdivision, development permits, variance permits and ALR applications).
- Long range planning.
- Climate Action Charter compliance and energy/greenhouse gas reduction planning.
- Environmental management, stewardship and protection of natural resources.
- Management of the City's solid waste program.
- Implementation of the City's Integrated Community Sustainability Plan.

The Community Planning and Development Services' objectives are to ensure that the City's actions and decisions consider social, environmental and economic community values. While an important focus is the City's corporate actions, the department also provides a support and educational role in influencing community actions and decisions.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>502 - COMM PLANNING &amp; DEV SERVICES</b>					
<b>1 - Revenue</b>					
213500 - ADMIN FEES	(4,430)	(3,000)	(4,000)	(1,000)	33.33%
260790 - BUILDING PERMITS	(929,922)	(400,000)	(450,000)	(50,000)	12.50%
260880 - BUSINESS LICENCES	(201,778)	(280,000)	(280,000)	-	0.00%
261590 - DEVELOPMENT FEES	(138,762)	(94,800)	(114,600)	(19,800)	20.89%
261610 - COMMUNITY LAND	-	(100,000)	(100,000)	-	0.00%
261885 - MISC REV	(1,325)	-	(3,000)	(3,000)	100.00%
343620 - PROV GRANT-ENVIRO	(9,502)	(10,000)	-	10,000	100.00%
643610 - GRANTS-OTHER	-	(20,500)	-	20,500	100.00%
<b>1 - Revenue Total</b>	<b>(1,285,719)</b>	<b>(908,300)</b>	<b>(951,600)</b>	<b>(43,300)</b>	<b>4.77%</b>
<b>2 - Expense</b>					
153115 - SUSTAIN ADMIN	377,668	447,233	382,505	(64,728)	-14.47%
153155 - SUSTAIN PROG	27,382	51,665	23,000	(28,655)	-55.48%
260760 - INSPECTIONS	205,531	354,740	268,123	(86,617)	-24.42%
620115 - DEV SERVICES MGMT	203,938	233,435	235,130	1,695	0.73%
620116 - DEV SERVICES ADMIN	229,589	195,358	253,278	57,920	29.65%
621885 - DEV SERVICING	71,452	118,507	117,720	(787)	-0.66%
625225 - CURRENT PLANNING	172,622	199,601	200,109	508	0.25%
625255 - LR PLANNING	17,090	79,000	79,000	-	0.00%
670880 - BUSINESS LICENCES	3,652	3,300	2,800	(500)	-15.15%
<b>2 - Expense Total</b>	<b>1,309,374</b>	<b>1,682,839</b>	<b>1,561,665</b>	<b>(121,174)</b>	<b>-7.24%</b>
<b>502 - COMM PLANNING &amp; DEVELOPMENT SERVICES Total</b>	<b>23,665</b>	<b>774,539</b>	<b>610,065</b>	<b>(164,474)</b>	<b>-21.24%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase in single family building permits and development fees of \$73,800.
- Decrease in grant funded sustainability programs in 2017.
- Decrease in auxiliary Building Inspector wages; SLCR request for addition of full-time staff.
- Admin staff re-allocated from Sustainability Admin to Development Services Admin.
- \$7,900 software expenses decreased and transferred to IT department.
- Increases for wages and benefits.

**2017 Goals, Objectives and Work Plan:**

- Complete Board of Variance Bylaw update.
- Complete Soil Deposition Bylaw update.
- Review building function for improved service.
- Undertake further Building Bylaw updates aligning with Provincial Building Act.
- Undertake fee review for Building Bylaw.
- Enhance Building Permit Application forms for ease of use.
- Complete Subdivision & Development Servicing Bylaw update.
- Update Business License Bylaw.
  
- Transition Business Licenses to renew annually.
- Complete Official Community Plan/Zoning Bylaw updates
- Complete Downtown Development Readiness Review – including streetscape design concept and support roll-out of Downtown Small Initiatives Fund (up to \$50,000 investment in downtown initiatives for 2016).
- Support Waterfront Task Force for the City’s 3.5-acre site.
- Continue to offer Downtown Façade Improvement and downtown Revitalization Tax Exemption programs.
- Complete Waterfront Development Permit Guidelines.
- Update the Community Energy and Emissions Plan Implementation strategy.
- Continue to support Youth Action Committee and Advisory Planning & Environment Commission
- Initiate climate adaptation planning.
- Continue Woodstove Exchange Program with a target of 29 woodstove exchanges in 2016.
- Achieve Climate Action Compliance with annual reporting and greenhouse gas emission reduction initiatives.
- Run Power Down Campbell River Home Energy Retrofit Program with BC Hydro, offering energy rebates for Campbell River home owners.
- Continue to support noxious weed control.
- Amend the Environmental Protection Bylaw to include invasive species.
- Run the annual Earth Week Film Festival, and City Stewardship Awards.
- Continue to review environmental aspects of City and community development projects.



## Airport Segment



### Airport Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(824,559)	(815,500)	(814,252)	1,248	-0.15%
Other Revenue	(262,615)	(246,130)	(255,905)	(9,775)	3.97%
Sales of Goods & Services	(1,119,521)	(1,045,000)	(998,517)	46,483	-4.45%
Transfers from own funds	(335,270)	(166,716)	(346,166)	(179,450)	107.64%
<b>1 - Revenue Total</b>	<b>(2,541,964)</b>	<b>(2,273,346)</b>	<b>(2,414,840)</b>	<b>(141,494)</b>	<b>6.22%</b>
Contracted Services	131,256	100,280	104,408	4,128	4.12%
Debt Servicing	1,279	-	-	-	
Insurance	35,764	36,770	32,031	(4,739)	-12.89%
Other Operating Expenses	1,412,851	1,236,631	1,363,651	127,020	10.27%
Transfers from own funds	128,352	120,000	120,600	600	0.50%
Utilities	63,840	64,068	65,721	1,653	2.58%
Wages & Benefits	637,545	715,597	728,428	12,831	1.79%
<b>2 - Expense Total</b>	<b>2,410,888</b>	<b>2,273,346</b>	<b>2,414,840</b>	<b>141,494</b>	<b>6.22%</b>
<b>AIRPORT Total</b>	<b>(131,076)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>-</b>

2017 Variance Description	Amount
Decrease in fuel revenue based on 3-year actual analysis	\$46,483
Increase in other airport revenue	(8,527)
Increase in fuel costs based on 3-year actual analysis	130,255
Increase to wages and benefits	12,831
Increase in transfer from General Operating	(179,450)
Other	(1,592)
<b>Overall Segment Variance</b>	<b>\$0</b>



## Airport

The Campbell River Airport is governed by a City Council appointed Airport Authority. The Airport Authority has implemented a governance policy framework that sets out the guiding principles for the operation of the airport. The Campbell River Airport Authority provides a safe and efficient airport for the general benefit of the public at a cost similar to airports of comparable size and service characteristics.

The Campbell River airport (YBL) operates 24 hours a day, seven days per week. Maintenance staff is on site from 5:00 a.m. to 11 p.m. daily, and are responsible for ensuring the airport operates in compliance with Canadian Aviation Regulations.

Operations include:

- Runway maintenance.
- Snow and ice control.
- Aircraft refueling.
- Pavement sweeping, painting and edging.
- Runway lighting.
- Wildlife control.
- Field maintenance and mowing.
- Ditch maintenance.
- Drainage management.
- Safety and security.
- Security for commercial apron and airside lands.
- Field checks.
- Airport buildings.
- Terminal building.
- Airport administration and maintenance shops.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>570 - AIRPORT</b>					
<b>1 - Revenue</b>					
230115 - AIRPORT ADMIN	1,844	(1,300)	(1,307)	(7)	0.54%
230220 - CONCESSIONS	(128,038)	(126,500)	(125,513)	987	-0.78%
230250 - FUEL SALES	(1,119,521)	(1,045,000)	(998,517)	46,483	-4.45%
230320 - INDUSTRY LAND	(143,785)	(138,000)	(142,753)	(4,753)	3.44%
230360 - SERVICE FEES	(764,467)	(750,830)	(754,584)	(3,754)	0.50%
230405 - TERMINAL BLDG	(45,201)	(45,000)	(46,000)	(1,000)	2.22%
<b>1 - Revenue Total</b>	<b>(2,199,167)</b>	<b>(2,106,630)</b>	<b>(2,068,674)</b>	<b>37,956</b>	<b>-1.80%</b>
<b>2 - Expense</b>					
380115 - ADMIN	239,570	254,072	255,404	1,332	0.52%
380145 - COMMISSION	8,788	104,250	102,800	(1,450)	-1.39%
380250 - FUEL SALES	967,238	783,990	907,560	123,570	15.76%
380406 - BLDG OPS	156,711	156,068	160,864	4,796	3.07%
383070 - ELECTRICAL SYSTEMS	93,110	94,100	98,444	4,344	4.62%
383375 - FLEET & EQUIP	97,288	94,264	94,500	236	0.25%
384465 - MRKTING / PROMO	-	500	500	-	0.00%
386406 - SURF STRUCT OPS	450,944	419,146	426,504	7,358	1.76%
386408 - SURF STRUCT R&M	13,355	12,000	12,000	-	0.00%
386940 - SNOW CLEARING	1,719	26,279	26,987	708	2.69%
389990 - COST ALLOCATION	208,676	208,677	208,677	-	0.00%
<b>2 - Expense Total</b>	<b>2,237,399</b>	<b>2,153,346</b>	<b>2,294,240</b>	<b>140,894</b>	<b>6.54%</b>
<b>570 - AIRPORT Total</b>	<b>38,232</b>	<b>46,716</b>	<b>225,566</b>	<b>178,850</b>	<b>382.84%</b>

#### Summary of Budget Changes from 2016 to 2017:

- \$46,000 decrease in fuel sale revenues based on three-year average; 2016 expected revenues only \$700,000 due to wet summer season and low firefighting season.
- \$130,000 increase in fuel sale cost of goods sold for budget realignment and analysis based on three-year average on profit margins for Av Gas at 11% and Jet Fuel at 20%.
- Slight decrease in bank charges in fuel sales due to change in debit machine provider.
- Increase in labour and benefits.

#### 2017 Goals, Objectives and Work Plan:

- Implement of the Airport Masterplan.
- Create new lease lots including services, water and sewer.
- Apply for Airports Capital Assistance Program (ACAP) funding for concrete operational stands for commercial airliners.

- Apply for ACAP funding for Taxiway “C” widening.
- Purchase a new ACAP funded snow blower.
- Purchase a replacement 4x4 pickup.
- Install City owned Fuel Facility for Jet fuel.
- Issue a Request for Offer for the provision of Avgas 100ll.
- Installation of new Public Pay parking machine.
- Bylaw changes for fees and charges; increase in the Airport Improvement Fee (AIF) for capital funding.

**2016 Highlights:**

- Masterplan adopted by Council.
- Public Parking plan approved by Council.
- New pay parking machine RFP awarded.
- Airport high speed internet in place.
- Installed airport location sign at the intersection of Inland Island Highway and Jubilee Parkway.



### Airport Fiscal

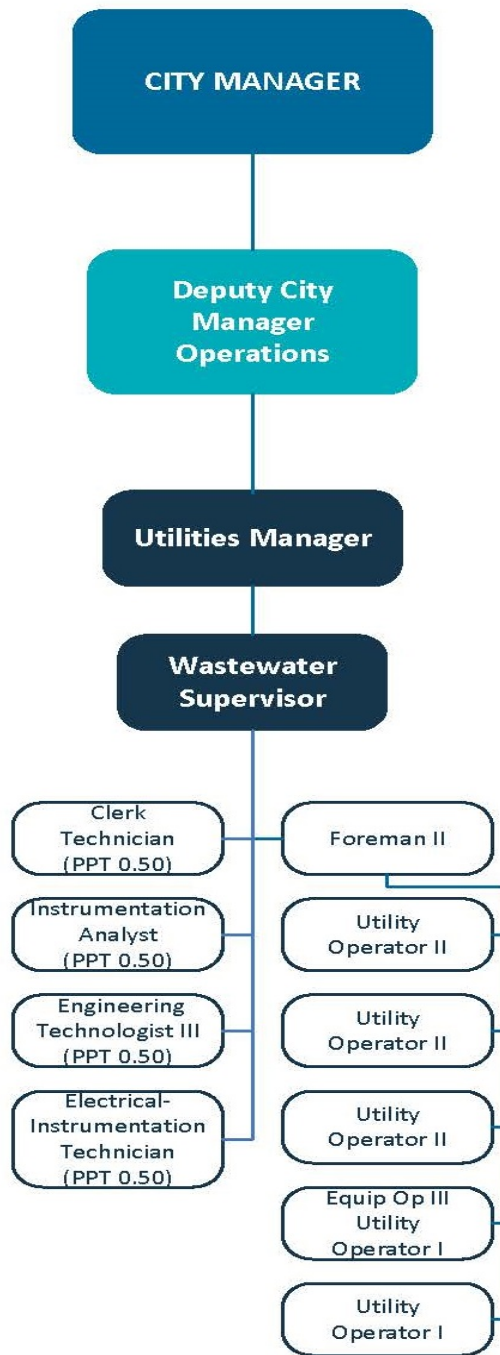
	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>579 – AIRPORT FISCAL</b>					
<b>1 - Revenue</b>					
907981 - AIF REV TRANSFER	-	(100,000)	(100,000)	-	-
908001 - GENERAL OPERATING	(203,821)	(66,716)	(246,166)	(179,450)	268.98%
<b>1 - Revenue Total</b>	<b>(203,821)</b>	<b>(166,716)</b>	<b>(2,068,674)</b>	<b>(179,450)</b>	<b>107.64%</b>
<b>2 - Expense</b>					
907981 – AIF EXP TRANSFER	128,352	120,000	120,600	600	0.50%
<b>2 - Expense Total</b>	<b>128,352</b>	<b>120,000</b>	<b>120,600</b>	<b>600</b>	<b>0.50%</b>
<b>579 - AIRPORT FISCAL Total</b>	<b>(75,469)</b>	<b>(46,716)</b>	<b>(225,566)</b>	<b>(178,850)</b>	<b>382.84%</b>

#### Summary of Budget Changes from 2016 to 2017:

- Increase in transfer from general operating fund related of \$176,000 related realignment of fuel sale revenues at \$46,000 and cost of goods sold at \$130,000.
- Decrease for airport improvement fee transfer for flight way clearing project operating project.



## Wastewater Segment



### Wastewater Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(4,986,557)	(5,193,676)	(5,580,000)	(386,324)	7.44%
Investment Income	(85,224)	(65,000)	(65,000)	-	0.00%
Other Revenue	(9,356)	(3,000)	(3,000)	-	0.00%
Tax Revenue	(705,082)	(704,745)	(711,675)	(6,930)	0.98%
Transfers from own funds	(87,519)	-	-	-	-
<b>1 - Revenue Total</b>	<b>(5,873,738)</b>	<b>(5,966,421)</b>	<b>(6,359,675)</b>	<b>(393,254)</b>	<b>6.59%</b>
Contracted Services	512,973	699,000	582,000	(117,000)	-16.74%
Debt Servicing	84,519	84,519	84,520	1	0.00%
Insurance	35,209	37,041	38,403	1,362	3.68%
Other Operating Expenses	664,993	685,827	738,770	52,943	7.72%
Transfers from own funds	7,753	3,098,746	3,565,128	466,382	15.05%
Utilities	331,336	348,629	350,028	1,399	0.40%
Wages & Benefits	896,991	1,012,659	1,000,826	(11,833)	-1.17%
<b>2 - Expense Total</b>	<b>2,533,774</b>	<b>5,966,421</b>	<b>6,359,675</b>	<b>393,254</b>	<b>6.59%</b>
<b>SEWER</b>	<b>(3,339,964)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.00%</b>

2017 Variance Description	Amount
Increase in Sewer fee revenues – 6% increase to user fees as per bylaw	(\$386,234)
Increase in transfer from surplus for capital projects	466,382
Decrease in contract services – Chemical Grouting Program	(117,000)
Decrease in wages and benefits	(11,833)
Increase in supplies and other general expenses	48,685
<b>Overall Segment Variance</b>	<b>\$-</b>

## 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 kilometers of sewer main.

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>580 - SEWER</b>					
<b>1 - Revenue</b>					
084860 - PARCEL TAXES	(700,379)	(700,745)	(707,675)	(6,930)	0.99%
280115 - OTHER REVENUE	(3,000)	(3,000)	(3,000)	-	-
288140 - UTILITY USER FEES	(4,991,259)	(5,197,676)	(5,584,000)	(386,324)	7.43%
484000 - INVESTMENTS	(77,471)	(65,000)	(65,000)	-	0.00%
<b>1 - Revenue Total</b>	<b>(5,772,110)</b>	<b>(5,966,421)</b>	<b>(6,359,675)</b>	<b>(393,254)</b>	<b>6.59%</b>
<b>2 - Expense</b>					
800115 - SEWER GENERAL	1,093,818	1,292,284	1,311,333	19,049	1.47%
800120 - UTILITIES	277,076	243,101	300,086	56,985	23.44%
807320 - SEWER STUDY	731	40,000	10,000	(30,000)	-75.00%
826520 - SEWER CLEANING	8,635	5,500	8,000	2,500	45.45%
826550 - SEWER CORRECTION	164,173	222,000	157,000	(65,000)	-29.28%
826580 - SEWER INSPECTION	69,529	70,000	135,000	65,000	92.86%
826718 - SEWER R&M	38,466	45,000	40,000	(5,000)	-11.11%
846656 - SEWERLIFT STNS OPS	101,005	151,600	98,173	(53,427)	-35.24%
866750 - BIOSOLIDS MGMT	86,357	96,062	93,155	(2,907)	-3.03%
866786 - TREAT PLANT OP	173,833	228,793	164,864	(63,929)	-27.94%
866787 - TRMT PLANT GRNDS	80	500	500	-	0.00%
866788 - TREAT FACIL R&M	19,124	16,000	17,000	1,000	6.25%
868578 - METER COST ALLOC	5,941	27,894	30,244	2,350	8.42%
870123 - ROADS SVC	5,475	5,454	5,704	250	4.58%
899990 - COST ALLOC	338,967	338,968	338,968	-	0.00%
<b>2 - Expense Total</b>	<b>2,383,208</b>	<b>2,783,156</b>	<b>2,671,624</b>	<b>(73,129)</b>	<b>-2.63%</b>
<b>580 - SEWER Total</b>	<b>(3,388,902)</b>	<b>(3,183,265)</b>	<b>(3,649,648)</b>	<b>(466,383)</b>	<b>14.65%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in wastewater user fees by 6% as per bylaw to \$324 (2016 - \$306), as well as 0.5% growth estimate for new households.
- Decrease in contracted services \$117,000 for Chemical grouting.
- Increase in supplies and other expenses \$48,000.

- Decrease in wages and benefits.

**2017 Goals, Objectives and Work Plan:**

- Biosolids Management Options Study.
- Larwood-Erickson Sewer Design.
- Waterfront Sewer Forcemain Design.
- Installation of backup power for six lift stations.
- Sewer flushing (88km).
- CCTV inspections of sewer mains (15km).
- CCTV Inspection of sewer services (approx. 240 Services).
- Sewer manhole Inspections (150 manholes).
- Sewer main grouting (TBD).

**2016 Highlights:**

- Construction of Phase 2 upgrades at NVEC.
- NVEC clarifier upgrade.
- 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 at facilities 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).
- Trenchless Point Repairs (9).





## Sewer Debt

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>585 - SEWER DEBT</b>					
<b>2 - Expense</b>					
894570 - MFA DEBENTURES	84,519	84,519	84,520	1	0.00%
<b>2 - Expense Total</b>	<b>84,519</b>	<b>84,519</b>	<b>84,520</b>	<b>1</b>	<b>0.00%</b>
<b>585 - SEWER DEBT Total</b>	<b>84,519</b>	<b>84,519</b>	<b>84,520</b>	<b>1</b>	<b>0.00%</b>

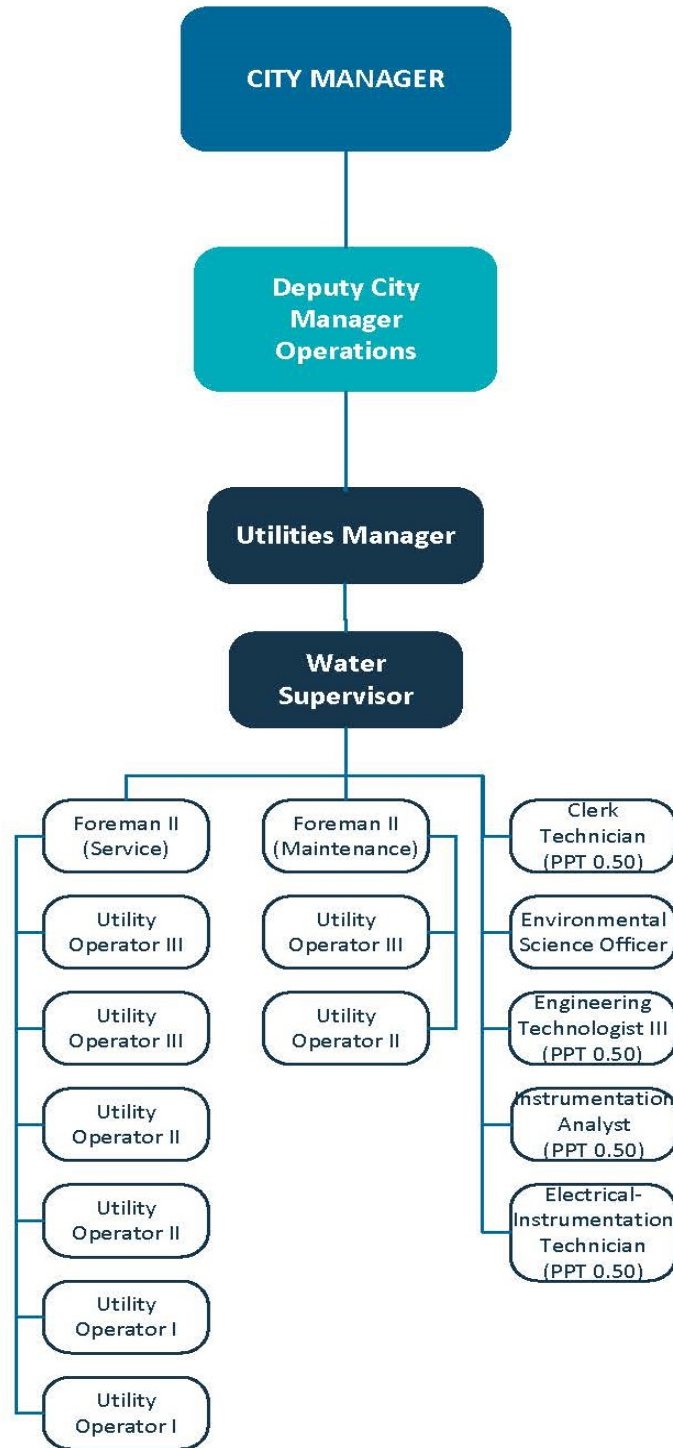
## Sewer Fiscal Services

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>589 - SEWER FISCAL SERVICES</b>					
<b>1 - Revenue</b>					
907905 - ACCUM SURPLUS	-	-	-	-	0.00%
<b>1 - Revenue Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>2 - Expense</b>					
098006 - SEWER CAPITAL	-	3,098,746	3,565,128	466,382	15.05%
<b>2 - Expense Total</b>	<b>-</b>	<b>3,098,746</b>	<b>3,565,128</b>	<b>466,382</b>	<b>15.05%</b>
<b>589 - SEWER FISCAL SERVICES Total</b>	<b>-</b>	<b>3,098,746</b>	<b>3,565,128</b>	<b>466,382</b>	<b>15.05%</b>

## Summary of Budget Changes from 2016 to 2017:

- Increase in Sewer surplus with an offsetting increase in transfer to Sewer Capital Reserve.

## Water Segment



## Water Segment – Variance Analysis

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
Fees & Charges	(5,965,056)	(6,299,907)	(7,183,583)	(883,676)	14.03%
Investment Income	(38,556)	(20,000)	(15,000)	5,000	-25.00%
Other Revenue	(52,475)	-	-	-	0.00%
Tax Revenue	(5,986)	(4,300)	(4,300)	-	0.00%
Transfers from own funds	-	-	-	-	0.00%
<b>1 - Revenue Total</b>	<b>(6,062,074)</b>	<b>(6,324,207)</b>	<b>(7,202,883)</b>	<b>(878,676)</b>	<b>13.89%</b>
Contracted Services	299,318	377,740	371,829	(5,911)	-1.56%
Debt Servicing	18,422	18,500	678,509	660,009	3567.61%
Insurance	33,759	38,938	40,146	1,208	3.10%
Other Operating Expenses	1,095,348	1,259,936	1,377,714	117,778	9.35%
Transfers from own funds	-	2,800,312	3,009,332	209,020	7.46%
Utilities	137,049	166,473	171,478	5,005	3.01%
Wages & Benefits	1,204,372	1,662,308	1,553,875	(108,433)	-6.52%
<b>2 - Expense Total</b>	<b>2,788,268</b>	<b>6,342,207</b>	<b>7,202,883</b>	<b>878,676</b>	<b>13.89%</b>
<b>WATER</b>	<b>(3,273,806)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.00%</b>

2017 Variance Description	Amount
Increase in Water user fee revenue - 10% as per User Fees and Charges bylaw	(\$883,676)
Increase in debt servicing payments	660,009
Decrease in fleet and equipment cost allocations	(21,650)
Net decrease in labour and benefits	(108,433)
Increase in onsite hypochlorite generation	75,000
Increase in supplies for PRV maintenance	50,000
Increase in mileage and training	21,500
Increase in transfer to capital projects	209,020
Other	(1,770)
<b>Overall Segment Variance</b>	<b>\$-</b>

## 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 90 kilometers of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.



	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>590 - WATER</b>					
<b>1 - Revenue</b>					
291685 - CONTRACTED SVCS	(78,786)	(81,149)	(83,583)	(2,434)	3.00%
298140 - UTILITY USER FEES	(5,890,176)	(6,223,058)	(7,104,300)	(881,242)	14.16%
494000 - INVESTMENTS	(38,556)	(20,000)	(15,000)	5,000	-25.00%
<b>1 - Revenue Total</b>	<b>(6,007,518)</b>	<b>(6,324,207)</b>	<b>(7,202,883)</b>	<b>(878,676)</b>	<b>13.89%</b>
<b>2 - Expense</b>					
900115 - WATER GENERAL	1,261,882	1,762,660	1,701,306	(61,354)	-3.48%
900120 - UTILITIES	329,050	335,409	300,087	(35,322)	-10.53%
907320 - WATER SYS STUDY	84	10,000	10,000	-	0.00%
920900 - WATSHED MGT OPS	10,152	47,963	72,168	24,205	50.47%
927320 - WATSHED MGMT	-	10,000	-	(10,000)	-100.00%
928660 - WATER PURCHASE	147,735	170,000	160,000	(10,000)	-5.88%
940900 - WATER TREAT OPS	102,388	70,000	145,000	75,000	107.14%
948386 - WATER TREAT FAC	108,055	205,000	255,107	50,107	24.44%
960900 - WATER DIST OPS	138,925	165,000	180,240	15,240	9.24%
968290 - CATHODIC PROTECTN	2,212	7,500	10,000	2,500	33.33%
968355 - CONNECT CONTROL	2,219	13,500	13,500	-	0.00%
968420 - HYDRANTS	35,533	53,652	28,703	(24,949)	-46.50%
968488 - MAINS/SRVS REPAIR	77,903	65,000	50,000	(15,000)	-23.08%
968520 - WATER VALVES	7,413	10,000	35,000	25,000	250.00%
968578 - WATER METERS	8,168	27,894	30,244	2,350	8.42%
968690 - WATER QUALITY	54,026	70,600	35,600	(35,000)	-49.58%
970123 - ROADS SVC WATER	59,175	102,260	106,944	4,684	4.58%
980900 - WATER DEMAND	13,677	36,982	39,168	2,186	5.91%
999990 - COST ALLOC	341,975	341,975	341,975	-	0.00%
<b>2 - Expense Total</b>	<b>2,700,572</b>	<b>3,505,395</b>	<b>3,515,042</b>	<b>9,647</b>	<b>0.28%</b>
<b>590 - WATER Total</b>	<b>(3,306,946)</b>	<b>(2,818,812)</b>	<b>(3,687,841)</b>	<b>(869,029)</b>	<b>30.83%</b>

**Summary of Budget Changes from 2016 to 2017:**

- Increase in water user fees by 10% as per bylaw to \$384 (2016 - \$348), as well as 0.5% growth estimate for new households.
- Increased costs related to the on-site sodium hypochlorite generation system.

**2017 Goals, Objectives and Work Plan:**

- Continue construction of new water supply project at John Hart Lake.
- System modifications for new water supply.
- SCADA upgrades.
- Water Conservation Plan to be adopted.
- Watermain flushing.

**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 1250 fire hydrant inspections.
- Cathodic protection inspection.
- Development of plans for uni-directional flushing of watermains.
- Purchase of leak detection equipment.



## Water Debt

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>595 - WATER DEBT</b>					
<b>2 - Expense</b>					
994570 - MFA DEBENTURES	18,422	18,500	678,509	660,009	3567.61%
<b>2 - Expense Total</b>	<b>18,422</b>	<b>18,500</b>	<b>678,509</b>	<b>660,009</b>	<b>3567.61%</b>
<b>595 - WATER DEBT Total</b>	<b>18,422</b>	<b>18,500</b>	<b>678,509</b>	<b>660,009</b>	<b>3567.61%</b>

### Summary of Budget Changes from 2016 to 2017:

- Campbell River Water Supply debt and interest payments.

## Water Fiscal Services

	2015 Actual	2016 Budget	2017 Budget	Variance (\$)	Variance (%)
<b>599 - WATER FISCAL SERVICES</b>					
<b>1 - Revenue</b>					
907907 - ACCUM SURPLUS	-	-	-	-	-
<b>1 - Revenue Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2 - Expense</b>					
098008 - WATER CAPITAL	-	2,800,312	3,009,332	209,020	7.46%
<b>2 - Expense Total</b>	<b>-</b>	<b>2,800,312</b>	<b>3,009,332</b>	<b>209,020</b>	<b>7.46%</b>
<b>599 - WATER FISCAL SERVICES Total</b>	<b>-</b>	<b>2,800,312</b>	<b>3,009,332</b>	<b>209,020</b>	<b>7.46%</b>

### Summary of Budget Changes from 2016 to 2017:

- Increase in Water surplus with an offsetting increase in transfer to Water Capital Reserve.





## Capital Planning

The budget parameter established for providing ongoing capital funding for the capital plan in the general fund is between 0.5 and 1 per cent of a general taxation increase per year, or approximately \$125,000 to \$250,000 of increased funding. This amount in any one year is not significant; however, cumulatively this additional capital funding per year will provide a stable, dedicated funding source for the capital plan. Investing regularly in maintaining City infrastructure ensures that service levels can be maintained, and also provides for slight increases to service levels through new asset inventory and the related operating costs of maintaining those assets. The City is focusing on tackling the infrastructure deficit it faces due to aging infrastructure, which requires upgrade and replacement. The incremental taxation increase for capital is becoming a best practice method for local governments to pro-actively plan for asset renewal and upgrade. The City is balancing funding its internal reserves for capital upgrades, as well as the use of external borrowing where determined a good fit. The ultimate goal is sustainable investment without volatile funding and investment.

The City's capital plan includes the purchase of capital assets, construction of facilities and infrastructure, as well as the upgrade and replacement of existing capital assets as defined in the City's Tangible Capital Asset (TCA) Policy. The policy defines capital as non-financial assets having physical substance that (see Appendix 11):

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

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

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

## 2017-2026 Capital Plan

The City's 2017 financial plan includes a 10-year capital plan to help with long term planning. This creates stability for work plans and most importantly it helps to facilitate long-term strategic decision making.

The 2017-2026 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation parameters.

The Capital Projects appendix includes all capital project submissions summarized in a consolidated format for all departments. It also includes detailed descriptions and justifications for projects in the capital plan and how each project relates to Council's strategic priorities.

For 2017, the Capital Plan totals \$28,724,461, which includes CFwd projects from 2016. A break-down of projects and funding sources can be seen in Appendix 1.

2017 Capital Plan	\$8,095,883
CFwds	\$20,628,578
<b>Total</b>	<b>\$28,724,461</b>

### Carryforwards (CFwds)

In addition to the 10-year capital plan from 2017-2026, CFwds from the 2016 financial plan have been included. In Appendix 1, these are noted in the "CFwd" column and will be added to the 2017 projects when the Financial Plan bylaw is approved. These projects have been started but not completed in 2016; CFwds are requested when there is a contractual obligation to complete a project that was unable to be completed due to interruptions, third parties and/or timing differences. CFwds are approved by Council during the financial planning process.

### Category

In order to prioritize the significant volume of capital project submissions against available capital funding, capital categories have been developed to facilitate prioritization in funding capital projects, as noted in the "Category" column of the Capital Plan in Appendix 1. These categories in priority order are:

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

- Enhancement - New or Enhancement

Each of the projects on the capital plan has been categorized under this system and facilitated which projects were pulled “above the line” and funded and which remain “below the line”(see below explanation of this section).

### **Strategic**

The capital plan is focused first on fulfilling Council’s strategic priorities which are funded primarily from the Community Works Funds or community enhancement reserve. Council has clearly defined their strategic priorities for their Council term, and have specifically identified some key projects that focus on their core priorities, these priorities were further supported at the September 8<sup>th</sup> and November 8<sup>th</sup> Pre-Budget Workshops. Council is focused on continuing the revitalization of downtown including the support for major upgrades to Shoppers Row. See Appendix 7 for the business case and power point for funding downtown upgrades of which Council supported funding Lower and Upper Shoppers Row through the use of Community Works Funds and external borrowing. The infrastructure in the downtown is reaching the end of its serviceable life and the City has a focus on revitalizing downtown therefore upgrading this core street through the use of grants and long-term debt is a sound approach. Council is also focused on providing the community with increased amenities and enhancements, including Big Rock Boat Ramp upgrades, and the construction of the Robron turf field house and east walkway.

Economic development is also a key priority of Council, therefore the first phase of the Municipal Broadband Fibre Network project for the downtown to attract the high tech industry to the City has been funded in the ten-year plan. Another economic development project is the replacement of the Fueling Facility at the City’s Airport to provide opportunity for the Airport to increase its profitability to promote future expansion and development.

Lastly, the City continues to see ongoing interest from the development for residential and commercial development, therefore capacity upgrades are required to the City’s sewer and water infrastructure to service this increased demand. These capacity and core renewal upgrades for the Larwood-Erickson sewer upgrades, Waterfront Sewer Forcemain, and Water Supply project are significant upgrades for the community’s core infrastructure systems therefore these have been included in the Strategic Priority section of the Capital Plan in Appendix 1.

Strategic Priority projects funded “above the line” are items 1 to 25 in the Capital Plan.

## Other Capital Projects

Other Capital Projects are other projects that have been identified as priority projects and are “above the line” and funded in the Financial Plan, and include items 26 to 146 in Appendix 1. These items were not identified as strategic for Council, but important for the City to undertake given the safety issues, or legislative requirement, need for renewal or capacity upgrades, or determined a priority community enhancement project. Given limited funding, the City is focusing primarily on asset renewal for long-term sustainable service delivery and ensuring that community enhancement projects are focused on community priorities.

The City approved an Asset Management Strategy (Appendix 12) in principle in the spring of 2016, therefore line 26 includes annual funding of \$50,000 per year to support this ongoing initiative. The asset management process is a significant undertaking that the City is committed to completing with an Asset Management Plan completed by 2021. This funding will be allocated to individual departments primarily to obtain asset inventory and condition assessments, but could also include funding for asset management software, risk assessment, and policy development. In 2017, the City is focusing on the Facilities and Parks departments. The Community Works Funds agreement requires the City to complete an annual survey on the status of its asset management and the progress made each towards a full Asset Management Plan; this process will also ensure the City is focusing on the highest need assets of the City for renewal and will drive corporate decision making and efficient use of resources.

The City has many asset renewal projects planned for 2017 for all City departments including IT, Fire, Fleet, Facilities, Roads, Stormwater, Airport, Sewer, Water, Parks, and Recreation & Culture. The City’s capital funding model distributes available capital funding to the area in most need therefore for 2017 the focus is on Fleet and Facilities upgrades. Fleet funding has been limited in recent years therefore operating costs for repairs and maintenance continued to increase, particularly in Airport and Fire, therefore the capital plan includes replacement on many high scored fleet assets. The City’s facilities require ongoing upgrades of the core building improvements or internal and external components that are coming to end of serviceable life; funding these replacements ensures that the facilities overall useful life can be maintained or exceeded to provide service to the City and the community.

The Stormwater asset group is currently the most underfunded with capital funding provided by a parcel tax of \$12 per parcel or \$165,000 per year compared to a projected \$8 million capital plan for Stormwater upgrades in the next ten years. See Appendix 8 for the business case proposing the different options to obtain a sustainable funding source for this core infrastructure asset that supports the integrity of all other City and community infrastructure. Council supported that staff investigate further into a stormwater user fee, to be considered with other City utilities, sewer, water, and solid waste.

The Sewer and Water utilities departments have continued to undertake significant capacity and renewal upgrades projects to replace end of life assets, and to upgrades systems to accommodate the City's ongoing development. This has related to the City's obtaining approval to undertake \$15 million of borrowing for sewer and water upgrades, as well as user fee increases from 2013 to 2017 of 6% per year for sewer, and 10% per year for water which fund the capital plan and provide funding for debt servicing costs. The annual rate increases end in 2017, therefore during 2017 the City will consider the appropriate rates for sewer and water, as well as consideration of stormwater and solid waste. Based on the reserve funds for sewer and water per Appendix 4, at this time it appears that a rate increase for sewer and water in the next five years will not be necessary, however this be reviewed in a more comprehensive manner in 2017 for consideration in 2018 Financial Planning.

The City has an active community with many groups actively asking Council for community enhancement and parks and recreation upgrades. Therefore, the Parks department is focused on both asset renewal and safety upgrades, as well as new enhancements based on community demand. The parks resource management operating project in line 22 of Appendix 3 will provide a framework for the department to comprehensively manage parks inventory and related operating costs and maintenance schedules. This project will also be integrated with the development of asset management for the parks assets.

### **Below the Line**

"Below the Line" projects are identified at the bottom of Appendix 1. Below the line requests are those that are important to the City, but fall outside the annual capital funding allocation. Projects below the line include those that do not currently have adequate funding or require additional discussion and/or analysis.

Many of the projects in the "Strategic Priority" section of below the line are depending on significant external grants or require additional design and planning information related to the downtown, Highway 19A, and Ostler Park redevelopment as it relates to sea level rise. See line 20 Appendix 3 Operating Projects for planned works for the impact of sea level rise on the City as an oceanside community.

"Other Capital Projects" below the line include various initiatives that Council identified as a potential project but these were not identified as the highest priority and therefore remain "below the line". However, Council has approximately \$500-600,000 of Community Works Funds reserve each year pull these items "above the line" and including the approved workplan.

Other projects include various enhancement and renewal projects that require additional assessment or funding is not currently adequate.

## Operating Costs of Capital

Some capital projects have an associated operating cost to maintain and / or operate these asset inventory additions. These costs are identified on Appendix 1 on the right hand of the schedule per applicable project in the “Operating Costs” column. There is also a separate schedule outlining costs over the 10 years found in Appendix 1. Generally, the projects that have an associated operating cost are related to new or enhanced assets which require additional resources to maintain these assets such software costs for new IT projects, staffing resources for increases to asset inventories in roads and parks, or insurance, fuel, and maintenance costs on new fleet vehicles. When the capital plan is approved with these related projects the City includes these increased costs into the respective department’s base operating budgets which results in a tax increase to accommodate these new inventory assets.

The separate schedule summarizing the total operating costs associated to capital by year is included at the end of Appendix 1. These amounts will be added to base budgets and will be funded by taxation. The operating costs of recommended 2017 capital projects that result in increases to departmental base budgets and a related tax increase or utility fund reduction are:

<b>Fund</b>	<b>Amount</b>	<b>Tax Increase %</b>
General	\$46,300	0.19%
Sewer	4,000	-
Water	12,800	-
<b>Total</b>	<b>\$63,100</b>	<b>0.19%</b>

For asset renewal upgrades the general expectation is there would be no increased operating costs for these capital projects as the project is replacing “like for like”. Some asset renewal upgrades may result in a decrease to operating costs if the project results in increased operational efficiency, by reducing maintenance activities or staff time to operate these assets. The sewer operating budget has seen some decreases in recent years as the department has been continually upgrading its infrastructure.

## Funding Source

The City’s reserve policy per Appendix 9 sets out the use of reserves and specifically identifies the capital reserves for each core asset category including Airport, Fleet, Fire, Facilities, Parks, Stormwater, Capital Works, Sewer and Water. There are also DCC reserves and Community Works Fund Reserve.

The “Funding Source” column in Appendix 1 identifies where the funding for each capital project is coming from, which for the most part will be the respective asset category reserve the project and

department relates to. Capital Works is the overall capital reserve where the increasing capital budget parameter is allocated to and from as summarized in the “Reserve Net Funding Model” on the second page of Appendix 4. This reserve is primarily used for roads upgrades, but is utilized for other projects as necessary, such as the asset management works which is a corporate fund.

The Capital Lending Reserve is the City’s internal borrowing reserve and is utilized to fund projects that would not otherwise be affordable.

Community Works Funds Reserve is the community enhancement reserve and is primarily focused on Council’s strategic priorities and roads and parks community enhancement or livability projects.

Debt is used to fund the sewer and water capital plan and is a proposed funding source for the upcoming Shoppers Row upgrades. The City’s has very low debt and has capacity to consider borrowing for some significant upcoming general capital projects and maximizing on the low current interest rates.

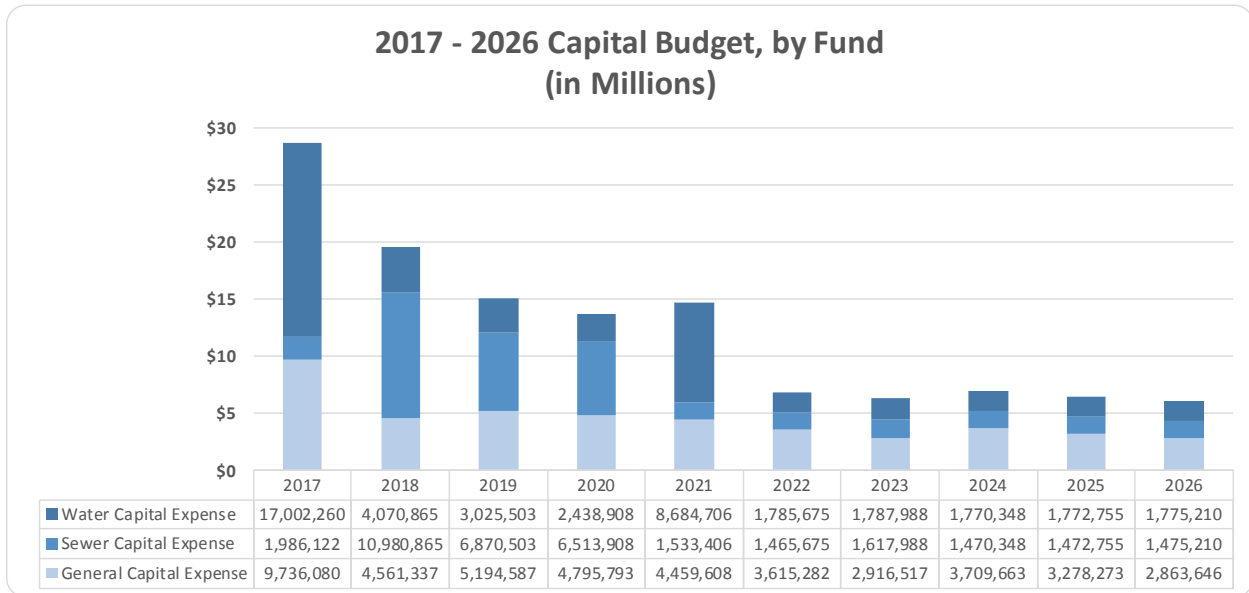
### **Capital Works**

The capital works department manages many of the City’s core capital works projects, particularly in sewer and water, as well as Airport and Parks. The successful delivery model has ensured that the City’s significant capital projects in recent years have been delivered on time and on budget. 70% of this department is funded from the Capital Plan through the Capital Works, Sewer Capital, and Water Capital reserves as per accounting standards to allocate all related costs of building a capital asset to be capitalized with that asset.

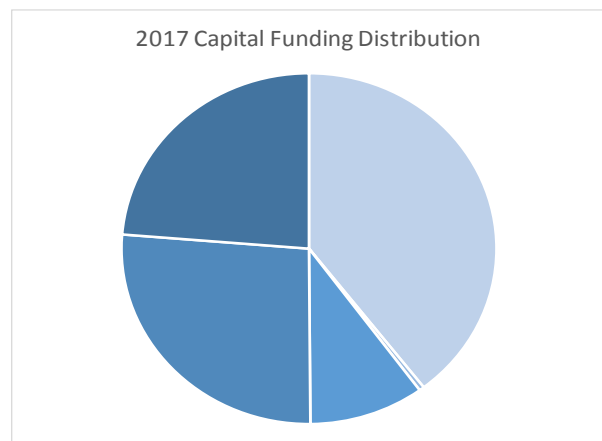
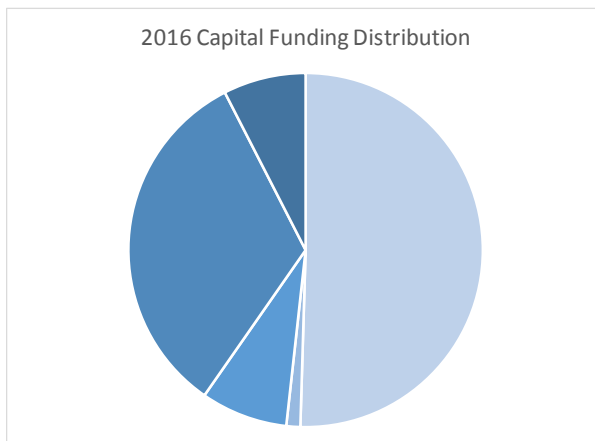
The “Capital Works” column on Appendix 1 identifies which projects are expected to be managed by the Capital Works department in the ten-year plan. This identification allowed the City to determine realistic timelines on project delivery to prepare a long-term outlook and 10-year plan based on workplan delivery. The City has many significant capital projects in the next five years including the completion of the Water Supply project in 2017, Larwood-Erickson Sewer Upgrades and Waterfront Sewer Forcemain in 2018, Lower Shoppers Row in 2019, phase 2 of Waterfront Sewer Forcemain in 2020, and Upper Shoppers Row in 2021. These are all identified in Strategic Priorities in Appendix 1.

The first chart below depicts the 2017 capital budget demand by fund. The 2017 amounts include the City's Water Supply project CFwd at \$15,300,000; or approximately 90% of the overall Water Capital Expense.

The second chart highlights how the 2017 capital plan funding distribution compares to 2016.

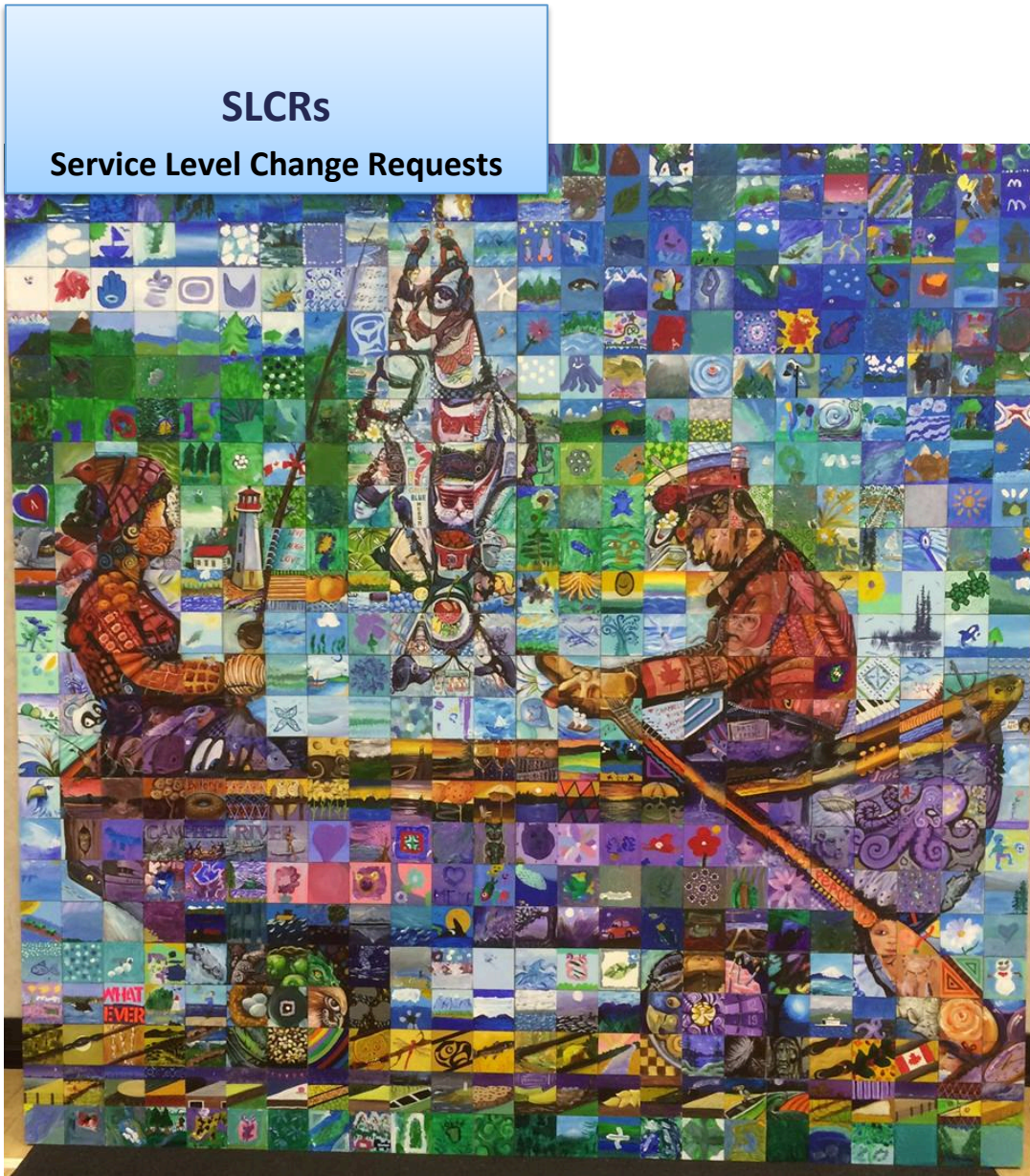


### Capital Funding Distribution 2016 vs. 2017



■ Grants 
 ■ DCC & Other Revenue 
 ■ Mandatory Reserves 
 ■ Surplus/Reserves 
 ■ Proceeds from Borrowing





## Service Level Change Requests (SLCRs)

SLCRs are “Service Level Change Requests” that provide additional funding to the base operating departmental budgets. SLCRs have been broken down into two types, one being “Ongoing New Service Levels” and the other “Operating Projects”.

### Ongoing New Service Levels

Ongoing new service levels are increases to base service levels that will be funded ongoing by general taxation or utility funds. Once approved, these SLCRs are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

Given the focus on incremental service level increases, the funding parameter developed for ongoing new service levels is between 0 and 0.5 per cent of a general taxation increase per year. This provides up to approximately \$125,000 for new service levels each year. Therefore, the funding available each year is limited and the City must make strategic decisions in which service level request is approved.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. The ongoing new service level funding allows the City to enhance services provided to the community.

For the utility funds, any increases to base service levels or operating expenses results in less funds available to be transferred to respective capital reserves which fund the sewer and water capital plan. Therefore, any request for ongoing new service levels are reviewed for high priority need.

### Appendix 2 – Detailed Listing of Ongoing New Service Level Requests

Total ongoing new service levels recommended for approval in 2017 are \$453,250 for 14 ongoing new service levels per Appendix 2. The ongoing new service levels for 2017-2026 are listed including the funding source and effect on taxation if a general operating department SLCR. After the summary page, the ongoing new service level increases include a description, justification, relation to Council’s strategic priorities.

The taxation funded SLCRs at the top of the page are those proposed as funded in the Draft Financial Plan; 2017 to 2019 includes specific SLCRS recommended and 2020 to 2026 includes an expected future service level at the annual funding parameter of \$125,000. The total recommended SLCRs for 2017 total \$307,250 or a 1.2% tax increase. This is above the annual base parameter due to an unexpected one-time increase in non-market change revenues for 2017. The City has many needs across the organization due to ongoing growth and community demand, therefore the additional revenues allow the City to meet some core service needs.

The utility recommended SLCRs are related to operational efficiencies, preventative maintenance and customer service levels to maintain quality service in the sewer and water departments.

### **Operating Projects**

Operating projects SLCRs are one-time service level change requests for either a one year or multi-year operating project that is not funded by ongoing base operating revenues, but either through fund unappropriated surplus or reserve accounts.

The funding parameter developed for opportunity operating projects is up to \$125,000 per year from the Financial Stabilization Reserve. These projects therefore have no impact to taxation, while allowing the City to pursue additional strategic projects and/or initiatives. If reserve and financial stabilizations levels are not adequate and within the City's reserve and surplus policy (Appendix 9) then these projects may not be possible to undertake until funding permits.

Council has many operational projects including ongoing programs that they support, therefore the Gaming reserve is maintained for this purpose.

Other funds available for operating projects are the departments respective reserve funds; other fund operating projects allow the departments some flexibility to undertake one-time or tri-annual maintenance activities, and other strategic or business opportunity funds. By identifying these outside of the base departmental budgets, it normalizes the base and ensures that the base budget is maintained at net zero.

### **Appendix 3 – Detailed Listing of Operating Project Requests**

Total operating projects recommended for approval in 2017 are \$1,094,531 for 42 operating projects per Appendix 3. Strategic Initiatives are Council driven initiatives that include support of community events, strategic task force funds, as well as ongoing annual programs for downtown revitalization, social grants, public art and community amenities. The projects included in this recommended listing have been previously identified by Council as strategic priorities, in previous Financial Planning sessions and at the September 8<sup>th</sup> Pre-Budget COW. Council may reconsider all or any of the gaming funded projects during Financial Planning.

The Financial Stabilization reserve funds are recommended to be utilized for the emerging sea level rise impact to the community, as well as operational efficiencies and customer service for parks and development services departments. The Refresh Downtown project is also expected to be a CFwd from 2016 into 2017 to complete the final steps of the project.

The operating projects in Other Funds are mainly maintenance type activities that are not annual base budget programs. Included in this listing is the operating projects from 2016 that are being requested to be CFwd into 2017 for completion. These CFwds have contractual commitments or other support to identify the need to CFwd on the project justifications.

There are no “below the line” operating projects in the 2017-2026 Financial Plan; all priority items have been recommended and funded in the proposed Financial Plan.

The below chart shows the number of ongoing and one-time SLCRs, including CFwd requests from 2017 projects, and associated funding. *Note: partial projects depicted are funding by multiple funding sources.*



## Definitions and Acronyms

### **Accumulated Surplus**

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

### **AIM**

Asset and Infrastructure Management.

### **AM**

Asset management.

### **Annual Surplus**

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

### **Assets**

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

### **BC Assessment Authority**

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

### **CARIP**

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

### **Community Charter**

British Columbia Act that governs municipalities.

### **Carryforward (CFwd)**

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

### **COW**

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

### **CUPE**

The Canadian Union of Public Employees.

**CWF**

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

**DCC**

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

**Debt Servicing**

Annual principal and interest payments on debt.

**DM**

Department Manager.

**FCM**

Federation of Canadian Municipalities.

**Financial Plan**

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

**FTE**

Full time equivalent.

**Fund**

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

**GM**

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

**Grant**

A monetary contribution to or from governments.

**IAFF**

International Association of Fire Fighters.

**LGMA**

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

**Mandatory Reserve Funds**

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

**PILTs**

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

**PSAB**

Public sector accounting board.

**Reserves**

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

**Reserve Funds**

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

**SMT**

Means the senior management team of the City of Campbell River; this includes the City Manager, GM Operations/Deputy City Manager, GM Facilities & Supply Management, GM Corporate Services, and GM Parks, Recreation & Culture.

**Tax Rates**

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

**TCA**

Tangible Capital Assets

**SLCR**

Service Level Change Request.

**UBCM**

Union of BC Municipalities.

## 2017-2026 FINANCIAL PLAN



### **City of Campbell River**

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V9W 4C7

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**City of Campbell River  
2017-2026 Financial Plan  
Capital Projects**

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
<b>Strategic Priorities</b>																	
1	External Request	Larwood-Erickson Sewer Upgrade		300,000	3,250,000										Strategic	Grants/ Sewer Capital	CW
2	213 - IT	Municipal Broadband Network Downtown	378,000											15,500	Strategic	\$10K Grant / CWF	
3	450 - Facilities	Tidemark Theatre Lower Roof Replacement	20,000												Strategic	Facilities Capital Reserve	
4	450 - Facilities	Discovery Pier Sign, Structural Repairs and Refurbishment	197,407												Strategic	Facilities Capital Reserve	
5	450 - Facilities	Big House Pavilion Refurbishment		50,000											Strategic	Facilities Capital Reserve	
6	450 - Facilities	MHC Envelope Repairs		25,000			50,000								Strategic	Facilities Capital Reserve	
7	532 - Roads	Sidewalk Improvements - Willis Road	102,261												Strategic	Community Works Fund	
8	532 - Roads	Ferry Terminal Access Improvements	20,000			200,000									Strategic	Capital Works Reserve	
9	532 - Roads	Pier Street, Sign and MHC Entrance Improvements		25,000	300,000										Strategic	Capital Works Reserve	
10	532 - Roads	Parking Lot Improvements		40,000	25,000	25,000	25,000							500	Strategic	Capital Works Reserve	
11	532 - Roads	Willis Roads Pedestrian Upgrades Phase 2			355,000									250	Strategic	Capital Works Reserve	
12	532 - Roads / 550 - Storm	Lower Shoppers Row - St. Ann's to 11th Ave		250,000		2,975,000								32,250	Strategic	CWF/Sewer /Water	CW
13	533 - Roads / 550 - Storm	Upper Shoppers Row - 11th Ave to 13th Ave					250,000	2,213,000						24,630	Strategic	Debt/ Water Capital	CW
14	550 - Storm Drains	Downtown Storm Mitigation		30,000	250,000	200,000	200,000	200,000	200,000						Strategic	Storm Water Capital Reserve	
15	570 - Airport	Fueling Facility	1,187,107												Strategic	Cap Lend/AIF	CW
16	580 - Sewer	Lift Station #10 Upgrades	158,318												Strategic	Sewer Capital Reserve	CW
17	580 - Sewer	MHC Sewer Chamber Replacement and Aesthetic Improvements	234,485												Strategic	Sewer Capital Reserve	CW
18	580 - Sewer	Waterfront Sewer Forcemain		300,000	6,000,000		5,000,000								Renewal	Sewer Capital /Debt	CW
19	590 - Water	Water Intake Project	15,262,625												Strategic	\$8.46M Grant /Water Cap/Debt	CW
20	590 - Water	System Modifications for Water Supply Project		900,000											Strategic	Water Capital Reserve	CW
21	590 - Water	Water Supply Pipe Disposal			2,000,000										Strategic	Water Capital Reserve	CW
22	720 - Parks	Ostler Park Redevelopment	323,922												Strategic	CWF/Storm /Parks	CW
23	720 - Parks	Big Rock Boat Ramp		655,000	445,000										Strategic	Cap Lend / Parks Capital / CWF	CW
24	720 - Parks	Robron Field House			408,000									75,000	Strategic	Community Works Fund	CW
25	720 - Parks	East walkway construction at Robron Park				151,000									Strategic	Community Works Fund	
			<b>17,884,125</b>	<b>2,575,000</b>	<b>13,033,000</b>	<b>3,551,000</b>	<b>5,525,000</b>	<b>2,413,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>Other Capital Projects</b>																	
26	212 - Finance	Asset Management		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Capital Works Reserve	
27	213 - IT	Recreation Management Software	170,682												Renewal	IT Reserve	
28	213 - IT	Dogwood DOC Phone System		35,000										2,000	Renewal	IT Reserve	
29	213 - IT	Vadim E3 Upgrade		7,000	9,000										Renewal	IT Reserve	



**City of Campbell River  
2017-2026 Financial Plan  
Capital Projects**

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
30	213 - IT	Internet Security Hardware		35,000								35,000		1,500	Renewal	IT Reserve	
31	213 - IT	Printer/Peripheral Replacement		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Renewal	IT Reserve	
32	213 - IT	Workstation/Laptop Replacement		36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000		Renewal	IT Reserve	
33	213 - IT	Scheduled Photocopier Replacement			16,000		20,000	70,000	9,000		9,000				Renewal	IT Reserve	
34	213 - IT	GIS Orthophotos					17,000				17,000				Renewal	IT Reserve	
35	322 - Fire Protection	#1 Fire Station Replacement	264,899	225,000											Renewal	Fire Equipment Reserve	
36	322 - Fire Protection	Refurbish Existing Ladder Truck	180,000	60,000											Renewal	Fire Equipment Reserve	
37	322 - Fire Protection	Small Equipment Replacement		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Renewal	Fire Equipment Reserve	
38	322 - Fire Protection	Pumper Rescue Replacement		890,000			890,000								Renewal	Capital Lending Reserve	
39	322 - Fire Protection	SCBA Replacement										300,000			Renewal	Fire Equipment Reserve	
40	447 - Fleet	Fleet Replacement Plan	288,432	654,000	550,000	450,000	385,000	210,000	400,000	395,000	405,000	225,000	240,000		Renewal	Fleet & Heavy Equipment Reserve	
41	448 - Capital Works	Capital Works Management		349,233	356,218	363,342	370,609	378,021	385,581	393,293	401,159	409,182	417,366		Renewal	General/Sewer /Water	CW
42	450 - Facilities	Roof Replacement 1180 Fir Street	13,000												Renewal	Facilities Capital Reserve	
43	450 - Facilities	Dick Murphy Park Viewing Platform Construction	45,000												Enhancement	Community Works Fund	
44	450 - Facilities	City Hall Space Planning Allowance	68,482												Capacity	Facilities Capital Reserve	
45	450 - Facilities	City Facilities Fall Protection	40,000		200,000										Safety/ Legislation	Facilities Capital Reserve	
46	450 - Facilities	Fleet Maintenance Coordinator Vehicle		40,000										\$10,800 (See SLCR)	Enhancement	Fleet & Heavy Equipment Reserve	
47	450 - Facilities	Video Surveillance Cameras		30,000											Enhancement	Facilities Capital Reserve	
48	450 - Facilities	Library Air Handler Replacement		150,000											Renewal	Facilities Capital Reserve	
49	450 - Facilities	CRCC Front Desk Safety Improvements		20,000											Safety/ Legislation	Facilities Capital Reserve	
50	450 - Facilities	Small Equipment		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Renewal	Furniture & Equipment Reserve	
51	450 - Facilities	Energy and Water Consumption Reduction Projects		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Enhancement	Community Works Fund	
52	450 - Facilities	Mobile Column Lifts for Airport Maintenance Shop		80,000											Renewal	Facilities Capital Reserve	
53	450 - Facilities	DOC Washout Bay			60,000										Enhancement	Facilities Capital Reserve	
54	450 - Facilities	ERT Materials Transfer Pit Site Improvements			50,000	50,000									Renewal	Facilities Capital Reserve	
55	450 - Facilities	Willow Point Park / Sportsplex Entrance Signage				45,000									Enhancement	Facilities Capital Reserve	
56	450 - Facilities	Museum Roof Replacement				250,000									Renewal	Facilities Capital Reserve	
57	450 - Facilities	Sportsplex Roof Replacement					350,000								Renewal	Facilities Capital Reserve	
58	450 - Facilities	City Hall Seismic Upgrades					130,000								Renewal	Facilities Capital Reserve	
59	450 - Facilities	Police and Public Safety Building Roof Replacement					300,000								Renewal	Facilities Capital Reserve	
60	450 - Facilities	Facilities Annual Capital Projects						600,000	600,000	600,000	600,000	600,000	600,000		Renewal	Facilities Capital Reserve	
61	532 - Roads	Pedestrian Signal Crossing Lights	30,000				30,000				30,000			250	Enhancement	Community Works Fund	
62	532 - Roads	Transit Bus Shelters	34,396	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	250	Enhancement	Community Works Fund	



**City of Campbell River  
2017-2026 Financial Plan  
Capital Projects**

**Appendix 1**

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
63	532 - Roads	Sidewalk Infill	177,415			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		Enhancement	CWF/DCC Transpo	
64	532 - Roads	Street Light Infill	87,500		90,000		90,000		90,000		90,000		90,000	100	Enhancement	Capital Works Reserve	
65	532 - Roads	Traffic Control Upgrades - Replacement	197,459			200,000			200,000			200,000			Renewal	Capital Works Reserve	
66	532 - Roads	Pavement Management Plan		25,000										400	Renewal	Capital Works Reserve	
67	532 - Roads	Seagull Walkway Repairs			150,000										Renewal	Capital Works Reserve	CW
68	532 - Roads	LED Light Conversion		50,000	50,000	50,000	50,000								Enhancement	Community Works Fund	
69	532 - Roads	Intersection Improvements					20,000	225,000		20,000	225,000		20,000	500	Enhancement	Capital Works Reserve	
70	532 - Roads	Cycling Infrastructure		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Enhancement	Community Works Fund	
71	532 - Roads	Asphalt Overlays		500,000	500,000		500,000		800,000	800,000	800,000	800,000	800,000		Renewal	Capital Works/CWF	
72	550 - Storm Drains	Fir Street Upgrades (see Watermain Renewal, related project)			175,000										Enhancement	Storm Water Capital Reserve	CW
73	550 - Storm Drains	Annual Drainage Improvements		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000		Renewal	Storm Water Capital Reserve	
74	570 - Airport	Parking Machine	20,000												Enhancement	Airport Reserve	
75	570 - Airport	Electronic Runway Condition Reporting Equipment		40,000											Enhancement	\$28.5K Grants/Airport	
76	570 - Airport	Airport Snowblower		420,000											Renewal	\$380K Grants/Airport Reserve	
77	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening			60,000										Enhancement	Airport Reserve	
78	580 - Sewer	Lift Station #11 Upgrade	112,216												Renewal	Sewer Capital Reserve	CW
79	580 - Sewer	NWEC Upgrade Phase 2	20,000												Capacity	Sewer Capital/DCC Sewer	CW
80	580 - Sewer	NWEC Boiler / DDC Replacement	60,000												Renewal	Sewer Capital Reserve	
81	580 - Sewer	Sewer Main Replacement - 2016	20,000												Renewal	Sewer Capital Reserve	CW
82	580 - Sewer	Storage Shelter for Vacuum Truck NWEC		60,000											Renewal	Sewer Capital Reserve	
83	580 - Sewer	Lift Station Generators	76,467	350,000										4,000	Enhancement	Sewer Capital Reserve	CW
84	580 - Sewer	Sewer Main Replacement			1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000		Renewal	Sewer Capital Reserve	CW
85	580 - Sewer	NWEC Upgrades Phase 3			300,000	3,500,000								75,000	Capacity	Sewer Capital Reserve	CW
86	580 - Sewer	NWEC Oxidation Ditch Diffuser - Replacement			50,000										Renewal	Sewer Capital Reserve	
87	580 - Sewer	Sewer Asset Registry		24,000	24,000										Renewal	Sewer Capital Reserve	
88	580 - Sewer	Sewer Condition Assessments					52,725								Renewal	Sewer Capital Reserve	
89	580 - Sewer	Sewer Facility Renewal				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		Renewal	Sewer Capital Reserve	
90	580 - Sewer	Lift Station Pump Replacement				90,000									Renewal	Sewer Capital Reserve	
91	580 - Sewer	Reclaimed Water System				300,000									Renewal	Sewer Capital Reserve	
92	580 - Sewer	NWEC Generator				1,200,000									Enhancement	Sewer Capital Reserve	CW
93	580 - Sewer	NWEC Aeration Pipe Lining			100,000										Renewal	Sewer Capital Reserve	CW
94	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade							150,000						Capacity	Sewer Capital Reserve	
95	590 - Water	Pressure Reducing Valve Abandonment				45,000									Enhancement	Water Capital Reserve	

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
96	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement				195,000									Renewal	Water Capital Reserve	
97	590 - Water	John Hart Reservoir					500,000	6,000,000						30,000	Capacity	Water Capital Reserve	CW
98	580 - Sewer	Industrial Park Lagoon Liner Replacement						70,000							Renewal	Sewer Capital Reserve	
99	590 - Water	Watermain Renewal - Cedar	10,000												Renewal	Debt	CW
100	590 - Water	Petersen PRV			40,000	335,000									Enhancement	Water Capital Reserve	CW
101	590 - Water	Area D Connection Improvements		20,000											Enhancement	Grants - Other	
102	590 - Water	Water Preventative Maintenance Improvements - Truck		60,000										12,800 (See SLCR)	Enhancement	Water Capital Reserve	
103	590 - Water	Water Dept. Temporary Location		300,000											Capacity	Water Capital Reserve	
104	590 - Water	WM Cathodic Protection		35,000	125,000										Renewal	Water Capital Reserve	
105	590 - Water	CRIB/CCR Water Improvements		20,000											Enhancement	Water Capital Reserve	CW
106	590 - Water	Water Service Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Water Capital Reserve	
107	590 - Water	Fire Hydrant Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Renewal	Water Capital Reserve	
108	590 - Water	Watermain Renewal (See Fir Street Upgrades, related project)			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		Renewal	Water Capital Reserve	CW
109	590 - Water	Dogwood Operations Centre Backflow/Meter			125,000										Enhancement	Water Capital Reserve	
110	590 - Water	Water Facility Renewal			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Renewal	Water Capital Reserve	
111	590 - Water	Water Asset Registry			24,000	24,000									Renewal	Water Capital Reserve	
112	590 - Water	Evergreen Reservoir Lining				370,000									Renewal	Water Capital Reserve	CW
113	590 - Water	Water Condition Assessments					52,725								Renewal	Water Capital Reserve	
114	590 - Water	Rockland Road Transmission Main					100,000	700,000							Capacity	Water Capital Reserve	CW
115	590 - Water	PLC Replacement Program							20,000	20,000					Renewal	Water Capital Reserve	
116	580 - Sewer/590 - Water	SCADA Platform	229,730												Enhancement	Water/Sewer Capital Reserve	
117	580 - Sewer/590 - Water	Meter Renewal		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Renewal	Sewer/Water Capital Reserve	
118	720 - Parks	Nunns Creek Master Plan	47,819												Enhancement	Parks Capital Reserve	
119	720 - Parks	Maritime Heritage Centre Property (Pocket Beach Upgrades)	20,000												Enhancement	Community Works Fund	
120	720 - Parks	Robron Park Upgrade - Artificial Turf	44,518												Enhancement	Capital Lending Reserve	CW
121	720 - Parks	Hwy 28 Elk Falls Cemetery Expansion	129,649											15,000	Enhancement	Capital Works Reserve	
122	720 - Parks	Shade Sails Installation	29,000												Enhancement	Parks Capital Reserve	
123	720 - Parks	Dog Park Development	20,093												Enhancement	Other	
124	720 - Parks	Seniors Equipment			50,000									3,250	Enhancement	\$25K Grants /CWF	
125	720 - Parks	Frank James Park Design	48,934												Enhancement	DCC Park/ Parks Capital Reserve	
126	720 - Parks	Nunns Creek Park Electric Upgrade	49,921	250,000											Safety	Parks Capital Reserve	
127	720 - Parks	Entrance Sign Jubilee	100,000	40,000											Enhancement	Parks Capital Reserve	
128	720 - Parks	Incorporate 503 Island Highway into Sequoia Park	20,505			100,000									Enhancement	Parks Capital Reserve	

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
129	720 - Parks	Spirit Square Benches		21,000											Safety	Parks Capital Reserve	
130	720 - Parks	Replacement sand for sand volleyball courts at Willow Point Park		27,000											Safety	Parks Capital Reserve	
131	720 - Parks	Baikie Island Bridge Re-Decking		15,000											Renewal	Parks Capital Reserve	
132	720 - Parks	Robron Pump House Replacement		30,000											Renewal	Parks Capital Reserve	
133	720 - Parks	Marine Foreshore Restoration		85,000	100,000	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000		Enhancement	Community Works Fund	
134	720 - Parks	Seawalk Improvements			111,000										Enhancement	Parks Capital Reserve	
135	720 - Parks	Parks Information and Sign Program			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Enhancement	Parks Capital Reserve	
136	720 - Parks	Asset Management - Park Infrastructure Renewal Fund					150,000	150,000	150,000	150,000	150,000	150,000	150,000		Renewal	Parks Capital Reserve	
137	720 - Parks	Fence Upgrades and Replacements			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		Renewal	Parks Capital Reserve	
138	720 - Parks	Parks Irrigation Strategy			35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		Enhancement	Parks Capital Reserve	
139	720 - Parks	City Hall Side Hill Improvement				50,000									Enhancement	Parks Capital Reserve	
140	720 - Parks	Nunns Creek Backstop Replacement				60,000									Renewal	Parks Capital Reserve	
141	720 - Parks	Willow Point Park Skatepark Lighting					85,000							4,000	Enhancement	Parks Capital Reserve	
142	720 - Parks	Willow Point Lights					300,000								Enhancement	Parks Capital Reserve	
143	720 - Parks	Mclvor Lake Upgrades						50,000	200,000						Enhancement	Parks Capital Reserve	
144	720 - Parks	Maryland to Jubilee Greenway Loop									400,000				Enhancement	Parks Capital Reserve	CW
145	740 - Recreation & Culture	Recreation Equipment	13,332	21,650	8,850	32,250	24,550	30,700	31,050	13,200	42,200	23,600	15,700		Renewal	Equipment Reserve	
146	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	75,000												Enhancement	\$13.5K Grants /CWF	
			<b>2,744,453</b>	<b>5,520,883</b>	<b>6,580,068</b>	<b>11,539,592</b>	<b>8,223,609</b>	<b>12,264,721</b>	<b>6,666,631</b>	<b>6,322,493</b>	<b>6,950,359</b>	<b>6,523,782</b>	<b>6,114,066</b>				
			<b>\$ 20,628,578</b>	<b>\$ 8,095,883</b>	<b>\$ 19,613,068</b>	<b>\$ 15,090,592</b>	<b>\$ 13,748,609</b>	<b>\$ 14,677,721</b>	<b>\$ 6,866,631</b>	<b>\$ 6,322,493</b>	<b>\$ 6,950,359</b>	<b>\$ 6,523,782</b>	<b>\$ 6,114,066</b>				

**BELOW THE LINE (Excluded from Financial Plan)**

<b>Strategic Priorities</b>																	
147	450 - Facilities	Big House Pavilion Refurbishment			500,000											Strategic	TBD
148	532 - Roads / 550 - Storm	Willis Road Connector								1,000,000	13,000,000	16,000,000			Strategic	TBD	CW
149	532 - Roads / 550 - Storm	Highway 19A - Build Canada			1,700,000	8,700,000								1,000	Strategic	TBD	CW
150	533 - Roads / 550 - Storm	11th Ave - Shoppers Row to Cypress Street						180,000	1,570,000						Strategic	TBD	CW
151	538 - Roads / 550 - Storm	Pier Street South								290,000	2,598,000				Strategic	TBD	CW
152	538 - Roads / 550 - Storm	Pier Street North										380,000	3,358,000		Strategic	TBD	CW
153	532 - Roads	Seagull Walkway Repairs				1,500,000									Strategic	TBD	CW

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
154	539 - Solid Waste	Organics Facility			1,000,000									5,000	Strategic	TBD	CW
155	720 - Parks	Ostler Park Redevelopment						1,650,000							Strategic	TBD	CW
			-	-	3,200,000	10,200,000	-	1,830,000	1,570,000	290,000	3,598,000	13,380,000	19,358,000				

**Other Capital Projects**

156	External Request	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan		15,000										1,800	Enhancement	TBD	
157	External Request	Friends of Sybil Andrews' Cottage - Installation of an Automated Watering System		13,000											Enhancement	TBD	
158	External Request	Willow Point Park Field House and Turf installation		150,000										11,500	Enhancement	TBD	
159	212 - Finance	eBilling for Taxes & Utilities		35,000										4,000	Enhancement	TBD	
160	310 - Mayor & Council	CR River Amenities		21,500										12,600	Enhancement	TBD	
161	310 - Mayor & Council	Petersen/Shetland/Willis Walkability		60,000	TBD										Enhancement	TBD	
162	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights		25,000											Enhancement	TBD	
163	310 - Mayor & Council	Dogwood and 16th Ave Intersection Lights		TBD											Enhancement	TBD	
164	310 - Mayor & Council	Spruce Street Road End Upgrades		30,000	TBD										Enhancement	TBD	
165	310 - Mayor & Council	Shoppers and St Ann's – Advance arrows		25,000											Enhancement	TBD	
166	310 - Mayor & Council	Street Lights – 10th Ave		10,000	TBD										Enhancement	TBD	
167	310 - Mayor & Council	Transit Stops at Carihi and Phoenix		TBD											Enhancement	TBD	
168	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights		TBD											Enhancement	TBD	
169	310 - Mayor & Council	Willis Road Connection Design		TBD											Enhancement	TBD	
170	310 - Mayor & Council	Bushing Mower		TBD											Enhancement	TBD	
171	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements		TBD											Enhancement	TBD	
172	310 - Mayor & Council	Transit Benches and Shelters in Campbellton and Quinsam Heights		TBD											Enhancement	TBD	
173	310 - Mayor & Council	Cheviot Road Upgrades		TBD											Enhancement	TBD	
174	310 - Mayor & Council	Campbell River Entrance Feature		TBD											Enhancement	TBD	
175	310 - Mayor & Council	Street Tree Program in Campbellton		TBD											Enhancement	TBD	
176	310 - Mayor & Council	Track & Field Track		TBD											Enhancement	TBD	
177	310 - Mayor & Council	SD72 Property Purchase		TBD											Enhancement	TBD	
178	310 - Mayor & Council	Sportsplex Signage Replacement		TBD											Enhancement	TBD	
179	310 - Mayor & Council	Myrt Thompson Trail Upgrades		TBD											Enhancement	TBD	
180	322 - Fire Protection	Water Tender			275,000										Enhancement	TBD	
181	322 - Fire Protection	#1 Fire Station Replacement				11,200,000									Renewal	TBD	CW
182	322 - Fire Protection	#2 Fire Station Replacement									6,000,000				Enhancement	TBD	CW
183	322 - Fire Protection	Pumper Rescue - New									890,000				Capacity	TBD	

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
184	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements		50,000											Enhancement	TBD	
185	532 - Roads	Alder Street Upgrades				300,000								250	Enhancement	TBD	
186	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)		25,000	125,000	1,500,000								250	Enhancement	TBD	CW
187	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades				75,000	75,000							250	Renewal	TBD	
188	550 - Storm Drains	Shoreline Outfall Upgrades (water quality/storm surge review and prioritized)				35,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000		Renewal	TBD	
189	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing				200,000	1,766,000								Enhancement	TBD	CW
190	550 - Storm Drains	Nunns Creek Outfall Improvements					150,000	150,000	150,000					250	Enhancement	TBD	
191	550 - Storm Drains	14th - Spruce to Redwood						350,000							Enhancement	TBD	
192	550 - Storm Drains	Redwood - 14th to 19th							1,200,000						Renewal	TBD	CW
193	570 - Airport	Airport Development Servicing (See Security Fencing - South Development Area; related project)		70,000										TBD	Enhancement	TBD	
194	570 - Airport	Security Fencing - South Development Area (See Airport Development Servicing; related project)		40,000											Enhancement	TBD	
195	570 - Airport	Electric Gates and Openers, Emergency Access			50,000										Renewal	\$47.5K Grants /Airport Reserve	
196	570 - Airport	Expand ATB Parking			500,000										Enhancement	TBD	CW
197	570 - Airport	Airside Drive Upgrade			550,000										Enhancement	TBD	CW
198	570 - Airport	Terminal Building Electric Doors Replacement			40,000										Renewal	TBD	
199	570 - Airport	Loader Replacement			400,000										Renewal	\$380K Grants /Airport Reserve	
200	570 - Airport	Runway Rehabilitation			80,000		4,000,000								Renewal	\$3.876M Grants/Airport	CW
201	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening				1,940,000									Enhancement	\$1.8M Grants/Airport	CW
202	570 - Airport	NW Development Area Construction				3,200,000						4,800,000			Enhancement	TBD	CW
203	570 - Airport	Approach Lighting & Sign Replacement				50,000		1,000,000							Renewal	\$997.5K Grants/Airport Reserve	CW
204	570 - Airport	ATB Apron Expansion (North)						1,800,000							Enhancement	TBD	CW
205	570 - Airport	Plow Truck Replacement							250,000						Renewal	\$237.5K Grants /Airport Reserve	
206	570 - Airport	Extend Taxi B								1,000,000					Enhancement	TBD	CW
207	570 - Airport	Lower Maintenance Shop Replacement									4,000,000				Renewal	\$3.8M Grants /Airport Reserve	CW
208	580 - Sewer	NWEC Biosolids Dewatering				2,000,000								480,000	Enhancement	TBD	CW
209	590 - Water	CRIB/CCR Water Improvements			80,000	1,000,000									Enhancement	TBD	CW
210	590 - Water	Water Filtration Facility											70,000,000	500,000	Safety/Legislation	TBD	CW
211	720 - Parks	Frank James Park Design			85,000	250,000									Enhancement	TBD	
212	720 - Parks	Maryland Trail extension from Rose Place to Willow Creek Rd		80,000										4,800	Enhancement	TBD	
213	720 - Parks	Willow Point In Field Mix Replacement		52,000			25,000								Renewal	TBD	
214	720 - Parks	Outdoor washroom installation - Jubilee Trail and Baikie Island		40,000										7,800	Enhancement	TBD	
215	720 - Parks	Centennial Pool Repair				500,000									Renewal	TBD	
216	720 - Parks	Nunns Creek Project					800,000								Enhancement	TBD	CW



City of Campbell River  
2017-2026 Financial Plan  
Capital Projects

Index	Department	Project Name	CFwd	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Operating Costs	Category	Funding Source	Capital Works
217	740 - Recreation & Culture	Sportsplex Detailed Design and Renovation/Expansion			80,000	3,500,000								50,000	Enhancement	TBD	CW
			-	791,500	2,265,000	25,750,000	6,941,000	3,425,000	1,725,000	1,125,000	11,015,000	4,925,000	70,125,000				
			\$ -	\$ 791,500	\$ 5,465,000	\$ 35,950,000	\$ 6,941,000	\$ 5,255,000	\$ 3,295,000	\$ 1,415,000	\$ 14,613,000	\$ 18,305,000	\$ 89,483,000				



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
<b>Strategic Priorities</b>							
1	External Request	Larwood-Erickson Sewer Upgrade	Capacity upgrade for sewers on Larwood, Harrogate, and Erickson.	The existing sewers along Larwood, Harrogate, and Erickson do not have capacity to carry flows from the proposed Jubilee Heights development, Homalco Reserve, and airport lands. Without this additional sewer capacity, growth in these areas will be limited. Conceptual design was started in 2016. Detailed design is scheduled for 2017 and construction in 2018. Scope, budget, funding, and timing to be confirmed. Council approved the Municipal Broadband Network on September 19th, 2016. The approved funding source, in the amount of \$328,000, was identified as the Community Works Fund with an additional \$25,000 to supplement the marketing budget to be funded from Council Contingency. Total Phase One approved budget is \$353,000.	2. Focus on Economic Growth	Grants/ Sewer Capital	CW
2	213 - IT	Municipal Broadband Network Downtown	Construction of the Campbell River Municipal Broadband Network.	CFwd: Budget approved in September 2016. Project scheduled – Phase One : Sept 2016 – August 2017, Phase Two : January 2018 – Sept 2018. This project also has a conceptual third phase for Dogwood Street scheduled for January 2019 – November 2019.	2. Focus on Economic Growth	\$10K Grant / CWF	
3	450 - Facilities	Tidemark Theatre Lower Roof Replacement	Replacement of a section of the lower roof on the Tidemark Theatre.	Roof is expected to be approaching the end of its serviceable life. CFwd: Tender to be awarded late October 2016, project not guaranteed to be completed prior to Dec. 31, 2016.	4. Focus on Management and Governance	Facilities Capital Reserve	
4	450 - Facilities	Discovery Pier Sign, Structural Repairs and Refurbishment	Major structural repairs and a full scale refurbishment of Discovery Pier including piling replacement, superstructure repairs, decking and railing replacement, a new roof for the concession/washroom building, refurbishment of public washrooms, repairs and refurbishment of the commercial kitchen, replacement of signage and garbage cans.	Structural repairs were identified and recommended in a structural condition assessment completed by a professional engineer in 2015. The concession/washroom building and roof are original to the building (26 years old) and both require significant upgrade including the floor and fixtures in the leased concession. The remaining garbage cans, signage, and washrooms simply require modernization to ensure the Pier is maintained in a state that properly respects the structure's place as one of the City's premiere tourist destinations. CFwd: Structural repairs, renovations, and roof to be started in late 2016 but will not be completed until early 2017, prior to the 2017 operating season.	3. Focus on Livability	Facilities Capital Reserve	
5	450 - Facilities	Big House Pavilion Refurbishment	Refurbishment of the Big House Pavilion Structure in Ostler Park.	In 2016 the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommends that work not be extended beyond 2017. Design works in 2017 will provide project scope and total costs; project budget will be included in 2018 Financial Planning	3. Focus on Livability	Facilities Capital Reserve	
6	450 - Facilities	MHC Envelope Repairs	Repairs to the envelope of the Maritime Heritage Centre including re-fitting of the front glazing which exhibits ongoing leakage.	The envelope on the building requires repair as it is exhibiting leakage. Major repairs have been undertaken in 2016 on an emergency basis, however, further work is needed to ensure the ongoing viability of the southeast facing envelope.	4. Focus on Management and Governance	Facilities Capital Reserve	
7	532 - Roads	Sidewalk Improvements - Willis Road	Widening the Willis Road sidewalk to improve pedestrian safety.	Council has asked staff to prepare a budget for the second phase of the storm and pedestrian improvements for Willis Road. This project will carry on to the west from Carolyn Road to Nikola Road. Work would include new underground storm pipes and a widened paved shoulder.	3. Focus on Livability	Community Works Fund	
8	532 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design of the work would occur in 2016/17 with construction in 2019 (as a number of issues need to be addressed include consultation with BC Ferries and MoTI).	Access to the ferry terminal from Hwy 19A is very poorly set up and is confusing to users which increases potential for accidents at this location. The work will look at the design to provide options to reduce confusion and ultimately improve access to the entrance and from the exit of this site. CFwd: Required to ensure work will continue in the new year, RFP has been awarded.	3. Focus on Livability	Capital Works Reserve	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
9	532 - Roads	Pier Street, Sign and MHC Entrance Improvements	Access to the Maritime Heritage Centre, Fisherman's Wharf and the south entrance to downtown has been somewhat convoluted over the years and needs to be rebuilt to address safety issues and provide for a defined entrance to the area. This project would consolidate three entrances into one and to improve traffic flow to the downtown area. Design work to be done in 2017 with construction to follow in 2018.	This intersection has been identified as confusing and challenging for many users. It currently has 3 entrance points and an aged pedestrian crossing system. Consolidation and modernization with improved access and traffic control at this location will reduce potential conflicts and future accidents.	3. Focus on Livability	Capital Works Reserve	
10	532 - Roads	Parking Lot Improvements	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. This funding would allow for minor enhancements and some expansion (Cedar St) to improve the downtown parking areas. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2017 will include improvements to the parking lot on Cypress Street along with some drainage improvements and paving. (Beech Street is on hold pending development - layout redesign and lighting improvements are planned).	Council provided direction in 2015 to see improvements to Beech St, Cedar St and the MHC parking lots. Some work was completed in 2015 however there is still a fair amount of work required to address Councils' goal to improve these, and other locations, where the City provides parking. The Beech Street lot is on hold pending redevelopment. The Cypress Lot is a popular public lot downtown.	4. Focus on Management and Governance	Capital Works Reserve	
11	532 - Roads	Willis Roads Pedestrian Upgrades Phase 2	Council has asked staff to prepare a budget for the second phase of the storm and pedestrian improvements for Willis Road. This project will carry on to the west from Carolyn Road to Nikola Road. Work would include new underground storm pipes and a widened paved shoulder.	Council has requested that Staff prepare the second phase of this project in the 2017 capital plan for further consideration. This work will continue the improvements to this area for pedestrians and cyclists.	3. Focus on Livability	Capital Works Reserve	
12	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 Ave - Water	Lower Shoppers Row - St. Ann's to 11th	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	CWF/Sewer /Water	CW
13	533 - Roads / 550 - Storm Drains / 580 - Sewer / 590 Ave - Water	Upper Shoppers Row - 11th Ave to 13th	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	Debt/ Water Capital	CW
14	550 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system.	2. Focus on Economic Growth	Storm Water Capital Reserve	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
15	570 - Airport	Fueling Facility	Purchase of a Jet fuel tank, two delivery trucks and repavement of corporate jet parking area where existing tanks currently reside.	Jet fuel sales generate over 90% of all fuel revenues. These are sales to Ministry of Forests Air Tankers, Pacific Coastal Airlines, Central Mountain Air, and Corporate Jets. AV Gas sales are to smaller piston aircraft often referred to as General Aviation (GA). Staff have met with Imperial Oil representatives who acknowledge the existing system is near the end of useful life and the probability of Imperial Oil replacing this system is unlikely. Esso has generally been withdrawing from the Airport Fuel business at smaller airports. Recently Sealand Aviation, operating as Sealand Flight, started Flight School operations airside. There is interest in providing AV Gas for resale as an amenity to Sealand Aviation and its business centered on maintenance repair and overhaul at the Airport. Given this option to have an alternate provider of AV Gas to general aviation, the infrastructure costs associated with replacing the AV Gas system, and the nominal contribution to the Airport's bottom line, the Fuel Facility proposal has been revised. The revised proposal includes the purchase of a Jet fuel tank, two delivery trucks and repavement of the corporate jet parking area where existing tanks currently reside for a total cost of \$1,205,000. This option includes outsourcing the sale of AV Gas component, which was included as a City responsibility in the previous RFPs.	2. Focus on Economic Growth	Cap Lend/AIF	CW
16	580 - Sewer	Lift Station #10 Upgrades	Upgrades to Lift Station #10 (south of Maritime Heritage Centre) to address existing deficiencies and provide for future improvements (SCADA, generator). The completed project will also address existing aesthetic concerns of the facility. See attached maps-Sanitary Sewer Collections System map for location.	CFwd: Request for project continuation into 2017. This facility is located in a very public location adjacent to the Maritime Heritage Centre and pocket beach. If the aesthetics are not addressed, the existing facility will continue to be an eye-sore and interfere with the use of the surrounding space. Design work completed in 2015 for pump replacement and relocation of the electrical panel identified deficiencies with the existing electrical components that also need to be addressed at this time. The final project will also allow for future upgrades (SCADA and generator).	2. Focus on Economic Growth	Sewer Capital Reserve	CW
17	580 - Sewer	MHC Sewer Chamber Replacement and Aesthetic Improvements	Replacement of the junction chamber located on the north side of the Maritime Heritage Centre and site improvements to address aesthetic concerns associated with odour control infrastructure. See attached maps-Sanitary Sewer Collections System map for location (noted as Old Treatment Plant).	CFwd: Request for maintenance period. The existing chamber has significant corrosion and is in poor structural condition and must be replaced. The existing odour control facilities are unsightly and distracts from the aesthetic value of the Maritime Heritage Centre and adjacent waterfront.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
18	580 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	CFwd: Request for construction completion as per contract and maintenance period. Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, Lift Stations #5 and #6 are unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NWECC. Project will increase capacity to allow for growth in the southern portion of the community.	4. Focus on Management and Governance	Sewer Capital /Debt	CW
19	590 - Water	Water Intake Project	Modifications to the Snowden water intake.	The existing intake to the Snowden water system will not be able to draw water during low reservoir levels which are anticipated for BC Hydro's John Hart Dam Seismic Upgrade project scheduled to start in 2019. Modifications will also provide reliability during future reservoir level fluctuations. The construction work is being coordinated with the water supply project to minimize the impact on the environment and to take advantage of anticipated cost efficiencies.	4. Focus on Management and Governance	\$8.46M Grant /Water Cap/Debt	CW
20	590 - Water	System Modifications for Water Supply Project	Modifications to the existing water system to allow the connection, commissioning, and operation of the new water system.	CFwd: Request for construction completion as per contract. Modifications to the existing water system are required to allow the connection, commissioning, and operation of the new water system. Work includes installing a valve on the existing 500mm diameter transmission main, replacement of the Willow Pressure Reducing Valve, modifications to the John Hart Pump Station, and changes to control logic at Beaver Lodge and Evergreen Reservoirs/Pump Stations. Without these modifications, the transition to the new water system will result in water supply disruptions and increased risk of watermain breaks.	4. Focus on Management and Governance	Water Capital Reserve	CW

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
21	590 - Water	Water Supply Pipe Disposal	The transfer to the new water supply system requires the City to dispose of the existing UV treatment plant and related water pipes that have a net book value as these assets have not reached the end of their useful life.	The cost to dispose of the assets is the estimated net book value of these assets as at the end of December 31, 2017 with anticipating of disposal in 2018 when the new water supply system comes online. This disposal of assets with a net book value results in a reduction to the overall water utility fund.	4. Focus on Management and Governance	Water Capital Reserve	CW
22	720 - Parks	Ostler Park Redevelopment	The planned work for Ostler Park - soft shore; requires the upgrading of the existing storm system/dischage in the park. With the work planned, the existing storm line through the park is to be replaced and a dissipation chamber and oil separator installed. This will leave a section from the CIBC corner to the tie-in manhole in the park with old, failing pipe. Once replaced, this system will be upgraded to match the work done upstream (Beech St) and downstream (Ostler Park).	By not undertaking this additional work, the system will have a weak point (aged infrastructure) under one of the busier intersections of the City. CFwd: The detailed design for this project has revealed some challenges related to sea level rise and downtown flood control. The project will need to be considered with the Downtown Refresh project to ensure that the potential role of the park in downtown flood control is fully understood prior to implementing any long term solutions to protect the park. A portion of this funding needs to be carried forward to enable interim repairs to the Ostler Park foreshore to protect the park in the short term.	3. Focus on Livability	CWF/Storm /Parks	CW
23	720 - Parks	Big Rock Boat Ramp	Re-Construction of Big Rock Boat Ramp.	A design for the re-construction of the Big Rock Boat Ramp (BRBR) facility is in place and external funding applications have been made.	3. Focus on Livability	Cap Lend / Parks Capital / CWF	CW
24	720 - Parks	Robron Field House	Construction of Robron Field House washrooms.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The Soccer Association is leading a fundraising effort to fund construction of the facility. Council has verbally committed to funding the installation of site services and construction of the lower floor washrooms and change rooms. While the design is not yet complete, it is anticipated that this funding will cover the cost of constructing the public washroom/change room areas within the building and the cost of site services. The CRYSA will be turning the building over to the City for ownership and operation. The building is fairly large and will include in excess of 5000 sq. ft. of floor space including a banquet room, meeting room, office space, 2 change rooms and 3 washrooms. The operating budget includes items such as maintenance and operations staff, security, utilities such as electrical, water and heat and insurance.	3. Focus on Livability	Community Works Fund	CW
25	720 - Parks	East walkway construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field.	3. Livability	Community Works Fund	
<b>Other Capital Projects</b>							
26	212 - Finance	Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset groups will occur under the AIM (Asset Infrastructure Management) committee and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management by 2021 as part of securing ongoing Community Works Funds	4. Focus on Management and Governance		
27	213 - IT	Recreation Management Software	Purchase of new operating software for the Sportsplex	Projected is awarded and implementation is beginning. CFwd: Budget approved in 2015. North Island Working Group RFP (6 Municipalities and Regional Districts) award to Perfect Mind in September 2016. Implementation is scheduled for late Q1, or early Q2, of 2017. Implementation is currently underway. System administrator training began Oct. 24 and the GoLive date is planned for March 2017.	3. Focus on Livability	IT Reserve	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
28	213 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	<p>Upgrade Dogwood Operations Centre phone system. Current system is over 10 years old and subject to failure. Telus will drop support of old system in 2017. DOC has experienced 3 critical failures in 2016. Not replacing the phone system at DOC will result in substantial outages until entire system failure.</p> <p>CFwd: The DOC phone system will be replaced by a service provider participating in the Municipal Broadband Network in early 2017. This will add enhanced value for service provider participation in the Municipal Broadband Network. Temporary third party support has been acquired until replacement.</p>	4. Focus on Management and Governance	IT Reserve	
29	213 - IT	Vadim E3 Upgrade	Upgrade the City's enterprise accounting, purchasing & payroll software to required new version.	Vadim has provided notice that support will be ending for the existing V2 version of the City's enterprise accounting, purchasing and payroll software. Upgrades are required to maintain support and will be rolled out over a 3-year period from 2016-2018.	4. Focus on Management and Governance	IT Reserve	
30	213 - IT	Internet Security Hardware	Internet security hardware.	Replacement for the City's primary security appliance which protects the city network from outside intrusion. The Watch Guard was purchased in 2004 and is no longer supported by the vendor. Not replacing this device will leave the city network with a serious security vulnerability.	4. Focus on Management and Governance	IT Reserve	
31	213 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.		4. Focus on Management and Governance	IT Reserve	
32	213 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.		4. Focus on Management and Governance	IT Reserve	
33	213 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.	4. Focus on Management and Governance	IT Reserve	
34	213 - IT	GIS Orthophotos	10cm and 30cm orthophotos.	Orthophotos should be refreshed every 4 years to capture evolution of development within the city boundaries.	4. Focus on Management and Governance	IT Reserve	
35	322 - Fire Protection	#1 Fire Station Replacement	Replacement of current main fire station built in 1978 with post disaster constructed fire station complete with fire administration offices, 9-1-1 Fire Dispatch Centre.	<p>The current #1 Fire Station was constructed 1978 without consideration for the impacts of seismic, flood or dam breach events. The present #1 Fire station is not appropriate for an emergency services building. The building would not survive even the 4.3 earthquake it was designed to survive. The building was sited in a location where the basement would entirely flood and the apparatus area would be under a meter of water for a 200-year flood event. The basement routinely floods during storm events. Recent dam breach mapping provided by BC Hydro predict 4 meters of water at that location during a dam breach event.</p> <p>The current #1 Fire Station is not accessible for persons with disabilities and does not meet current standards for gender inclusive dormitories/locker rooms. The building does not have acceptable public washrooms. #1 Fire Station is not designed for efficient operations, including turnout time with distance from the crew training room to apparatus requires 80 steps, including 24 stairs. Presently it houses the 911 Fire Dispatch Centre (serving 51 fire departments in 6 regional districts) and the majority of the fire and rescue capabilities for the City, three first nations communities and the contracted fire protection area of SRD Area "D". Seismic assessment found seismic upgrading of the present building to be impractical. Subsequent studies have concluded that the replacement #1 Fire Station should be located between 8th Avenue and 6th Avenue on or near Dogwood Street.</p> <p>CFwd: Request for location study, subsequent site studies and preliminary fire station design to provide budget estimates for possible referendum in 2018.</p>	4. Focus on Management and Governance	Fire Equipment Reserve	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
36	322 - Fire Protection	Refurbish Existing Ladder Truck	Refurbish of 1993 Smeal Ladder Truck as a reserve ladder truck for deployment to No 2 Fire Hall in the south end of the City. The 1993 ladder truck was proposed to be refurbished in 2014. This process will require the apparatus to be out of service for 90-120 days.	Fire Underwriters recommend the City establish a reserve ladder truck as one of the City's four apparatus companies. This reserve ladder should be available for service for an additional fifteen years following refurbish. RFP has been issued, due to elevated US exchange rates the two received proposals are both over the estimated budget amount. In order to proceed with this project, an additional \$60,000 is required.	4. Focus on Management and Governance	Fire Equipment Reserve	
37	322 - Fire Protection	Small Equipment Replacement	Purchase includes replacement of 1 portable fire pump which has exceeded its useful life cycle, replacement of fire hose that has exceeded its replacement cycle in accordance to NFPA Standards, SCBA face masks for additional auxiliary fire fighters including voice amplifiers, the purchase of an interactive projector for public education during station tours and the addition of a thermal imaging camera.	CFwd: Project completion anticipated in Q2 of 2017 pending Budget approval. The Current portable pump in service is beyond life expectancy. Portable fire pumps are an important piece of equipment for fire fighting operations where water supply is needed in areas where fire apparatus can not access or access is limited. Fire hose in both No 1 & No 2 Fire Halls are over 40 years old and failing testing requirements and requires replacement. NFPA Standards recommend replacement of fire attack and supply hose if purchased before July 1987. Addition of auxiliary fire fighters requires additional SCBA Face Masks with voice amplification. Duty crews conduct numerous public education station tours at No 1 fire hall using an old tube television and vcr/dvd player, the procurement of an interactive projector will enable the public and school children to engage interactively with the public education lessons. The Fire Dept is working to provide thermal imaging cameras on all fire apparatus. Thermal imaging cameras assist in preventing fire fighters from falling through burned out floors or becoming disoriented in low visibility. They are also instrumental in locating victims and downed fire fighters more effectively and efficiently.	3. Focus on Livability	Fire Equipment Reserve	
38	322 - Fire Protection	Pumper Rescue Replacement	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper on rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line status.	3. Focus on Livability	Capital Lending Reserve	
39	322 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA) for 2025.	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.	4. Focus on Management and Governance	Fire Equipment Reserve	
40	447 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Five replacements in 2017, downsizing fire light duty fleet by 1 unit.	Staff undertake annual condition assessments of all City fleet and equipment assets using a scoring algorithm to grade assets on mileage, service type, risk of in-service failure, lifespan, and ongoing repair costs. This scoring system is then used to determine annual vehicle replacements with the highest scoring vehicles being replaced sooner. Vehicles scoring above 30 should be considered for replacement due to the increased cost of ownership/maintenance. The 5 vehicles being proposed for replacement/refit in 2017 score an average of 41. Vehicles up for replacement in 2017 include a 2003 Toro Commercial Mower (Parks Dept), a 1995 3/4 Ton Pick-up (Airport), a 2006 Elgin Street Sweeper (Roads), a 1980 Superior Tanker Brush Truck (Fire Dept.), and a 1996 1 Ton Pickup (Fire Dept).	4. Focus on Management and Governance	Fleet & Heavy Equipment Reserve	
41	448 - Capital Works	Capital Works Management	Reallocation from Capital Works operating budget to capital.	CFwd: Award of RFP 16-38 in August 2016 for replacement of Tandem Axle Dump Truck in the amount of \$258,633. 70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure per accounting standards.		General/Sewer /Water	CW

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
42	450 - Facilities	Roof Replacement 1180 Fir Street	Replacement of the roof on the City owned commercial building at 1180 Fir St.	The roof is believed to be original to the building and approximately 35 years old, exceeding the anticipated life of a bituminous membrane roof. It is in very poor condition and experiencing bubbling and alligating, two indicators that the roof is facing potential imminent failure. The previous owner reported leaks in previous years and staff recommend replacement of the roof before a major leak develops which will potentially incur additional costs for interior repairs.	4. Focus on Management and Governance	Facilities Capital Reserve	
43	450 - Facilities	Dick Murphy Park Viewing Platform Construction	Construction of a new viewing platform at the northwest corner of Dick Murphy Park, replacing the viewing platform that was removed in early 2015 due to its deteriorated condition.	CFwd: Tender 16-80 for this project has been issued and is anticipated to be awarded in November. Resolution 14-0460 - "THAT Council direct staff to proceed with the removal of all unsafe elements of the viewing platform on the north end of Dick Murphy Park at a total cost not to exceed \$10,000 and that Council consider the design of an upgraded viewing platform on the Tye Spitt as part of the 2015-2019 Financial Plan" This project has been passed on to Rotary Club of Campbell River for construction however it is unlikely that works will be fully completed in 2016. Conceptual designs were developed in 2015 with input from the Community Services, Parks, Recreation and Culture Commission with the recommended design seeing a slightly increased platform with a covered portion and including Parks furniture.	3. Focus on Livability	Community Works Fund	
44	450 - Facilities	City Hall Space Planning Allowance	Allowance for relocation of staff throughout City Hall.	CFwd: The City has signed a MOU with Rotary Club of Campbell River to undertake this project in exchange for a financial contribution and work is not likely to be completed until early 2017. Various departments within City Hall continue to face space challenges as staffing needs outpace existing workstations. This allowance will allow for acquisition of new or replacement furniture and/or minor renovations as needed.	4. Focus on Management and Governance	Facilities Capital Reserve	
45	450 - Facilities	City Facilities Fall Protection	Audit of all City facilities for proper fall protection systems for staff or contractors that are required to work on rooftops or other areas of the building at height.	CFwd: Renovations are in final design stage and will begin prior to year-end but may not be fully realized. Most City facilities have limited fall protection anchor points for staff or contractors that are required to work or conduct maintenance on roofs or other areas where they require fall protection making it difficult to comply with WorkSafe BC regulations. Funding provided would allow staff to retain the services of a professional engineer to assess all City facilities for proper fall protection systems or anchor points and make recommendations for upgrades in 2017. In recent years WorkSafe BC has noted the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work.	4. Focus on Management and Governance	Facilities Capital Reserve	
46	450 - Facilities	Fleet Maintenance Coordinator Vehicle	Vehicle for the new Fleet Maintenance Coordinator position.	CFwd: RFP 16-61 will be awarded in November for undertaking this work however it is anticipated work will not be complete by year-end 2016. New position in 2015, currently utilizing a rental vehicle. More economical to purchase a vehicle and charge cost allocation.	4. Focus on Management and Governance	Fleet & Heavy Equipment Reserve	
47	450 - Facilities	Video Surveillance Cameras	Addition of 5 new surveillance cameras at Robron Field/Fieldhouse, City Hall, Enterprise Centre, and DOC.	Additional video surveillance in these areas have been generally recommended by RCMP or identified by staff in order to increase the City's security presence in and around City owned facilities for protection of the public, staff, and city infrastructure. The City's networked IP based surveillance system is well used and subject to frequent requests by the RCMP.	3. Focus on Livability	Facilities Capital Reserve	
48	450 - Facilities	Library Air Handler Replacement	Replacement of the central air handler at the Campbell River Library. Engineering and design completed in 2016, construction in 2017.	The air handler is approximately 25 to 30 years old and is now well beyond its intended service life with significant potential for an in-service failure. New heating equipment will not only provide improved reliability but also significant energy savings through modern equipment efficiencies.	3. Focus on Livability	Facilities Capital Reserve	

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49	450 - Facilities	CRCC Front Desk Safety Improvements	Safety improvements to front counter at Community Centre, as recommended by CPTED assessment of facility.	Changes were recommended by CPTED assessment of facility in order to provide additional level of security for front desk staff who continue to deal with abnormal use of the facility. Improvements would include raising the working height of the entire working area so that staff can deal with the public face to face at eye level and improved wheelchair access.	4. Focus on Management and Governance	Facilities Capital Reserve	
50	450 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$10,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by the Fleet and Heavy Equipment reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation and long term with the goal of reducing operation cost (rental fees, etc.). In 2016 this fund was used to; acquire a new scissor lift which was previously rented routinely to undertake maintenance work throughout the City, undertake a bulk replacement program of small gas powered tools and equipment, and undertake a full scale replacement of the City's traffic control safety equipment.	4. Focus on Management and Governance	Furniture & Equipment Reserve	
51	450 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption.	4. Focus on Management and Governance	Community Works Fund	
52	450 - Facilities	Mobile Column Lifts for Airport Maintenance Shop	Replacement of the failed two post vehicle hoist at the Campbell River Airport with a set of six (6) mobile column lift hoists, capable of lifting up any piece of City owned equipment including Fire Department equipment off-site.	The existing two post hoist has failed and undertaking major repairs on heavy equipment is significantly more difficult. The existing hoist cannot be repaired. The acquisition of mobile column lifts would allow the hoists to be utilized at other City repair shops if needed (Fire Department No. 1 and No. 2, DOC) and provides the City much more flexibility and independence as it relates to repairing its fleet assets in house.	4. Focus on Management and Governance	Facilities Capital Reserve	
53	450 - Facilities	DOC Washout Bay	The installation of a new vehicle/equipment washout bay at the Dogwood Operations Centre.	Many of the City's mobile operating equipment and vehicles require daily cleaning and washout, notably vehicles that accumulate significant amounts of debris during their normal operation such as parks mowers and the City's street sweeper. The current practice involves washing down vehicles in an open dirt area which causes frequent backing up of the storm sewer and material to be discharged into the storm drain directly. This practice creates a hazard to staff in the winter due to ice buildup in the apron area and provides no filtration for particulate entering the storm drain and eventually making its way into Simms Creek. The addition of an engineered washout pit with a water/oil separator which can be cleaned out periodically would resolve this ongoing issue.	4. Focus on Management and Governance	Facilities Capital Reserve	
54	450 - Facilities	ERT Materials Transfer Pit Site Improvements	Development of a long-term plan and site improvements at the City's materials transfer site (ERT Pit).	The City's ERT Materials Transfer Site is used as a staging area and materials storage site for the City's Operations and Parks Departments. The site hosts large dirt spoil and wood debris piles that need to be addressed. A long range plan needs to be developed for re-use of existing stock, proper storage and screening of materials going forward, site access, and drainage. A significant site clean-up needs to be undertaken to address the large spoil pile including potentially leveling the site.	4. Focus on Management and Governance	Facilities Capital Reserve	
55	450 - Facilities	Willow Point Park / Sportsplex Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs. One at the north end would be a two-sided digital sign (similar to the main sign at the Community Centre) with ability to advertise events at any of the facilities on site. The sign would include provisions for directing visitors to the Sportsplex, Willow Point Park, skate park, splash park, disc golf course, and potentially the bike skills park if it is developed in the proposed location. The south entrance sign would be replaced with a smaller but illuminated sign.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.	3. Focus on Livability	Facilities Capital Reserve	
56	450 - Facilities	Museum Roof Replacement	Replacement of the Museum roof.	Roof is expected to be approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Capital Reserve	



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57	450 - Facilities	Sportsplex Roof Replacement	Replacement of the Sportsplex roof.	Roof is expected to be approaching the end of its serviceable life. There is potential for the roof to be repaired and mechanically re-affixed at a reduced cost. This roof has exhibited ongoing leaks.	4. Focus on Management and Governance	Facilities Capital Reserve	
58	450 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. An assessment of the building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic resilience.	4. Focus on Management and Governance	Facilities Capital Reserve	
59	450 - Facilities	Police and Public Safety Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Roof is already showing signs of failure and is expected to be at the end of its serviceable life.	4. Focus on Management and Governance	Facilities Capital Reserve	
60	450 - Facilities	Facilities Annual Capital Projects	Annual capital renewal budget for maintenance of staffed City facilities, approximate replacement value of \$75 million.	Ongoing renewal of City owned facility assets.	4. Focus on Management and Governance	Facilities Capital Reserve	
61	532 - Roads	Pedestrian Signal Crossing Lights	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated for 2017.	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants prior to 2014 work will need to be updated.  CFwd: Request required due to possible hardware delivery delay.	3. Focus on Livability	Community Works Fund	
62	532 - Roads	Transit Bus Shelters	The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 6 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2017 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year. The focus in 2017 for shelter locations are the proposed transit exchange locations at Willow Point and Campbellton.	The City continues to improve service levels for those using transit services. In order to assist with this the City has, over the past 8 years, installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into 2017 and possibly beyond.  CFwd: Please note that the CFwd for 2016 is the purchase of 3 new glass shelters to be installed in 2017. Delivery date of these shelters vary from 2 to 6 months.	3. Focus on Livability	Community Works Fund	
63	532 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. This year will continue to focus on connecting links to arterial and collector roadway. Work planned for 2017 includes a sidewalk on the east side of McPhedran (Merecroft to south of Cortez) and a sidewalk on the south side of Cottonwood Drive (Alder to Galerno).	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try in fill in any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.	3. Focus on Livability	CWF/DCC Transpo	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
64	532 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are addressed. This is an on-going problem and is re-evaluated regularly to identify the locations where lights could be installed. There are a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways. The City also receives a number of requests for street lights to be added. The cost to provide this service varies depending on if they are new City owned lights or the installation of additional lease lights. City owned lights are more capital intensive but less to operate, whereas lease lights (wooden poles) from BC Hydro have a lower initial capital cost, the long term operational costs are much greater than the City owned lights. The City currently has a large request of the Campbellton area for additional lease lights which would be the focus on the 2017 budget request.	The City has a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways.  CFwd: Request required for new lights that are being installed in the Campbellton area by BC Hydro; BC Governance Hydro may not be able to complete work by the end of the year.	4. Focus on Management and Governance	Capital Works Reserve	
65	532 - Roads	Traffic Control Upgrades - Replacement	The City has an inventory of 34 traffic lights in the community. These systems have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement. Priority intersection include Hilchey and Alder; 13th and Dogwood, Shoppers Row and St Ann's.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component continued operations of these critical pieces of infrastructure in the community.  CFwd: Request required for work to be completed in March of 2017 due to delivery timing of hardware.	4. Focus on Management and Governance	Capital Works Reserve	
66	532 - Roads	Pavement Management Plan	To develop a current Pavement Management Plan. This is in support of the work required to update the condition assessment and prioritize the annual asphalt overlay program. A planning grant for \$10,000 has been applied for in addition to the funding request.		4. Focus on Management and Governance	Capital Works Reserve	
67	532 - Roads	Seagull Walkway Repairs	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works in 2017 will provide project scope and total costs; project budget will be included in future budgets. The Harbour Authority is also undertaking a major Project in 2017 or 2018. A design process needs to take place in 2018 with construction to follow.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, there is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works in 2017 will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	Capital Works Reserve	CW
68	532 - Roads	LED Light Conversion	This program undertakes an annual replacement of existing HPS lights with new LED lights. In the past, the focus was on arterial and collector roadways City owned lights. The City has approached BC Hydro to retrofit some of the City's lease lights however BC Hydro is not ready to undertake a LED conversion program. The work planned for 2017 will focus on City owned lighting in both residential and primary roadways in the central part of the community. 2016 saw the installation of almost 500 new LED fixtures in the southern part of the City. The results of this will see longer lasting infrastructure and reduced operating costs over the long term for the City owned street lighting.	This program will produce long term savings to the City through reduced operating cost and longer life for the luminaire (estimated 2x). Light quality is better with the LED vs. the HPS lights.	4. Focus on Management and Governance	Community Works Fund	
69	532 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections. This was reviewed by staff and determined the priority as follows: 2017/18 - 2nd & Alder; 2020/21 - 2nd & Hyw19A; 2023/24 (design work for the next potential intersection year prior to installation). Locations for new installations will be reviewed and evaluated prior to beginning the design work.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the warrants to support traffic lights at those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.	4. Focus on Management and Governance	Capital Works Reserve	

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70	532 - Roads	Cycling Infrastructure	<p>The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.</p> <p>Work planned for 2017 will include widened/improved shoulders and signage on Petersen (north of Willis); additional bike racks downtown and a few ocean side parks; additional way-finding signs.</p>	<p>The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.</p>	3. Focus on Livability	Community Works Fund	
71	532 - Roads	Asphalt Overlays	<p>Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years. Work to be done under the roads overlay program will be reviewed to confirm the priority areas as there is not a current Pavement Management Plan (PMP) in place. Currently, the proposed work plan includes 9th Ave Dogwood to Alder, Spring Road, Larwood, and the continuation of Barclay Road.</p>	<p>There is a number of locations in the City where the asphalt has already failed or is rapidly nearing its end of serviceable life. The Roads department has not undertaken a road overlay program for over 5 years and is rapidly falling behind on dealing with important pavement issues. Going forward, staff will provide a list of areas and cost to undertake these projects on an annual basis (updated in the spring).</p> <p>There is over \$10 million in required overlay/road rebuilds required in the community. The City has been at least 5 years without a supported road overlay program. If this continues, the costs to overlay will be absorbed in the rebuild costs that are typically 2 to 3 times as much.</p>	4. Focus on Management and Governance	Capital Works/CWF	
72	550 - Storm Drains	Fir Street Upgrades (see Watermain Renewal, related project)	<p>This project will coincide with planned water and sanitary upgrades on Fir Street in 2018.</p>	<p>This project is in conjunction with the water system upgrade on Fir Street. This is an opportunity to place storm line in a portion of the roadway and improve the downstream end of the existing system in behind Rose Harbour. While most of the storm line is not urgent, this project is geared to take advantage of work on an existing project to reduce the overall cost to undertake improvements on this local street.</p>	4. Focus on Management and Governance	Storm Water Capital Reserve	CW
73	550 - Storm Drains	Annual Drainage Improvements	<p>The City has a number of areas that require drainage improvements both on small and large scale. This work would include rebuilding ditches, upsizing/replacing failing culverts, replacement of storm piping, etc. Work is limited to annual funding and is prioritized each year in the spring. This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on on-going evaluations of existing systems and experience related to past storm events.</p> <p>Work planned for 2017 includes on-going drainage improvements in the Willis/Petersen area, work on Cheviot and Hopkins; and further investigation of long term drainage solutions for the ERT/upper Nunns Creek system.</p>	<p>This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.</p>	3. Focus on Livability	Storm Water Capital Reserve	
74	570 - Airport	Parking Machine	<p>Parking machine.</p>	<p>4 year old machine update to user friendly model. CFwd: &gt;&gt;&gt;</p>	2. Focus on Economic Growth	Airport Reserve	
75	570 - Airport	Electronic Runway Condition Reporting Equipment	<p>Purchase and installation of new runway reporting equipment.</p>	<p>This reporting equipment has been approved in prior budget deliberations. Due to an ACAP funding shortfall it was not funded last year but is an approved project waiting on a new funding year. The project is eligible but may not be funded due to significant draw on ACAP funds.</p>	4. Focus on Management and Governance	\$28.5K Grants/Airport Reserve	
76	570 - Airport	Airport Snowblower	<p>Replace snowblower existing equipment is 31 years old.</p>	<p>Changes in the Transport Canada Airport Capital Assistance Program (ACAP) program have set a maximum dollar figure for equipment. ACAP funds up to 95% for airside safety related projects including equipment.</p>	4. Focus on Management and Governance	\$380K Grants/Airport Reserve	
77	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	<p>Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width.</p>	<p>Existing aircraft parking stands and apron are 20 years old. Pavement is deforming leaving ruts, causing aircraft to power out. Widening taxi "C" will meet design aircraft requirements (SAAB 340).</p>	4. Focus on Management and Governance	Airport Reserve	

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78	580 - Sewer	Lift Station #11 Upgrade	Upgrades for lift station #11.	CFwd: Request for construction completion as per contract and maintenance period.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
79	580 - Sewer	NWEC Upgrade Phase 2	Upgrades to NWEC - Priority 1 items from 2009 Dayton & Knight Pre-design report .	CFwd: Request for maintenance period.	4. Focus on Management and Governance	Sewer Capital/DCC Sewer	CW
80	580 - Sewer	NWEC Boiler / DDC Replacement	Replacement of the existing natural gas boiler and heating controls at NWEC.	The existing boiler is at the end of its serviceable life and is likely to experience an in-service failure in the next 1-2 years. Replacement of the boiler with a modern high efficiency condensing boiler and replacing the existing controls should result in energy savings.  CFwd: Request for project completion as per contract (anticipated to be awarded in late 2016).	4. Focus on Management and Governance	Sewer Capital Reserve	
81	580 - Sewer	Sewer Main Replacement - 2016	2016 Sewer Renewal Project (maintenance period)	CFwd: Required for maintenance period video inspection work that will need to be completed and paid for in 2017.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
82	580 - Sewer	Storage Shelter for Vacuum Truck NWEC	Storage shelter for City's new vacuum truck, located at Norm Wood Environmental Centre.	The City's vacuum sucker truck is the most valuable piece of equipment in the City's operations fleet and is critical to the ongoing ability to maintain and underground infrastructure and carry out emergency repairs. Storing the vehicle in a covered and heated shelter will help extend the life of the equipment. Storing it outdoors is operationally impractical as the vehicle carries onboard water and cannot be left outside when the weather dips below zero.	4. Focus on Management and Governance	Sewer Capital Reserve	
83	580 - Sewer	Lift Station Generators	Installation of emergency backup power at sewage Lift Stations 8, 9, 10, 12, 14, and 15.	Required to ensure that lift stations continue to operate during power outages. This will allow sewer operators and equipment to focus on other priority tasks during power outages and emergencies. Contract for design and construction support services is in place.  CFwd needed to complete tendering and provide construction support in 2017.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
84	580 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g., downtown). Annual construction expenditure of \$1,000,000 (plus \$100,000/year for design) to keep up with aging infrastructure. See attached maps-maintenance costs, risk of failure, and liability will increase. Sewer Renewal 2017 map for locations that will be constructed in 2017.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced,	4. Focus on Management and Governance	Sewer Capital Reserve	CW
85	580 - Sewer	NWEC Upgrades Phase 3	Digester upgrade at NWEC.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWEC Pre-design report.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
86	580 - Sewer	NWEC Oxidation Ditch Diffuser - Replacement	Replacement of diffusers in oxidation ditches.	Diffusers are critical to the treatment process and are anticipated to need replacement in 2018.	4. Focus on Management and Governance	Sewer Capital Reserve	
87	580 - Sewer	Sewer Asset Registry	Asset Management Strategy - Gap 1, 2 & 6. Centralization and clean-up of sewer asset inventory, including calculating replacement values.	The sewer asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and has overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Sewer Capital Reserve	

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88	580 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Sewer Capital Reserve	
89	580 - Sewer	Sewer Facility Renewal	Annual allowance for renewal of sewer facility infrastructure (lift station and treatment facilities) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, liability, and the risk of release of untreated sewage to the environment.	4. Focus on Management and Governance	Sewer Capital Reserve	
90	580 - Sewer	Lift Station Pump Replacement	To replace lift station pumps that have reached the end of life. 2019: LS # 14 and # 15. See attached maps.	Useful lives of pumps are generally between 15-20 years. The pumps in LS #14 and 15 were installed in 1999 and so replacement is anticipated to be required in 2019.	4. Focus on Management and Governance	Sewer Capital Reserve	
91	580 - Sewer	Reclaimed Water System	Installation of a system to use reclaimed effluent for non-potable applications at NWECC.	Potable water from the City's water system is used at Norm Wood Environmental Centre for required operations and maintenance (process water, equipment cleaning, flushing, etc.). The use of reclaimed water at NWECC will reduce the reliance on the City's water system, freeing up capacity in the water system that could be used to support increased demand elsewhere. This could result in the deferral of planned capital upgrades to the water system to meet existing and future peak demands. Reducing the use of potable water at NWECC would also result in less effluent being discharged to the marine environment and reduced operating costs. Reduction in the use of potable water is also a goal of the City's Integrated Community Sustainability Plan.	4. Focus on Management and Governance	Sewer Capital Reserve	
92	580 - Sewer	NWECC Generator	Installation of backup generator at NWECC.	Will keep NWECC fully operational during power outages - currently able to support only minimal operation and not able to sustain lengthy outages.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
93	580 - Sewer	NWECC Aeration Pipe Lining	Lining the existing oxidation ditch aeration piping at NWECC.	The existing aeration pipe for the oxidation ditches is in poor shape and needs to be renewed. Lining will allow the pipe to be renewed with minimal impact to operations and at a significantly lower cost than full replacement. Aeration is a critical component of the sewage treatment process and if the pipe is not renewed, the pipe will leak air resulting increased power consumption and decreased capacity to process the wastewater.	4. Focus on Management and Governance	Sewer Capital Reserve	CW
94	580 - Sewer	NWECC Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planed loading increases, additional diffusers will be required to adequately process the wastewater.	4. Focus on Management and Governance	Sewer Capital Reserve	
95	590 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder.	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves supplied by the Alder transmission main can be abandoned.	4. Focus on Management and Governance	Water Capital Reserve	
96	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	Replacement of the existing pressure reducing valve at Bathurst/McLean.	The existing pressure reducing valve at Bathurst and McLean is in poor condition and requires replacement. The Water System Strategic Action Plan recommend that this functionality can be provided through the existing pressure reducing valve at Bathurst/Thulin by constructing a new watermain between the two locations. This project takes advantage of existing infrastructure and will essentially remove one pressure reducing valve site from the water system.	4. Focus on Management and Governance	Water Capital Reserve	
97	590 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.	4. Focus on Management and Governance	Water Capital Reserve	CW
98	580 - Sewer	Industrial Park Lagoon Liner Replacement	Replacement of liner in Industrial Park Lagoon.	The basin liner at the Industrial Park Lagoon is expected to reach the end of its service life and will need replacement.	4. Focus on Management and Governance	Sewer Capital Reserve	

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99	590 - Water	Watermain Renewal - Cedar	2016 Watermain Renewal - Cedar Street (maintenance period)	CFWD needed for maintenance period.	4. Focus on Management and Governance	Debt	CW
100	590 - Water	Petersen PRV	Install new PRV at Petersen and 14th Avenue. WSSAP Project #6.	The proposed PRV will provide redundancy in case the existing Cheviot PRV is unable to supply the required flows due to mechanical failure or scheduled maintenance. CFwd: Request for design completion as per contract (anticipated to be awarded in late 2016).	4. Focus on Management and Governance	Water Capital Reserve	CW
101	590 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract terms. The project is expected to include meters, backflow devices, and water quality monitoring stations. Construction of the work is planned for 2018 and is anticipated to be fully funded by the Strathcona Regional District.	4. Focus on Management and Governance	Grants - Other	
102	590 - Water	Water Preventative Maintenance Improvements - Truck	Requested funding is needed to purchase a truck for the new water operator position included in the Water Preventative Maintenance SLCR.	The new water operator will require a truck to travel throughout the community to perform work on the water system.	4. Focus on Management and Governance	Water Capital Reserve	
103	590 - Water	Water Dept. Temporary Location	Temporary office and operations facility for Water Department should they be displaced from current location at Evergreen BC Hydro owned facility.	Department may require temporary operating location in the event long-term location at Evergreen cannot be extended past 2017.	4. Focus on Management and Governance	Water Capital Reserve	
104	590 - Water	WM Cathodic Protection	Replacement and upgrades to the existing cathodic protection systems at Rockland (behind Springbok near Rockland) and Maple Street..	An inspection of existing cathodic protection systems will be completed in 2016 and is anticipated to identify the need for replacement and upgrades for the Rockland and Maple Cathodic systems. Cathodic protection helps maintain the integrity of steel watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on steel pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.	4. Focus on Management and Governance	Water Capital Reserve	
105	590 - Water	CRIB/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement. 2017 - Concept, 2018 - Design, 2019 - Construction.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands.	3. Focus on Livability	Water Capital Reserve	CW
106	590 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable us to be pro-active and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.	4. Focus on Management and Governance	Water Capital Reserve	
107	590 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life ( 40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.	4. Focus on Management and Governance	Water Capital Reserve	
108	590 - Water	Watermain Renewal (See Fir Street Upgrades, related project)	Annual program to replace watermains that are reaching the end of useful life. A three-year cycle is proposed for the program which will result in a single design effort for 3-years of construction projects. The exact distribution of the construction funding for Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability. Project locations are determined based on pipe condition and priorities for larger revitalization projects (e.g.. downtown). 2017 construction project is Fir Street, between 9th and 12th Avenues.		4. Focus on Management and Governance	Water Capital Reserve	CW

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109	590 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw.	3. Focus on Livability	Water Capital Reserve	
110	590 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability.	4. Focus on Management and Governance	Water Capital Reserve	
111	590 - Water	Water Asset Registry	Asset Management Strategy - Gap 1, 2. & 6. Centralization and clean-up of water asset inventory, including calculating replacement values.	The water asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Water Capital Reserve	
112	590 - Water	Evergreen Reservoir Lining	Lining of the Evergreen reservoir.	The City has observed leakage from the under drain of the Evergreen reservoir. Lining of pipes, drains, and reservoir will reduce the amount of leakage from the site and increase the efficiency of the reservoir.	4. Focus on Management and Governance	Water Capital Reserve	CW
113	590 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Water Capital Reserve	
114	590 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease velocities and mitigate pressure loss.	2. Focus on Economic Growth	Water Capital Reserve	CW
115	590 - Water	PLC Replacement Program	Replacement of the Programmable Logic Controllers (PLC's) in water and wastewater facilities.	PLCs have a critical role in the water and wastewater systems such as determining when to fill a water reservoir or when a pump at a lift station should start or stop. Due to their crucial role in operations, the City cannot risk failure with these components. If failure occurs, the equipment they are associated with will stop working which could cause issues with the water supply, water quality and sewage backups.	4. Focus on Management and Governance	Water Capital Reserve	
116	580 - Sewer/590 - Water	SCADA Platform	Extend Supervisory Control and Data Acquisition (SCADA) communication towers at water and wastewater facilities.	The fourteen existing PLC's were replaced in 2015/2016. With an average life expectancy of 7 years, they will be due for replacement again in 2022/2023. CFwd: Request for programming of software that has already been purchased. Contract for programming is expected to be awarded late 2016. Project is needed to allow remote monitoring and alarming of new water facility.	4. Focus on Management and Governance	Water/Sewer Capital	

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117	580 - Sewer/590 - Water	Meter Renewal	Programmable logic controller (PLC) is a small computer with a built-in operating system that handles incoming events in real time. Within the water and wastewater departments, PLCs have a crucial role such as determining when to fill a water reservoir, or when a pump at a lift station should start or stop. The City currently has 14 PLCs total in both departments. Half were replaced in 2015. The remaining will be replaced in 2016.	The existing PLC's are all past their average life expectancy of 7 years. Due to their crucial role in operations, the City cannot risk failure with these components. If failure occurs, the equipment they are associated with will stop working which could cause issues with the water supply, water quality and sewage backups.	4. Focus on Management and Governance	Sewer/Water Capital	
118	720 - Parks	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	CFwd: Project requires a carry forward because of soil testing delays.	3. Focus on Livability	Parks Capital Reserve	
119	720 - Parks	Maritime Heritage Centre Property (Pocket Beach Upgrades)	The City owned property immediately south of Maritime Heritage Centre.	CFwd: This funding should be carried forward and used to complete the overall plan to implement the design for a pocket park at this location.	3. Focus on Livability	Community Works Fund	
120	720 - Parks	Robron Park Upgrade - Artificial Turf	Installation of a new artificial turf field, lighting, and fencing at Robron Park.	CFwd: Project requires a carry forward as money needs to be held back in case of warranty issues.	3. Focus on Livability	Capital Lending Reserve	CW
121	720 - Parks	Hwy 28 Elk Falls Cemetery Expansion	Expansion of Elk Falls Cemetery to increase number of available plots.	CFwd: Project requires a carry forward due to the delay in Columbarium issue.	4. Focus on Management and Governance	Capital Works Reserve	
122	720 - Parks	Shade Sails Installation	Supply and installation of shade sails for the Splash Park.	The Splash Park was built in 2014 and is very popular with families during the hot summer months. The addition of shade sails at the site will provide much needed shade for families with young children.  CFwd: Project requires a carry forward due to the delay in getting Rotary to commit to partial funding for the project. Once Rotary committed to the funding it was too late for construction to start as the Splash Park was in full operation.	3. Focus on Livability	Parks Capital Reserve	
123	720 - Parks	Dog Park Development	Design parks suitable for dogs at Willow Point, Franzen Park and Doggy Point at Mclvor Lake.	The City currently has one off leash dog area at Penfield West Park. This dog off leash area has proved to be very popular and the community has expressed a desire for additional dog off leash areas. Franzen Park and Mclvor Lake sites will be off leash areas with no amenities. A dog activity park is being built at Willow Point with dog agility equipment to meet the community demands for this activity.  CFwd: The activity dog park project is underway and the area will be fenced in by the end of the year. A RFO for equipment will be issued in the winter and placement of the equipment will be in place for the spring. Council directed staff to pursue external matching funding for the purchase of outdoor fitness equipment.	3. Focus on Livability	Other	
124	720 - Parks	Seniors Equipment	Outdoor exercise equipment.	CFwd: As there was no external funding found; the project requires a carry forward in order to continue to look for funding opportunities.	3. Focus on Livability	\$25K Grants /CWF	
125	720 - Parks	Frank James Park Design	To redevelop Frank James Park which integrates the three properties to the south of the Park, including Sybil Andrews Cottage.	A comprehensive design for upgrading Frank James Park, including the Sybil Andrews Cottage property and adjacent properties needs to be undertaken. The site has great potential for hosting events such as the Carving Competition and other events. A redeveloped Frank James Park will provide a feature park in the south end of the City and serve as a destination park similar to Ostler Park in the downtown core.  CFwd: This project was combined with the Nunns Creek Park Master Plan project. The Nunns Creek project has encountered complications and these projects will be separated to enable completion of the Frank James Master Plan projects in 2017. This funding needs to be carried forward for that purpose.	2. Focus on Economic Growth	DCC Park/ Parks Capital	



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126	720 - Parks	Nunns Creek Park Electric Upgrade	Minor renovation of the concession building housing the electrical system panels and design for future upgrade to the system to meet current electrical code requirements.	<p>At present, components of the park's electrical power supply are located within the CRMBA concession building in storage areas used by the association. This situation has been identified as a significant safety hazard including the risk of arc flash. This funding will provide a temporary renovation to the facility (\$10,000) to eliminate the safety hazard and an electrical upgrade design to bring the system up to current electrical code requirements. Without this temporary solution and future upgrade, the lighting system at Nunns Creek Park will have to be taken out of service.</p> <p>CFwd: This project was started in September after the ball season was over. The project is under way and the building electrical issues have been resolved and are now up to code. We are working on the lighting electrical issues and parts have been ordered. We are hoping to have this completed by the end of the year, but there may be delay on the electrical components that are coming from USA. The project will be completed by spring if not sooner for the ball season next year.</p>	3. Focus on Livability	Parks Capital Reserve	
127	720 - Parks	Entrance Sign Jubilee	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	<p>In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.</p> <p>CFwd: This project was delayed until the fall so the current landscaping/flower display would be there during the spring/summer/fall. The new design for the landscape area is done and the RFO for the new sign will go out this winter. The project is to be completed by the end of the spring 2017.</p>	3. Focus on Livability	Parks Capital Reserve	
128	720 - Parks	Incorporate 503 Island Highway into Sequoia Park	Design work for incorporating 501 and 503 Island Hwy into Sequoia Park.	<p>Council purchased 503 Island Hwy and 501 Island Hwy properties as an addition to Sequoia Park. Demolition of the house at 503 Island Hwy was completed in 2013. Design work is now needed to incorporate the properties into Sequoia Park.</p> <p>CFwd: This project is approximately 45% complete and is in the conceptual design stage. This funding needs to be carried forward to complete the project.</p>	3. Focus on Livability	Parks Capital Reserve	
129	720 - Parks	Spirit Square Benches	Refinish spirit square benches.	<p>Benches are weather worn and split posing a possible splinter hazard to the public. Repair, sanding, and varnishing is required for 7 benches at Spirit Square.</p>	2. Focus on Economic Growth	Parks Capital Reserve	
130	720 - Parks	Replacement sand for sand volleyball courts at Willow Point Park	The sand in the sand volleyball courts at Willow Point Park needs replacing.	<p>Two sand volleyball courts were constructed in approximately 2005 followed by two more courts in 2008. The expected lifespan of the sand is 7-10 years. At this time both courts need to have the sand replaced. Over time the sand is tracked out of the courts and needs replacing. At this time the underlay is exposed causing tripping hazards. The type of sand required for volleyball play is specialized and expensive.</p>	3. Livability	Parks Capital Reserve	
131	720 - Parks	Baikie Island Bridge Re-Decking	The bridge that is used to gain access to Baikie Island for fire fighting equipment needs to be re-decked.	<p>The decking on the access bridge to Baikie Island has deteriorated and needs to be replaced to ensure safe access for fire fighting equipment to Baikie Island. At present the bridge decking would not support the weight of firefighting equipment in the event of an emergency. Growing use of the Baikie Island trails has intensified the risk of wildfire during the hot summer months and safe access for firefighting equipment is essential. Since 1990 the City and provincial and national partner organizations have invested \$4.2 million in the purchase and rehabilitation of Baikie Island. This investment could be partially or wholly lost if firefighting equipment is not able to access the site.</p>	3. Focus on Livability	Parks Capital Reserve	
132	720 - Parks	Robron Pump House Replacement	Replacement of Old Existing Pumphouse.	<p>The building was built in 1995 and the wood structure needs to be replaced. Water is getting into the building which is damaging the pump and electrical wiring.</p>	3. Focus on Livability	Parks Capital Reserve	

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133	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore.  CFwd: The areas of Marine Foreshore Restoration have been completed along the sea walk but some planting will need to be completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact equipment could not access the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it has become a liability risk to the City.	4. Focus on Management and Governance	Community Works Fund	
134	720 - Parks	Seawalk Improvements	Seawalk Improvements.	Repairs and Maintenance need to continue along the Seawalk for pedestrian safety reasons and to protect critical City infrastructure.	3. Focus on Livability	Parks Capital Reserve	
135	720 - Parks	Parks Information and Sign Program	To replace existing Park signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.	3. Focus on Livability	Parks Capital Reserve	
136	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.	4. Focus on Management and Governance	Parks Capital Reserve	
137	720 - Parks	Fence Upgrades and Replacements	Replacement of existing fences.	Many of the City's parks that have fencing are over 25 years old and are in need of replacement. Fences are starting to fall into private property and are not enclosing the park which can allow for small children to wander onto roadways and private properties.	3. Focus on Livability	Parks Capital Reserve	
138	720 - Parks	Parks Irrigation Strategy	The continuation of the implementation of the Parks Irrigation Strategy.	All parks are being brought online with a central control system and upgraded to reduce water use.	3. Focus on Livability	Parks Capital Reserve	
139	720 - Parks	City Hall Side Hill Improvement	To design and build a new landscape area at city hall below the 9th Avenue and above the upper parking lot.	This area is a steep grassed slope that is difficult and unsafe to mow. There have been several incidents where the mower operator has lost control of the machine posing a risk of injury to staff, the public and damage to vehicles in the adjacent parking lot. A landscaping design needs to be developed and installed for this area that eliminates the safety hazard and minimizes maintenance.	4. Focus on Management and Governance	Parks Capital Reserve	
140	720 - Parks	Nunns Creek Backstop Replacement	Replacement of Pee Wee Field Backstop at Nunns Creek park.	The backstop at the Pee Wee field at Nunns Creek is starting to fall over. For years netting was tied off from the backstop poles to hang netting over bleachers. This has caused the backstop to be damaged and the result is the structure is starting to fall over.	3. Focus on Livability	Parks Capital Reserve	
141	720 - Parks	Willow Point Park Skatepark Lighting	Purchase and installation of lights for the Willow Point Skatepark.	The Willow Point Skatepark has been a popular facility since it's completion in 2007. The original design included lighting however lighting was not installed at the time for financial reasons. Installation of lighting will add 760 useable hours from November to March annually. Lighting the park will significantly extend the hours of use, increase user safety and reduce vandalism.	3. Focus on Livability	Parks Capital Reserve	
142	720 - Parks	Willow Point Lights	Upgrade the existing Lighting System on the Willow Point lighted fields.		3. Focus on Livability	Parks Capital Reserve	
143	720 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.		3. Focus on Livability	Parks Capital Reserve	
144	720 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.		3. Focus on Livability	Parks Capital Reserve	CW
145	740 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange rates.  CFwd: A carry forward is required as equipment prices have increased more than anticipated due to exchange rates. Carry forward needs to be added to the 2017 budgeted amount to accommodate the new price of required equipment.	3. Focus on Livability	Furniture & Equipment Reserve	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
146	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	Restoration of the Walter Morgan Studio on the Sybil Andrews heritage site.	<p>The Frank James ultimate park design includes the preservation and rehabilitation of the Sybil Andrews Cottage and Walter Morgan Studio, which have both been placed on the Community Heritage Register. To date, the cottage has been fully rehabilitated and the Rotary Club installed a new roof on the studio. The Sybil Andrews Heritage Society has requested to work with staff to complete restoration of the studio. A conservation plan and cost estimate for this work has been completed. City funding for this project would help to leverage funds from the Heritage Legacy Fund for which this project is eligible.</p> <p>CFwd: A successful grant application was made to the Heritage Legacy fund in 2016. Work should start late November or early Dec 2016; carry forward required for construction expenses payable in 2017.</p>	3. Focus on Livability	\$13.5K Grants /CWF	
<b>BELOW THE LINE (Excluded from Financial Plan)</b>							
<b>Strategic Priorities</b>							
147	450 - Facilities	Big House Pavilion Refurbishment	Refurbishment of the Big House Pavilion Structure in Ostler Park.	In 2016 the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommends that work not be extended beyond 2017. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	TBD	
148	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.	3. Focus on Livability	TBD	CW
149	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Build Canada	The City has applied for a Build Canada Grant for this project that will see the completion of the surface and underground services from Simms Creek Lift Station to south of the Big Rock Boat Ramp. The City has not received any updates on this latest grant request.	This work has been identified as one of the phases of the Hwy 19A upgrades and was supported by Council for the City's share of the funding. This project is still awaiting approval of the funding request from the Province and Federal Government.	3. Focus on Livability	TBD	CW
150	533 - Roads / 550 - Storm Drains / 580 - Sewer / 590 Street - Water	11th Ave - Shoppers Row to Cypress	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD	CW
151	538 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Pier Street South	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD	CW

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
152	538 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Pier Street North	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD	CW
153	532 - Roads	Seagull Walkway Repairs	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away. The Harbour Authority 2017 will provide project scope and total costs; project budget will be included in future budgets. is also undertaking a major Project in 2017 or 2018. A design process needs to take place in 2017 with construction to follow in 2018.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, remedial work was done in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away. The Harbour Authority 2017 will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	TBD	CW
154	539 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility capital contribution as a place holder as per the City's financial contribution outlined in the RFP. If Council elects to proceed with the facility, additional budget will need to be put together for consulting fees, legal fees, CVRD Solid Waste service as to where this will sit in their 2017-2022 budget process. The City will need and staffing to administer organics program development. Please note that even though the CVRD has taken the lead on a regional basis, there is still funding required and resources to undertake and we will need to determine what capital investment is going to take place in the City to facilitate this program.	The CVRD has a grant application for a new organics facility. It still needs to be determined thru the facility, additional budget will need to be put together for consulting fees, legal fees, CVRD Solid Waste service as to where this will sit in their 2017-2022 budget process. The City will need and staffing to administer organics program development. Please note that even though the CVRD has taken the lead on a regional basis, there is still funding required and resources to undertake and we will need to determine what capital investment is going to take place in the City to facilitate this program.	4. Focus on Management and Governance	TBD	CW
155	720 - Parks	Ostler Park Redevelopment	The planned work for Ostler Park - soft shore; requires the upgrading of the existing storm system/discharge in the park. With the work planned, the existing storm line through the park is to be replaced and a dissipation chamber and oil separator one of the busier intersections of the City. installed. This will leave a section from the CIBC corner to the tie-in manhole in the park with old, failing pipe. Once replaced, this system will be upgraded to match the work done upstream (Beech St) and downstream (Ostler Park). The main concern is to fix the downtown flood control. The project will need to be considered with the Downtown Refresh project to existing rip rap to safeguard the park. After consideration of sea level rise, a redevelopment plan will be brought to Council. The budget for redevelopment of \$1.65 million is the current estimate based on the most recent consultants' report received in fall of 2016.	CFwd: The detailed design for this project has revealed some challenges related to sea level rise and flood control. The project will need to be considered with the Downtown Refresh project to existing rip rap to safeguard the park. After consideration of sea level rise, a redevelopment plan will be brought to Council. The budget for redevelopment of \$1.65 million is the current estimate based on the most recent consultants' report received in forward to enable interim repairs to the Ostler Park foreshore to protect the park in the short term. fall of 2016.	3. Focus on Livability	TBD	CW
<b>Other Capital Projects</b>							
156	External Request	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan	Requested by Campbellton Neighbourhood Association		3. Focus on Livability	TBD	
157	External Request	Friends of Sybil Andrews' Cottage - Installation of an Automated Watering System	Requested by Friends of Sybil Andrews' Cottage		3. Focus on Livability	TBD	
158	External Request	Willow Point Park Field House and Turf installation	Convert the rock dust field into a natural grass field and upgrade field house in partnership with CR Athletic Assoc. (rugby)		3. Focus on Livability	TBD	

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159	212 - Finance	eBilling for Taxes & Utilities	Purchase eBilling software for City property tax & utility billings.	The City currently spends approximately \$15,000 annually on postage for mailouts related to property tax notices and quarterly utility billing. The Province has amended legislation which now enables the City to deliver tax notices electronically to those who provide an email address. Many current customers, particularly those who travel, have expressed considerable interest in receiving their tax notices electronically, and with a good adoption rate the City can begin to save money on postage for these large scale mailouts. The software has been successfully implemented in several similarly sized communities to Campbell River and those communities report good success with their ratepayers in adopting the electronic notice delivery.	4. Focus on Management and Governance	TBD	
160	310 - Mayor & Council	CR River Amenities	Campbell River accessibility project with Campbellton Neighbourhood Association.	Garbage cans, bike racks, benches, and porta-potties along the river where appropriate.	3. Focus on Livability	TBD	
161	310 - Mayor & Council	Petersen/Shetland/Willis Walkability	Road shoulder improvements for walkability.		3. Focus on Livability	TBD	
162	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights	Upgrading the lights to incorporate turning arrows, move this initiative up to 2017.		3. Focus on Livability	TBD	
163	310 - Mayor & Council	Dogwood and 16th Ave Intersection Lights	Confirm that the upgrade is in the 2017 financial plan and the RFP is going out soon.		3. Focus on Livability	TBD	
164	310 - Mayor & Council	Spruce Street Road End Upgrades	Spruce Street road end upgrade budget.		3. Focus on Livability	TBD	
165	310 - Mayor & Council	Shoppers and St Ann's – Advance arrows			3. Focus on Livability	TBD	
166	310 - Mayor & Council	Street Lights – 10th Ave			3. Focus on Livability	TBD	
167	310 - Mayor & Council	Transit Stops at Carihi and Phoenix	Create bus stops off the street at Carihi and Phoenix in the 2017 year.		3. Focus on Livability	TBD	
168	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights	Install street lights at 10th Avenue and Alder Street.		3. Focus on Livability	TBD	
169	310 - Mayor & Council	Willis Road Connection Design	Design and project segmentation for Willis Rd and 2nd Avenue connection. Incorporate Quinsam Heights storm water management strategy.		3. Focus on Livability	TBD	
170	310 - Mayor & Council	Bushing Mower	Tractor mounted brushing mower for roads and ditches and city property.		3. Focus on Livability	TBD	
171	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements	Upgrade sidewalk between Evergreen & 2nd Street.		3. Focus on Livability	TBD	
172	310 - Mayor & Council	Transit Benches and Shelters in Campbellton and Quinsam Heights	Transit benches and shelters for North Campbellton, Campbellton, and Quinsam Heights.		3. Focus on Livability	TBD	
173	310 - Mayor & Council	Cheviot Road Upgrades	Pedestrian safety and drainage issues; access road to Ripple Rock school.		3. Focus on Livability	TBD	
174	310 - Mayor & Council	Campbell River Entrance Feature	Entrance feature infrastructure budget.		3. Focus on Livability	TBD	
175	310 - Mayor & Council	Street Tree Program in Campbellton	Street tree program for 19A in Campbellton.		3. Focus on Livability	TBD	
176	310 - Mayor & Council	Track & Field Track	Track and field track.		3. Focus on Livability	TBD	
177	310 - Mayor & Council	SD72 Property Purchase	Purchase SD72 property.		3. Focus on Livability	TBD	
178	310 - Mayor & Council	Sportsplex Signage Replacement	Change signage at Sportsplex.		3. Focus on Livability	TBD	
179	310 - Mayor & Council	Myrt Thompson Trail Upgrades	Repairs and upgrade to Myrt Thompson trail upgrades.		3. Focus on Livability	TBD	

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
180	322 - Fire Protection	Water Tender	Purchase a water tender at the mid point of service life of present tender in order to increase the capability to shuttle water to areas without hydrants to two tenders.	Improve ability to shuttle water to areas without hydrant service. Presently the City requires the Oyster River Fire Department to respond with their water tender for shuttle operations as a minimum of two 3. Focus on tenders is required for this situation. Increasing the fleet to include two water tender trucks improves Livability the City's reliability to shuttle water when needed. Service life for water tenders is 30 years.		TBD	
181	322 - Fire Protection	#1 Fire Station Replacement	Replacement of current main fire station built in 1978 with post disaster constructed fire station complete with: fire administration offices, 9-1-1 Fire Dispatch Centre, Emergency Operations Centre, and Information Technology Department space. This facility would be designed to operate for extended periods during disaster events as a regional emergency services centre.	Present fire station is not appropriate for emergency services building. Presently it houses NI9-1-1 Fire Dispatch Centre (serving 50 fire departments in 6 regional districts) and the majority of the City's fire and rescue response capabilities. The first seismic assessment (Associated Engineering 1995) and the second geotechnical & seismic assessment (Amec Earth & Environmental 2003) of #1 Fire Station found seismic upgrading of the present building to be impractical. As well the building is located in a flood plain within the 200 year flood level having one meter of water at street level.	3. Focus on Livability	TBD	CW
182	322 - Fire Protection	#2 Fire Station Replacement	Replacement of Fire Hall #2	To enhance fire protection coverage for the south side of Campbell River.	3. Focus on Livability	TBD	CW
183	322 - Fire Protection	Pumper Rescue - New	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper 3. Focus on rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line Livability status.	3. Focus on Livability	TBD	
184	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements	Improvements to the 2nd floor foyer at City Hall including replacement of the dated reception desk, noise reduction, new guest furniture, and a small meeting area for use by building inspectors / planners.	The existing counter is dated and provides poor functionality from a customer service standpoint. The foyer as a whole presents a sub-standard image to the visiting public and requires whole scale improvements. Currently building inspectors and planning staff must discuss projects at the counter which limits confidentiality. The current desk provides poor ergonomics for front counter staff and seating for only one staff person and the City Hall Joint Occupational Health and Safety Committee has recommended the City make changes to the workspace. Due to ongoing space requirements of the department, additional workstation space needs to be created within the front counter area which cannot be undertaken in isolation. New counter and reception furniture is required.	2. Focus on Economic Growth	TBD	
185	532 - Roads	Alder Street Upgrades	The Master Transportation Plan (MTP) has identified a number of upgrades for consideration to Alder St. The long-term plans include traffic control at Merecroft, improvements to walkways and transit stops and consideration for bike lanes. A design and process and public consultations must be undertaken to produce the long-term plan for this area. The review of the corridor was completed late in 2014. Recommendations focus on pedestrian improvements and transit access improvements.	The Alder Street corridor upgrade came from the initial review in the Master Transportation Plan (MTP) and the recommended improvements came from a follow up corridor review. Recommendations support some traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.	4. Focus on Management and Governance	TBD	
186	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding for this is in place thru local DCC's but it is greatly underfunded at this time.	4. Focus on Management and Governance	TBD	CW
187	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the ISWMP as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only control the storm water being discharges but to look at the quality of it as part of the outfall system.	4. Focus on Management and Governance	TBD	
188	550 - Storm Drains	Shoreline Outfall Upgrades (water quality/storm surge review and prioritized)	This is a program to review a number the outfalls along the waterfront and determine the best way to upgrade them. This would need to accommodate best practices and have consideration for storm events and sea level rise.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	TBD	

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189	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flood at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Without undertaking this work, the park on the sports field will continue to flood and there will be issue with all the storm systems that lead into the creek.	4. Focus on Management and Governance	TBD	CW
190	550 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	TBD	
191	550 - Storm Drains	14th - Spruce to Redwood	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	TBD	
192	550 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	TBD	CW
193	570 - Airport	Airport Development Servicing (See Security Fencing - South Development Area; related project)	Design and construction of water and sewer servicing for new lease lots at the airport.	In order to secure new tenants at the airport, water and sewer servicing must be provided to these new lease lots.	4. Focus on Management and Governance	TBD	
194	570 - Airport	Security Fencing - South Development Area (See Airport Development Servicing; related project)	Airside security fencing.	New south development area needs to be secured to keep airside and groundside operations for tenants. Currently we have two potential new tenants interested in this new lease area, additionally preliminary discussions have taken place for the remaining two lease areas.	4. Focus on Management and Governance	TBD	
195	570 - Airport	Electric Gates and Openers, Emergency Access	Replace life cycled electric gates and openers. The main emergency access gate for the airport is 20+ years old.	Main emergency access infrastructure to airside was installed in 1998 and has met life cycle replacement.	4. Focus on Management and Governance	\$47.5K Grants /Airport Reserve	
196	570 - Airport	Expand ATB Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.	2. Focus on Economic Growth	TBD	CW
197	570 - Airport	Airside Drive Upgrade	Airside Concrete Parking.	Last road upgrade completed in 1997, need to continue paving program to the North.	4. Focus on Management and Governance	TBD	CW
198	570 - Airport	Terminal Building Electric Doors Replacement	Replace existing passenger entry doors from airside.	Aging infrastructure, finding repair parts is becoming extremely difficult, equipment is no longer supported by manufacturer.	4. Focus on Management and Governance	TBD	
199	570 - Airport	Loader Replacement	Replacement of loader.	Existing equipment has reached the Transport Canada eligibility timeline for replacement.	4. Focus on Management and Governance	\$380K Grants /Airport Reserve	
200	570 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated pavement as poor.	4. Focus on Management and Governance	\$3.876M Grants/Airport Reserve	CW
201	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAAB 340).	4. Focus on Management and Governance	\$1.8M Grants/Airport Reserve	CW
202	570 - Airport	NW Development Area Construction	NW Development Area Construction.	Future development area, included in masterplan document.	2. Focus on Economic Growth	TBD	CW
203	570 - Airport	Approach Lighting & Sign Replacement	Replacing approach lighting systems and existing life cycled airfield signage.	Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured.	4. Focus on Management and Governance	\$997.5K Grants/ Airport Reserve	CW
204	570 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.	2. Focus on Economic Growth	TBD	CW

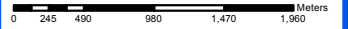
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205	570 - Airport	Plow Truck Replacement	Replacement of snow plow truck.	Existing equipment has reached the Transport Canada eligibility timeline for replacement.	4. Focus on Management and Governance	\$237.5K Grants /Airport Reserve	
206	570 - Airport	Extend Taxi B	Extend Taxi B.	Masterplan document.	4. Focus on Management and Governance	TBD	CW
207	570 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.	4. Focus on Management and Governance	\$3.8M Grants /Airport Reserve	CW
208	580 - Sewer	NWEC Biosolids Dewatering	Addition of biosolids dewatering to NWEC.	Dewatering of biosolids will be required if biosolids are to be composted. Operating costs include \$180,000 for the dewatering itself and \$300,000 for tipping fees anticipated to be charged by the Regional District.	4. Focus on Management and Governance	TBD	CW
209	590 - Water	CRIB/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement. 2017 - Concept, 2018 - Design, 2019 - Construction.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	TBD	CW
210	590 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the community's drinking water.	3. Focus on Livability	TBD	CW
211	720 - Parks	Frank James Park Design	To redevelop Frank James Park which integrates the three properties to the south of the Park, including Sybil Andrews Cottage.	A comprehensive design for upgrading Frank James Park, including the Sybil Andrews Cottage property and adjacent properties needs to be undertaken. The site has great potential for hosting events such as the Carving Competition and other events. A redeveloped Frank James Park will provide a feature park in the south end of the City and serve as a destination park similar to Ostler Park in the downtown core.  CFwd: This project was combined with the Nunns Creek Park Master Plan project. The Nunns Creek project has encountered complications and these projects will be separated to enable completion of the Frank James Master Plan projects in 2017. This funding needs to be carried forward for that purpose.	2. Focus on Economic Growth	TBD	
212	720 - Parks	Maryland Trail extension from Rose Place to Willow Creek Rd	Continuation of trail construction from 2016.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.	3. Livability	TBD	
213	720 - Parks	Willow Point In Field Mix Replacement	Replace the old red infield material with the City's new standard for in field mix material.	Diamond #1 infield mix at Willow Point Park needs replacing. Presently it is our only red cinder infield material that we maintain. Replacing this material will standardize all of our ball fields with the same material. At Nunns Creek Ball Park, two of the infields use the red cinder material but they are looked after by CRMBA. Red cinder is more expensive than the material that is used in our other ball fields. The purchase of the new material will also allow us the redress the other existing fields.	3. Focus on Livability	TBD	
214	720 - Parks	Outdoor washroom installation - Jubilee Trail and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom on this trail. The completion of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed at the site to service this increase in use.	3. Focus on Livability	TBD	
215	720 - Parks	Centennial Pool Repair	Major repairs to Centennial Pool.	The pool is over 50 years old and requires costly repairs every 4-5 years. The City will need to consider replacing the pool within the next ten years.	3. Focus on Livability		
216	720 - Parks	Nunns Creek Project	Redevelopment to Nunns Creek Park following public consultation and development of Nunns Creek Master Plan in 2017.	Capital funding for the redevelopment of Nunns Creek Park to upgrade aging infrastructure and in response to changing community needs and public consultation.	3. Focus on Livability		CW



Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source	Capital Works
217	740 - Recreation & Culture	Sportsplex Detailed Design and Renovation/Expansion	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities. Once a grant is obtained follow through with construction.	Completed a space assessment and conceptual design in 2015 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway.	3. Focus on Livability	TBD	CW

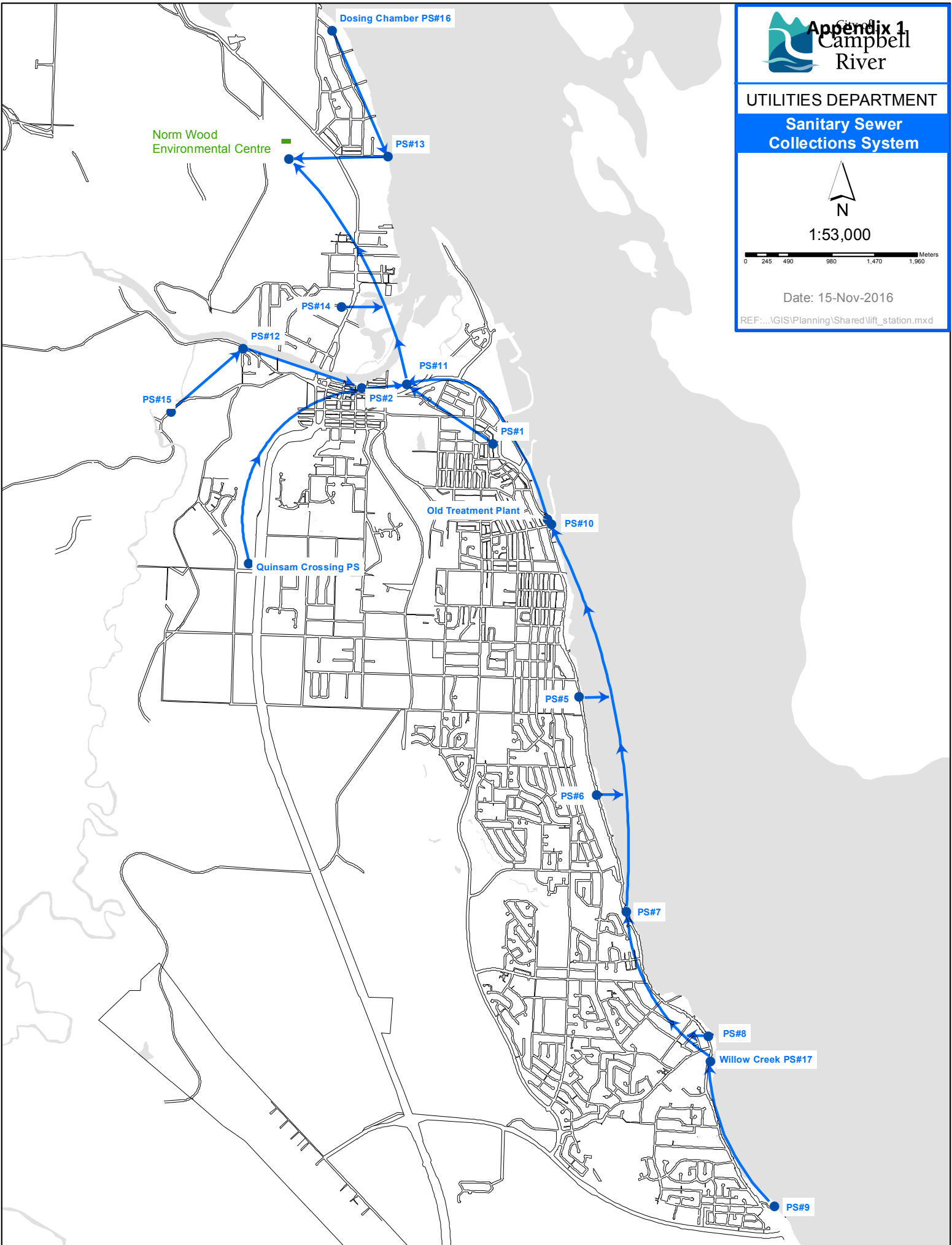


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**City of Campbell River  
2017-2026 Financial Plan  
Operating Cost of Capital Schedule**

Index	Department	Capital Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Strategic Priorities</b>												
2	213 - IT	Municipal Broadband Network Downtown	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500
10	532 - Roads	Parking Lot Improvements	500	500	500	500	500	500	500	500	500	500
11	532 - Roads	Willis Roads Pedestrian Upgrades Phase 2		250	250	250	250	250	250	250	250	250
13	533 - Roads / 550 - Storm	Upper Shoppers Row - 11th Ave to 13th Ave					24,630	24,630	24,630	24,630	24,630	24,630
12	532 - Roads / 550 - Storm	Lower Shoppers Row - St. Ann's to 11th Ave			32,250	32,250	32,250	32,250	32,250	32,250	32,250	32,250
24	720 - Parks	Robron Field House		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
			<b>16,000</b>	<b>91,250</b>	<b>123,500</b>	<b>123,500</b>	<b>148,130</b>	<b>148,130</b>	<b>148,130</b>	<b>148,130</b>	<b>148,130</b>	<b>148,130</b>

<b>Other Capital Projects</b>												
28	213 - IT	Dogwood DOC Phone System	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
30	213 - IT	Internet Security Hardware	1,500	1,500	1,500						1,500	1,500
46	450 - Facilities	Fleet Maintenance Coordinator Vehicle	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
61	532 - Roads	Pedestrian Signal Crossing Lights	250	250	250	250	250	250	250	250	250	250
62	532 - Roads	Transit Bus Shelters	250	250	250	250	250	250	250	250	250	250
64	532 - Roads	Street Light Infill	100	100	100	100	100	100	100	100	100	100
66	532 - Roads	Pavement Management Plan	400									
69	532 - Roads	Intersection Improvements					500	500	500	1,000	1,000	1,000
83	580 - Sewer	Lift Station Generators	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
85	580 - Sewer	NWEC Upgrades Phase 3			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
97	590 - Water	John Hart Reservoir					30,000	30,000	30,000	30,000	30,000	30,000

Index	Department	Capital Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
102	590 - Water	Water Preventative Maintenance Improvements - Truck	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800
121	720 - Parks	Hwy 28 Elk Falls Cemetery Expansion	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
124	720 - Parks	Seniors Equipment		3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
141	720 - Parks	Willow Point Park Skatepark Lighting				4,000	4,000	4,000	4,000	4,000	4,000	4,000
			<b>47,100</b>	<b>49,950</b>	<b>124,950</b>	<b>127,450</b>	<b>157,950</b>	<b>157,950</b>	<b>157,950</b>	<b>158,450</b>	<b>159,950</b>	<b>159,950</b>
<b>TOTAL OPERATING COSTS:</b>			<b>\$ 63,100</b>	<b>\$ 141,200</b>	<b>\$ 248,450</b>	<b>\$ 250,950</b>	<b>\$ 306,080</b>	<b>\$ 306,080</b>	<b>\$ 306,080</b>	<b>\$ 306,580</b>	<b>\$ 308,080</b>	<b>\$ 308,080</b>

<b>Capital Operating Costs, by Fund:</b>												
General Operating Fund			\$ 46,300	\$ 124,400	\$ 156,650	\$ 159,150	\$ 184,280	\$ 184,280	\$ 184,280	\$ 184,780	\$ 186,280	\$ 186,280
Sewer Operating Fund			4,000	4,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000
Water Operating Fund			12,800	12,800	12,800	12,800	42,800	42,800	42,800	42,800	42,800	42,800
<b>TOTAL OPERATING COSTS:</b>			<b>\$ 63,100</b>	<b>\$ 141,200</b>	<b>\$ 248,450</b>	<b>\$ 250,950</b>	<b>\$ 306,080</b>	<b>\$ 306,080</b>	<b>\$ 306,080</b>	<b>\$ 306,580</b>	<b>\$ 308,080</b>	<b>\$ 308,080</b>

**BELOW THE LINE (Excluded from Financial Plan)**

<b>Strategic Priorities</b>												
149	532 - Roads / 550 - Storm	Highway 19A - Build Canada			1,000							
154	539 - Solid Waste	Organics Facility		5,000	5,000	5,000	5,000	5,000	5,000	5,000		
			-	5,000	6,000	5,000	5,000	5,000	5,000	5,000	-	-

Index	Department	Capital Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Other Capital Projects</b>												
97	590 - Water	John Hart Reservoir					30,000					
158	External Request	Willow Point Park Field House and Turf installation	11,500									
159	212 - Finance	eBilling for Taxes & Utilities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
160	310 - Mayor & Council	CR River Amenities	12,600									
185	532 - Roads	Alder Street Upgrades			250							
186	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)			250							
187	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades			250	250						
190	550 - Storm Drains	Nunns Creek Outfall Improvements				250	250	250				
193	570 - Airport	Airport Development Servicing (See Security Fencing - South Development)	TBD									
208	580 - Sewer	NWEC Biosolids Dewatering			480,000							
210	590 - Water	Water Filtration Facility										500,000
212	720 - Parks	Maryland Trail extension from Rose Place to Willow Creek Rd	4,800									
214	720 - Parks	Outdoor washroom installation - Jubilee Trail and Baikie Island	7,800									
217	740 - Recreation & Culture	Sportsplex Detailed Design and Renovation/Expansion			50,000							
			<b>40,700</b>	<b>4,000</b>	<b>534,750</b>	<b>4,500</b>	<b>34,250</b>	<b>4,250</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>504,000</b>
			<b>\$ 40,700</b>	<b>\$ 9,000</b>	<b>\$ 540,750</b>	<b>\$ 9,500</b>	<b>\$ 39,250</b>	<b>\$ 9,250</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>\$ 4,000</b>	<b>\$ 504,000</b>



Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
<b>Taxation</b>						
1	External Request	Robron Fieldhouse Operating Funds	Funding for the operating and maintenance of the Robron Fieldhouse.	Total estimated costs to operate the facility are \$75,000 annually.	3. Focus on Livability	Taxation
2	322 - Fire Protection	Improvements to Fire Service Levels for Community Growth	Improvements to Fire service levels.	The fire department is not always able to meet regulatory compliance with WorksafeBC Regulation Part 31 for entry into buildings during daytime hours. Twenty percent of day time emergency incidents (20 emergency incidents a year on average) No. 2 Fire Station cannot respond a fire apparatus. Due to no response from No. 2 Fire Station and long call back response times to No. 1 Fire Station we are not always able to meet regulatory compliance. No 2 Fire Station's inability to staff an apparatus twenty percent of the time results in long response times to the southern portion of the City and results in inadequate staffing at incidents throughout the City. These critical issues need to be addressed to save the City from an undesirable consequence and to ensure that a reasonable level of fire protection is provided across the community that meets regulatory compliance and international standards. This request for 2 FTE's will provide a reasonable level of fire protection, meet regulatory compliance, reduce overtime costs and reduce fleet operational costs.	3. Focus on Livability	Taxation
3	450 - Facilities	Additional Downtown Security and Patrol Hours	Additional private security hours and additional patrol route in downtown core.	In response to ongoing public safety concerns in the downtown core, in June 2016 Council provided additional funding of \$10,000 to extend the hours and guard shifts of our downtown security patrol, including a secondary guard shift during peak hours along the entirety of Shopper's Row. This SLCR would allow for providing a similar level of service in 2017. Current budget for the downtown security patrol is \$63,000; an increase of \$12,000 would bring the total to \$75,000.	2. Focus on Economic Growth	Taxation
4	450 - Facilities	ERT Site Maintenance	Ongoing maintenance of the City's material transfer site at the ERT Pit.	Currently, there is no budget in place for any maintenance activities at the ERT Pit, which is the City's primary materials transfer site for Roads, Water and Parks department use. Accordingly, the site has become disorganized and requires a long term maintenance plan so that materials can be stored and re-used in a manner that will provide value (i.e. wood chipping, creation of compost, storage of clean fill, etc.). The site is now nearly full and if no action is undertaken the site will have no use as an ongoing transfer site, which necessitates all materials being hauled to the landfill at additional time and cost. As the site has been used as a transfer/dumping site for many years, there is potential for site contamination and environmental liability. The existing main spoil pile consists of approximately 20,000 m3 of material accumulated over 20+ years. Ultimately this material will need to be either hauled off site or laid down as cover over the existing site depending on the level of contamination. It would take a tandem truck and trailer approximately 200 days to transfer the material to the landfill. The \$15,000 requested would allow for general site clean-up and allow for the site to continue to be used while investigations are made into options for the spoil pile. A separate capital request has been submitted for clean-up of the spoil pile and the development of a long-range operations plan for the site.	4. Focus on Management & Governance	Taxation
5	450 - Facilities	Improved Contractor Coordination and Oversight	New Contract / Maintenance Coordinator Position. Note: this position would also require a staff vehicle if approved, which is reflected in the capital plan.	The City has a WorksafeBC requirement to adequately coordinate contract workers. Although efforts have been made to meet this legislative commitment, there are not sufficient staff resources to mitigate this liability. As a result, there are up to 1,500 + contracted jobs undertaken on City infrastructure or property annually where we are not fully coordinating contractors and hence, may not be meeting our WorksafeBC requirement. Additionally, we do not currently have staff resources to sufficiently evaluate and inspect the work of contractors for the total work value ~\$1 M annually, which can result in sub-standard work and escalated costs. All this creates a worker safety, public safety, cost and reputation liability. We need to close the gap in our contractor coordination process to ensure we are fully compliant with WorksafeBC regulations. It is expected that current general contracting costs within the Facilities department will be offset by \$25,000 per year. The Contract Coordinator will cost \$99,172 with a base budget reduction of \$25,000 for a total net cost of \$74,172.	4. Focus on Management & Governance	Taxation
6	502 - CPDS	Building Inspection & Permitting Service Levels - Building Inspector	Additional resources for building services to align with the development community needs and regulatory changes.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There were a number of small process improvements found; however, the review found the numbers of hours to undertake the demand of the inspections as well as the hours to complete a review based on the current Building Code regulations to exceed the current staffing levels. Additionally the review identified that upcoming changes to Provincial regulations (the Building Act) will require the City to have a Level 3 Building Officials of BC (BOABC) certified building inspector on staff to allow the City to continue to approve commercial, industrial and institutional projects in the community. In order to be compliant with the Building Act, and to adequately respond to the development community's activities, it's requested that services levels are increased by one Building Inspector (Level 3, Chief Building Inspector). The Chief Building Inspector will fulfill Building Act requirements and support succession planning for the Building Services.	2. Focus on Economic Growth	Taxation

Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
7	502 - CPDS	Development Engineering Service Levels	Additional resources for development engineering to align with the development community needs.	The development engineering function is unable to match the pace of the development community and the residents within the community. This impacts residents with questions about their utility services, permits for contractors, third party utility approvals, building permit approvals, development permit reviews, subdivision reviews and approvals. Each of the previous tasks require development engineering staff's involvement through review and approval. With the City's active economic development, the number of applications for review has increased 15% over the last year. This increase in volume of applications lengthens the turnaround time for review and approval; and directly impacts the development community. To adequately respond to the development communities activities, and to provide redundancy in the function, it's requested that service levels are increased by one Engineering Technologist. The addition of an Engineering Technologist would support succession planning and address customer service expectations by improving application process timelines. Rate reviews to be undertaken in 2017, if approved could provide funding for position in 2018.	2. Focus on Economic Growth	Taxation
8	536 - Public Transit	Transit Service Expansion	The City of Campbell River endorsed the Transit Futures Plan in 2012 that outlined expanded services for the following 25 years. In support of this plan, BC Transit has committed an additional 1500 hours of transit service to enable 2 additional buses and 2 transit exchanges to facilitate a new schedule with improved service levels. Changes to the service will take effect in September 2017 after a public consultation process and the development of the new routes and schedule. This SLCR is a follow up to Councils support of the MOU with BC Transit to review this service enhancement during the financial planning process.	Transit service is an important service for the community that supports economic growth, provides alternative forms of transportation and supports the City's sustainable growth objectives for all sectors of the community. Total expected costs for new service total \$128,000; \$46,000 of funding is being allocated from existing Transportation budgets; \$26,000 from Dept 501 – Transportation and \$20,000 from Dept 532 – Roads. This re-allocation will fund the implementation of this service in September 2017 to coincide with the school year start, however the remaining \$82,000 will require funding in 2018.	3. Focus on Livability	Taxation
9	740 - Recreation & Culture	City Hall and Enterprise Centre Facility Services	Increase services in City Hall and the Enterprise Centre.	Currently, there is one full time Facility Services labourer working 40 hours/week at City Hall and the Enterprise Centre. The Facility Services Supervisor conducted an evaluation of the cleaning and maintenance service level at these 2 buildings and according to the Association of Physical Plant Administrators guidelines the minimum recommended standard of Level 2 (Ordinary) for public buildings is not being met. An additional 8 hours/week of labour is required to bring the standard up from a currently funded Level 4 (Moderate) to a minimum of a Level 3 (Casual). Level 4 represents an environment that is lacking normal cleanliness, Level 3 represents a lowering of normal expectations, and Level 2 represents the base level of cleanliness that should be maintained in a public building.	4. Focus on Management & Governance	Taxation
10	720 - Parks	Increase in Centennial Park Washroom Services	Implement better customer service to park users by increasing the number of months Centennial Park washrooms are open.	Centennial Park is very active from April to October. At present the washrooms are open only when Centennial Pool is open, which is normally from mid June to the end of August. Increasing the availability of the washrooms in the Centennial Pool building from three months to seven months will provide washroom service for the park users when the pool is closed and during the busiest times for park use.	3. Focus on Livability	Taxation
11		Expected Future New Services Funded by Taxation	Funding for future expected projects based on funding parameter of \$125,000 or 0.5% tax increase.			Taxation
<b>Other Funds</b>						
12	580 - Sewer	Wastewater On-call	The provision of a dedicated wastewater on-call system to reduce the risk of after-hour emergencies.	The wastewater department currently shares an on-call system with the Roads and Parks Departments. This system is staffed on a voluntary basis with employees from several departments. There are currently 40 weeks per year where the on-call person is not a wastewater operator. Should a sewer emergency occur, there is no guarantee that a qualified operator will be available to respond. Wastewater regulations require that wastewater facilities are operated by certified operators. Without a system in place to ensure that a qualified operator is available at all times, the City faces risk of regulatory non-compliance and delayed response time resulting in greater risk of property damage, equipment failure, environmental damage, and public health concerns.  The wastewater department is currently undergoing a trial of this dedicated on-call system. Should the trial be successful, additional funding is required to permanently implement this new system.	4. Focus on Management & Governance	Sewer Fees



Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
13	590 - Water	Water Preventative Maintenance Improvements	Requested funding is needed to increase preventative maintenance in the water system. The request is to fund the addition of a new water operator.  Note: this position requires a vehicle, therefore there is an associated capital request for the purchase of a vehicle if this position is approved.	An assessment of the required tasks for the maintenance of the water system has identified a significant gap in resources available to complete the workplan. Specific tasks that are not resourced adequately include: -watermain flushing (improves water quality) -valve exercising, inspection and maintenance (ensures that valves are functional, minimizes loss of service, decreases damages due to main breaks, reduces delays for capital and development projects).  If the additional funding is not approved, there is continued risk of loss of service, increased risk of failure, potential for decreased water quality within the distribution system. The assessment also compared the cost of contracting versus using internal resources. Due to the nature of the work, only a small portion of the work could be outsourced and the estimated cost to contract out this work is approximately double what it would cost to resource internally.	4. Focus on Management & Governance	Water Fees
0		Maintain Existing Station 1 Dispatch Customer Support Levels	Additional .6 FTE Admin Assistant for support of Station 1 Dispatch.	The Level of administrative support at station 1 has not increased over the past 5 years, despite increases in population, increases in levels of operations staff, and expansion of preventative maintenance programs. This is resulting in a decrease from the current service levels. Public call volumes / service requests into Station 1 central dispatch continue to rise at approximately 25% per year since 2014 (increase of ~500 S/R's from public per year 2014-2016). There are 20+ calls per day being transferred to overload (non-dispatch staff) and up to 5 calls per day that are being sent to voicemail, which includes: requests for emergency response, man-down checks, pump and lift station alarms, and delays Emergency BC One Calls (this impacts public and staff safety and public and private infrastructure security). This call overload is drawing ~10 hours per week of resources from other departments; Roads / Drainage / Parks / Facilities and a projected 1000 hours of auxiliary coverage, plus ~100 overtime hours. We need the capacity to respond to all calls and maintain current service levels.	3. Focus on Livability	Sewer Fees
0		Maintain Existing Station 1 Dispatch Customer Support Levels	Additional .6 FTE Admin Assistant for support of Station 1 Dispatch.	The Level of administrative support at station 1 has not increased over the past 5 years, despite increases in population, increases in levels of operations staff, and expansion of preventative maintenance programs. This is resulting in a decrease from the current service levels. Public call volumes / service requests into Station 1 central dispatch continue to rise at approximately 25% per year since 2014 (increase of ~500 S/R's from public per year 2014-2016). There are 20+ calls per day being transferred to overload (non-dispatch staff) and up to 5 calls per day that are being sent to voicemail, which includes: requests for emergency response, man-down checks, pump and lift station alarms, and delays Emergency BC One Calls (this impacts public and staff safety and public and private infrastructure security). This call overload is drawing ~10 hours per week of resources from other departments; Roads / Drainage / Parks / Facilities and a projected 1000 hours of auxiliary coverage, plus ~100 overtime hours. We need the capacity to respond to all calls and maintain current service levels.	3. Focus on Livability	Water Fees
14	580 Sewer/590 Water	Maintain Existing Station 1 Dispatch Customer Support Levels	Additional .6 FTE Admin Assistant for support of Station 1 Dispatch.	The Level of administrative support at station 1 has not increased over the past 5 years, despite increases in population, increases in levels of operations staff, and expansion of preventative maintenance programs. This is resulting in a decrease from the current service levels. Public call volumes / service requests into Station 1 central dispatch continue to rise at approximately 25% per year since 2014 (increase of ~500 S/R's from public per year 2014-2016). There are 20+ calls per day being transferred to overload (non-dispatch staff) and up to 5 calls per day that are being sent to voicemail, which includes: requests for emergency response, man-down checks, pump and lift station alarms, and delays Emergency BC One Calls (this impacts public and staff safety and public and private infrastructure security). This call overload is drawing ~10 hours per week of resources from other departments; Roads / Drainage / Parks / Facilities and a projected 1000 hours of auxiliary coverage, plus ~100 overtime hours. We need the capacity to respond to all calls and maintain current service levels.	3. Focus on Livability	Sewer/Water
<b>BELOW THE LINE (Excluded from Financial Plan)</b>						
15	External Request	Bike Park Operating Funds	Funding for the operating and maintenance of the bike park.	Phase 1 is estimated to cost \$9,000; phase 2 is estimated to cost \$31,000.	3. Focus on Livability	Taxation
16	External Request	Timberline & Holm Public Walkway Maintenance	City staff to maintain the public walkway connecting Timberline Dr. and Holm Rd. currently maintained by homeowners.		3. Focus on Livability	Taxation
17	External Request	Centennial Pool - Early Opening	Increase operating costs to open the Centennial Pool at the beginning of May.	Request received from the Campbell River Salmon Kings to open the Centennial Pool in early May to facilitate adequate pool usage opportunities for such groups as the Campbell River Salmon Kings, Strathcona Triathlon Club, School District #72, Campbell River Killer Whales and basic adult swimming and fitness classes.	3. Focus on Livability	Taxation
18	310 - Mayor & Council	Campbell River Accessibility Project	Campbell River accessibility project done in conjunction with the Campbellton Neighbourhood Association.	The Campbellton Neighbourhood Association would be responsible for the capital costs and the City would be responsible for ongoing operating costs.	3. Focus on Livability	Taxation

Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
19	320 - RCMP	Increase to Police Protection Services	Increase RCMP contract strength by one police officer.	Council approved an increase of one RCMP member in the 2002 financial plan. The Campbell River RCMP detachment strength has remained at 43 since that time. Campbell River's population has increased by an average of 5% between census years from 28,276 in 2001 to 31,186 in 2011. Following this trend, it is estimated the population for 2016 is 32,888. This is an estimated increase of 16% from 2001, representing an additional 4,600 citizens in the community. The RCMP's calls for service remain high and its members are working on a call to call basis. The total files generated in 2015 were 15,353. As at September 15th, the detachment is at 11,130 files and trending to generate an annual file count similar to 2015. Campbell River is a growing community and with the existing resources, the RCMP will not be in a position to meet the demand of the growth, as well as focus proactively on strategic initiatives such as downtown revitalization.	2. Focus on Economic Growth	Taxation
20	322 - Fire Protection	Auxiliary Firefighter Recruitment and Retention	Recruitment and Retention initiatives for auxiliary fire fighters.	As part of the fire planning process it was identified that the department needs to focus on recruitment and retention of the auxiliary fire fighters as they are an important element of the composite fire service model. Current compensation of \$13.25hr for auxiliary fire fighters and \$13.50hr for auxiliary officers is well below the average of \$17 - \$20 per hour of our comparable communities. Enhancing compensation to align with our comparable communities, improving critical illness insurance benefits and providing uniforms consistent with career staff uniforms will provide incentives to build on recruitment and retention of our auxiliary members. Retention initiatives provide for auxiliary members that are more experienced both reducing training costs and improving emergency scene safety.	3. Focus on Livability	Taxation
21	322 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire Inspector/Firefighter.	The fire planning process identified the need to improve fire prevention services to the community in order to meet important legislative mandates under the Fire Services Act. The majority of code compliance inspections are being conducted by fire crews who split up; enabling them to complete 3 times the number of inspections done by one inspector. Specialized fire prevention activities, including development review, fire safety plan review, fire investigation, and public education programs are compromised due to prioritized high risk property code compliance inspections. The lack of appropriate numbers of fire prevention staff requires chief officers to defer required management activities to provide essential development reviews and fire investigations when staff is unavailable.	3. Focus on Livability	Taxation
22	502 - CPDS	Building Service Levels - Administrative Support	Additional resources for building services to align with the development community needs.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There was a number of small process improvements found, which included administrative staff assisting in foundation permit only issuance, and overall the review recognized a shortage in administrative support to Building Services. In order to adequately respond to the development community's activities, it's requested that services levels are increased by a half time (0.6) administrative position. Technical staff are taking time away from technical reviews and approvals and are performing administrative duties that are required. The 0.6 administration position will allow for a dedicated building services administration position that will increase our customer service and support the building inspectors to align with Building Services Report. It also would increase response times for counter inquiries and would increase technical staff time for reviewing and processing applications by shifting the administrative work load from technical staff onto administrative staff.	2. Focus on Economic Growth	Taxation
23	502 - CPDS	Development Engineering Service Levels - Administrative Support	Additional resources for development engineering to align with the development community needs.	The development engineering function is unable to match the pace of the development community and the residents within the community. This impacts residents with questions about their utility services, permits for contractors, third party utility approvals, building permit approvals, development permit reviews, subdivision review and approvals. Each of the previous tasks require development engineering staff's involvement through review and approval. With the City's active economic development, the number of applications for review has increased 91% over the last year. This increase in volume of applications lengthens the turnaround time for review and approval; and directly impacts the development community. To adequately respond to the development community's activities, and to provide redundancy in the function, it's requested that service levels are increased by 0.6 administrative support. The 0.6 administration position would permit the department to dedicate some administrative support to development engineering services to support the functions in a more efficient manner and address customer service expectations by increasing technical staff time for reviewing and processing applications by shifting the administrative work load from technical staff onto administrative staff.	2. Focus on Economic Growth	Taxation

Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
24	502 - CPDS	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (the plan was adopted by Council in July 2015).	Implementation of the Invasive Species Management Plan requires a budget for a part-time coordinator position (to be contracted, potentially in partnership with Greenways Land Trust - \$25,000) and funding for chemical control of knotweed; additional event pick up and disposal efforts as outlined in the Strategy; IAPP data entry catch up for previously treated sites (\$15,000/year first year; \$10,000/year for subsequent years). Focus is on addressing environmentally sensitive areas along the marine foreshore/estuary and in riparian areas. Not proceeding with these actions could lead to invasive species taking over environmentally sensitive areas and choking out native species in riparian areas. This would likely result in increased restoration costs in the long run (as has been the experience of other communities).	3. Focus on Livability	Taxation
25	720 - Parks	Integrated Pest Management Program	Implement the Integrated Pest Management program for turf management.	Additional resources are required to implement the Integrated Pest Management (IPM) policy for turf management. The City's IPM policy states that the City will "Consider the use of natural controls and alternatives to the use of pesticides, and emphasize prevention to minimize the use of chemical controls." At present the department does not have the resources necessary to properly implement the policy. The City's IPM program for turf involves a number of components, but the most important tasks are aeration, fertilization, top dressing, over-seeding and monitoring. When this IPM program is being performed the results are healthy turf grass that out-competes weeds and safe and sustainable playing surfaces for sports and tournaments. Over the last few years the IPM has not been carried out due to lack of resources. The result has been that the Parks department has had to close fields to spray herbicides on our sports fields to control turf disease and weed infestation; while spraying chemicals is part of the IPM program, it is meant to be a last resort, used only when all other control methods have proven ineffective. Unavoidably, turf maintenance machinery and sports footwear continue to spread weeds and turf disease throughout the parks system. With the continued lack of resources, spraying chemicals will need to be done with increasing frequency at an increasing number of sites. Implementation of the IPM, and prioritizing the non-chemical practices mentioned above, will support a chemical free approach and show leadership by demonstrating that effective landscape management can be achieved without relying on the use of chemicals.	3. Focus on Livability	Taxation
26	720 - Parks	Increase to Trail/Walkway Maintenance Program	To provide safe and hazard-free trails/walkways throughout the community with a maintenance program.	The Parks department is responsible for the 43km of City trails and walkways within the community. With the expanding number of seniors and active people in the community, the use of trails and walkways is growing every year. At present, the Parks department has no budget to do annual maintenance. An inspection of the City's trail/walkway system was completed in 2016 and identified 15 areas that had safety hazards. In addition to that, the City has received 55 service requests for trail/walkway maintenance to date in 2016. If trails are not properly maintained, the City may have a liability risk from injuries to the public. A properly resourced maintenance program will ensure public safety and long term sustainability of the City's trail/walkway assets.	3. Focus on Livability	Taxation
27	720 - Parks	Street Tree Maintenance	Funding is needed to ensure the long term sustainability of the City's street tree inventory.	The City's green asset infrastructure includes over 3,000 street trees with an approximate value of \$2.35 million. Residential developers plant one tree per lot as part of the subdivision bylaw standards; consequently, the inventory continues to grow with 126 trees planted to date in 2016. Due to a lack of maintenance the City is achieving only a 60% survival rate over the last five years. Street trees are a critical component in the overall aesthetic of the community and make a significant contribution to quality of life for our citizens. Street trees also contribute to sustainability through carbon capture and reduce storm water flows and the nutrient loads that end up in our waterways. Funding for street tree maintenance is required to ensure the long term sustainability of this important asset.	3. Focus on Livability	Taxation
28	720 - Parks	Increase in Parks Customer Reception Service	Administrative support services for the Parks Department.	The overall parks system continues to experience increased use by the community. The Parks Clerk/Tech position is the primary contact between the public and the parks department for parks, sports field, special event, street tree, danger tree, trail/walkway and cemetery inquiries. Currently the Clerk/Tech position responds to an average of 2,880 phone calls, generating 900 service requests per year. The majority of these phone calls and service requests require return phone call follow up with the citizen. It is expected that this customer inquiry/service request volume will continue to grow. The current volume has resulted in an average of 126 hours of overtime for this position per year. This workload is unsustainable and without additional resources the City will not be able to maintain its current level of customer service in this area. The funding requested will provide an additional 10 hours of service per week.	1. Focus on Relationships	Taxation
29	720 - Parks	Danger Tree Management	To provide level of safety to the citizens of Campbell River with management of danger trees on City property.	In 2014 the Parks department was given the responsibility for the management of all trees on City owned property. While the Parks department had a small budget of \$26,000 for trees in parks, there was no budget in place to deal with danger trees on other City properties and road right-of-ways. In 2014 the tree budget was overspent by \$32,300, in 2015 the tree budget was overspent by \$26,402 and presently for 2016 (September) we are already \$19,000 over budget. The Parks department averages over 100 service requests related to danger trees per year, with 124 in 2014, 102 in 2015 and 79 as of September 2016, with the winter storm season yet to come.	3. Focus on Livability	Taxation

Index	Department	SLCR Name	SLCR Description	SLCR Justification	Relation to Strategic Priorities	Funding Source
30	720 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan	<p>The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City owned property, policy development and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory of over 400 trees is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The Urban Forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is an important component in the livability of the community. The urban forest also makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.</p>	3. Focus on Livability	Taxation
31	740 - Recreation & Culture	Additional Facility Services at Sportsplex	Additional Facility Services at Sportsplex.	<p>Based on feedback from the public consultation conducted in 2014, program staff are offering differently timed programs for the community at the Sportsplex and currently, there are no facility service workers scheduled to accommodate for these changes. The supervisor has provided a band aid solution which involves cutting back on some weekend cleaning time to provide staff for the programs and rentals mid-week and this is not a sustainable solution. An additional 6 hours/week of facility services labour would accommodate the changing service needs mid-week and allow for the regular maintenance schedule to be maintained.</p>	4. Focus on Management & Governance	Taxation
32	740 - Recreation & Culture	Increase Spirit Square Program Budget	Increase Spirit Square program budget to cover increased hours of programming and increased operating costs.	<p>Spirit Square operating costs for items such as advertising, local services, entertainment, equipment and management are increasing. In addition to these increased operating costs, a 10% contingency is included to cover possible costs related to major events happening in Campbell River in 2017.</p>	3. Focus on Livability	Taxation
33	740 - Recreation & Culture	Youth Ambassador Program	Youth Ambassador Program to promote youth leadership development and enhance safety and security at youth facilities.	<p>The Recreation &amp; Culture department would like to provide a youth leadership development opportunity, which will start at the skate park and could potentially expand out to other outdoor facilities. Youth feedback from the public consultation conducted in 2014 expressed the need for free, drop-in, unstructured activities, at outdoor facilities that are well-maintained and safe environments. Unfortunately, multiple recorded incidents and anecdotal evidence from parents and youth, are indicating that the skate park is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the kinds of incidents most often complained about. A skate park ambassador program would help to alleviate some of the negative behaviors and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skate boarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area.</p>	3. Focus on Livability	Taxation

Index	Department	Project Name	CFWD	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Funding Source
<b>Strategic Initiatives</b>														
1	310 - Mayor & Council	AVICC Convention Hosts		15,000										Gaming Reserve
2	310 - Mayor & Council	Council Contingency - Fibre Marketing	25,000											Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Habitat for Humanity 129 Westgate	29,073											Gaming Reserve
4	310 - Mayor & Council	Council Contingency - CRYSA Facility Rental Fee	1,200											Gaming Reserve
5	310 - Mayor & Council	Tribal Journeys	25,000											Gaming Reserve
6	310 - Mayor & Council	Forestry Task Force Operating Budget	27,398											Gaming Reserve
7	310 - Mayor & Council	3.5 Acre Task Force	25,000	100,000										Gaming Reserve
8	310 - Mayor & Council	Beautification Grants	20,000	40,000										Gaming Reserve
9	310 - Mayor & Council	Social Grants	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
10	310 - Mayor & Council	Council Contingency - Annual Allocation		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	Gaming Reserve
11	310 - Mayor & Council	Centennial Pool and Operating Budget Funding		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	Gaming Reserve
12	310 - Mayor & Council	BC Elders Gathering		15,000										Gaming Reserve
13	310 - Mayor & Council	Homelessness Count		2,000										Gaming Reserve
14	502 - CPDS	Campbellton Planning Projects	7,500	7,500										Gaming Reserve
15	502 - CPDS	Downtown Small Initiatives Fund	13,427	55,000										Gaming Reserve
16	502 - CPDS	Downtown Signage Incentive Program		35,000	35,000	35,000	35,000	35,000						Gaming Reserve
17	502 - CPDS	Façade Storefront Downtown Revitalization	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
18	740 - Recreation & Culture	Public Art	32,808	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
			<b>256,406</b>	<b>794,500</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	
<b>Financial Stabilization</b>														
19	502 - CPDS	Downtown Revitalization - Plan & Design	56,378											Financial Stabilization
20	502 - CPDS	Sea Level Rise Assessment		65,000	85,000									Financial Stabilization
21	502 - CPDS	Department Process Review, Fee Review & Outreach		20,000	30,000									Financial Stabilization
22	720 - Parks	Parks Resource Management Plan		40,000	40,000									Financial Stabilization
23		Future Expected Projects				125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	Financial Stabilization
			<b>56,378</b>	<b>125,000</b>	<b>155,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	
<b>Other Funds</b>														
24	213 - IT	Network Security Audit				25,000			25,000			25,000		IT Reserve
25	264 - Economic Development	Tourism Transition	30,000											General Operating Surplus
26	450 - Facilities	Tidemark & Library Painting	26,932											General Operating Surplus
27	450 - Facilities	Facilities Master Plan/Condition Assessment	225,000											Facilities Capital Reserve
28	502 - CPDS	Zoning/OCP Update	79,112											General Operating Surplus
29	502 - CPDS	Community Energy Efficiency Projects	173,838	167,000										Carbon Neutral / Grant
30	570 - Airport	Flight Way Clearing					30000				30000			Airport Reserve
31	570 - Airport	Business Development Opportunity Fund		100,000										Airport Reserve
32	580 - Sewer	Reclaimed Water Study	30,000											Sewer Fees
33	580 - Sewer	Transformer Repair at Lift Station #11	25,000											Sewer Fees
34	580 - Sewer	Chemical Grouting Program	141,820											Sewer Fees
35	580 - Sewer	Downtown Sewer Study	20,028											Sewer Fees
36	580 - Sewer	Lift Station Auto - Cleaning		30,000	30000	15000								Sewer Fees
37	590 - Water	Water Conservation Plan	24,556											Water Fees / \$10K Grant
38	590 - Water	Water Department Office Relocation		15,000										Water Fees
39	590 - Water	Confined Space Entry Alternate Procedures		15,000	15,000									Water Fees
40	580 - Sewer	Biosolids Management Options Study		50,000										Sewer Fees
41	580 - Sewer	Confined Space Entry Alternate Procedures		15,000										Sewer Fees
42	740 - Recreation & Culture	Sportsplex Space Assessment-Conceptual Design	5,461											Facilities Capital Reserve
			<b>781,746</b>	<b>392,000</b>	<b>45,000</b>	<b>40,000</b>	<b>30,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>30,000</b>	<b>25,000</b>	<b>-</b>	
<b>TOTAL FUNDED OPERATING PROJECTS</b>			<b>\$ 1,094,531</b>	<b>\$ 1,311,500</b>	<b>\$ 760,000</b>	<b>\$ 725,000</b>	<b>\$ 715,000</b>	<b>\$ 685,000</b>	<b>\$ 675,000</b>	<b>\$ 650,000</b>	<b>\$ 680,000</b>	<b>\$ 675,000</b>	<b>\$ 650,000</b>	

Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
<b>Strategic Initiatives</b>						
1	310 - Mayor & Council	AVICC Convention Hosts	Provide meeting facilities & staff assistance to host the 2017 AVICC Convention.	Back in 2012 Council directed staff to submit an application to host the AVICC Convention in 2015 or 2016. Campbell River was not successful, but was given first opportunity to host in 2017. The AVICC Board awarded the 2017 convention to Campbell River in June 2015. The Host City is responsible to provide the facilities free of charge and staff assistance during the convention.	1. Focus on Relationships	Gaming Reserve
2	310 - Mayor & Council	Council Contingency - Fibre Marketing	Fibre marketing funds per Council resolution 16-0376 "THAT up to a further \$25,000 be allocated for a Municipal Broadband Network in the downtown area from Council Contingency in 2016."	CFwd: Request to ensure funds are available for Municipal Broadband Network marketing.	2. Focus on Economic Growth	Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Habitat for Humanity 129 Westgate	To amend Zoning Bylaw 3250, 2006, to rezone the property located at 129 Westgate Road from Public Areas One (PA-1) to Residential Two (R2) to facilitate the construction of a duplex.	This parcel was donated from the City of Campbell River to the Habitat for Humanity North Vancouver Island Society (Habitat) for the purposes of housing development.	1. Focus on Relationships	Gaming Reserve
4	310 - Mayor & Council	Council Contingency - CRYSA Facility Rental Fee	Rotary Community Field House Fundraiser		3. Focus on Livability	Gaming Reserve
5	310 - Mayor & Council	Tribal Journeys	Cash donation in support of the Tribal Journeys 2017 event.	Resolution 16-0380 approved "THAT the City confirm a cash donation of \$25,000 and in-kind support for the Tribal Journeys 2017 event; AND THAT the 2016 Financial Plan be amended accordingly."  CFwd: Request to issue donation for 2017 event.	1. Focus on Relationships	Gaming Reserve
6	310 - Mayor & Council	Forestry Task Force Operating Budget	Operating budget for the Forestry Task Force.	CFwd: Request to ensure task force initiatives continue.	1. Focus on Relationships	Gaming Reserve
7	310 - Mayor & Council	3.5 Acre Task Force	For Task Force administration, technical support, and consulting to guide meetings and draft conceptual plan, preliminary budget projections, and an economic impact report.	CFwd: Request to ensure task force initiatives continue.	2. Focus on Economic Growth	Gaming Reserve
8	310 - Mayor & Council	Beautification Grants	Replace the existing grant-in-aid program with a matching-fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, & Campbellton Neighbourhood Association) to access the \$10,000 grants.	CFwd: Request to ensure funding is available to the BIAs that were approved for 2016 beautification grants. There will be matching requirements for grants in 2017. The \$20,000 carry forward equates to \$10,000 for the Pier Street Association and \$10,000 for the Campbellton Neighbourhood Association.  Council approved initiative in 2016.	3. Focus on Livability	Gaming Reserve
9	310 - Mayor & Council	Social Grants	A new grant-in-aid program for community social initiatives.	CFwd: Request for funds to be used for 2017 implementation.	3. Focus on Livability	Gaming Reserve
10	310 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items.	Required to ensure funding is available for annual Council projects and community grants.	1. Focus on Relationships	Gaming Reserve
11	310 - Mayor & Council	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000; funds allocated from the Gaming Reserve have been used to offset this with the remaining balance of \$130,000 used to balance the City's general operating budget.	3. Focus on Livability	Gaming Reserve
12	310 - Mayor & Council	BC Elders Gathering	To sponsor and assist in hosting the 2017 BC Elders Gathering.	The Annual Gathering would bring 3000 First Nations elders and their support people as well as corporate sponsors, government dignitaries and First Nations leaders to all of our communities for 4 plus days.	1. Focus on Relationships	Gaming Reserve
13	310 - Mayor & Council	Homelessness Count	As per council resolution 15-0644.	December 14, 2015 council minutes - 2017 budget to include \$2,000 for a Homeless Count in 2017.	3. Focus on Livability	Gaming Reserve
14	502 - CPDS	Campbellton Planning Projects	The Campbellton Neighbourhood Association is looking for funding to partner with Vancouver Island University students to implement their neighbourhood action plan.	The Campbellton Neighbourhood Association was awarded funds in 2016 and is requesting further funding for 2017.  CFwd: Request to fulfill the \$7,500 commitment to this partnership that the City made in 2016. The project will not be completed by the end of year as it started in August 2016, therefore these funds need to be a carry-forward.	3. Focus on Livability	Gaming Reserve

Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
15	502 - CPDS	Downtown Small Initiatives Fund	The Small Initiatives Fund for downtown projects will enable the City to deliver downtown revitalization programs in partnership with the community. Delivery of Campbell River Live streets, parklets, bistro seating, art projection, and wayfinding have generated positive community support for the improvement of streetscapes and public realm in the downtown. The funding for the Downtown Small Initiatives Fund will permit this program to operate in 2017 and support the Downtown Refresh project by testing streetscape elements and space programming within the community, and building the City's relationship with the community, business owners, arts culture and heritage originations.	Downtown revitalization is one of Council's strategic priorities. This fund will enable Council to select several small initiatives to undertake to improve the streetscape and community spaces in the downtown. Examples of projects may include: seating, utility box wrapping with photos, developing a parklet, wayfinding signage, improved lighting, public art or other initiatives as determined by Council. Staff has met and developed a project list for 2017 which includes CR Live streets.	3. Focus on Livability	Gaming Reserve
16	502 - CPDS	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City's initiatives such as Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art Initiatives to generate investment in Downtown and Village Centres aligning with revised Sustainable Official Community Plan and Downtown Refresh.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan and to support economic development, the City's Sign Bylaw requires amendment to allow initiatives to meet a higher standard of design which includes developing guidelines for various preferred sign types, materials along with wayfinding program, address murals and other public art initiatives.	2. Focus on Economic Growth	Gaming Reserve
17	502 - CPDS	Façade Storefront Downtown Revitalization	This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement Program is for commercial storefronts located within a target area of Downtown. The program encourages commercial building owners to invest in façade renovations and storefront upgrades by providing matching grants to cover a portion of renovation costs up to a maximum amount. These grants provide an incentive to conduct building improvements that make streets a more interesting and appealing environment, and attract people and businesses to the area. This program is intended to make city streets a more inviting and interesting place to walk and shop, help building owners attract and retain tenants, build civic pride among the local business community, contribute to the quality of life of residents, workers and visitors, and promote the marketability of the local business area.	One of Council's strategic priorities is downtown revitalization. To date, Council has implemented several strategies to this end. The City's "main street" or primary shopping streets (Shopper's Row and Pier Street) has a collection of tired looking storefronts that impact on the shopping experience which in turn impacts tenant attraction and the overall feeling of vitality and public draw. After a successful launch in 2014, the City is well positioned to build upon the momentum and interest of the Downtown Façade Improvement Program to "freshen" the store fronts and improve the overall feel and messaging of this primary business area of the City. The initial budget of \$50,000 for 2014 was used for support of three successful façade improvements, development of a façade pattern book to guide businesses for future façade improvements, support three of the original unsuccessful program applicants, and the Tidemark Theatre program is intended to make city streets a more inviting and interesting place in developing concepts for façade improvements that would be consistent with the program guidelines. These concepts will be used to promote the 2015 program, and it is expected that the program will garner increasing interest. Having additional funding (a total of \$50,000/year), will enable the City to support four to five businesses each year in doing façade Improvements. The grants are currently valued at 50% of project costs or a maximum contribution of \$10,000. The current annual allocation to this program is \$25,000 per year.	2. Focus on Economic Growth	Gaming Reserve
18	740 - Recreation & Culture	Public Art	Funding for Public Art.	The Public Art Sub-Committee has been formed and is responsible for managing the public art program. These funds will allow the committee to pursue public art installations for the City. Council approved initiative in 2016.  CFwd: Request for funds to accumulate to use towards future committee initiatives.	3. Focus on Livability	Gaming Reserve
<b>Financial Stabilization</b>						
19	502 - CPDS	Downtown Revitalization - Plan & Design	A development readiness/public investment strategy including a conceptual design for streetscape improvements, public spaces and amenities in the downtown is needed for the City to strategically move forward on downtown revitalization efforts. This will enable the City to strategically action capital projects in conjunction with new developments in the downtown and to work toward comprehensive efforts for downtown revitalization. It will include 1) Conceptual Design 2) Public & Business Consultation 3) Implementation Plan.	CFwd: Request in the event there is a timing difference with final payment of invoices (the project is anticipated to be completed by year-end).	2. Focus on Economic Growth	Financial Stabilization

Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
20	502 - CPDS	Sea Level Rise Assessment	Assessment of impact of sea level rise on City as a shoreline community	One of the City's most significant assets is its ocean foreshore. Recent scientific projections suggest that the impacts of sea level rise to the City's foreshore may be significantly greater than previously anticipated. Application of the latest projections for sea level rise against proposed improvements of Robert Ostler park were significant enough to warrant reconsideration of the project and have hi-lighted the need to further study the impacts, and the possible responses available to the City. This study will be initiated in 2017 to begin a comprehensive assessment of the City's exposure to sea level rise along the full ocean frontage and the potential impacts this will have on infrastructure and land use planning.	4. Focus on Management and Governance	Financial Stabilization
21	502 - CPDS	Department Process Review, Fee Review & Outreach	The Community Planning and Development Services Process and Application review for current planning will identify issues in efficiency of the current application process and improve timelines for approvals to deliver improved longer approval timelines. The revision of the Sustainable Official Community Plan and the zoning bylaw revision in customer service to the Community Planning and Development Services 2017, will trigger the need to review the current processes. Alignment will be required to ensure policies and process customers. The goal is to improve processing time for applications such regulations are being achieved along with identifying opportunities where improvement can be made to internal as Sustainable Official Community Plan Amendments, Zoning Amendments, and processes to improve timelines and prevent delays. Comparing current fees to staff time to process will identify if Development permit applications, along with reviewing current fees to achieve changes are required to the current applications fees to cover staff resources. The CPDS department has undergone cost recovery of staff time. The outreach and engagement program will enable significant changes in the last two years. These changes include both staffing and departmental structure changes. It CPDS to increase community, developers and business awareness regarding the has become clear many businesses, community members, and developers are unsure and unaware of the functions and department core functions such as community energy and emissions programs, services that the department provides. Dialogue and materials to clarify the CPDS functions and services would provide business licensing, zoning, SOCP, development permits and engineering while opportunities to build relationships with our customers and correct misinterpretations of services, processes and also cross promoting other on-going programs like the downtown revitalization functions of CPDS. The business license survey in April 2016 revealed many businesses were unaware of what the City tax exemption, façade improvement program and the downtown small offers to support businesses in assisting them to identify appropriate locations for a business and processes that may initiatives programs. The funds will be used to create brochures and education apply to establish that business and operations. The goal is to exemplify the City's open for business attitude by materials, engage community, developers and business in dialogue, coordinate proactively outreach and engaging with the community and businesses to provide information and clarity to our with community events to market the services that the CPDS department customers. provides to the businesses, developers and community.	2. Focus on Economic Growth	Financial Stabilization	
22	720 - Parks	Parks Resource Management Plan	A Parks Resource Management Strategy is needed to enable Senior Management and Council to determine levels of service for parks and streetscapes and to identify the resources necessary to deliver this service.	At present it is difficult to predict or compare the impact of parks service level adjustments on maintenance outcomes and resource needs. The ability to make accurate predictions is essential to enable informed decision making regarding setting service levels for parks maintenance. A Parks Resource Management Strategy will provide a GIS and data platform for annual maintenance and staff planning. It will provide a direct linkage between desired maintenance service level standards and corresponding maintenance budgeting and staffing. The result will be a strategic data platform to support parks resource and asset management. The data will provide critical information on which to base system wide decisions on maintenance priorities. This process would enable transparency on how maintenance results and maintenance staffing are directly linked, thus promoting consensus, and managing expectations, on an appropriate level of maintenance in parks. One of the primary base components of the strategy will be the GIS asset inventory and condition assessment of the City's entire parks and greenspace system. This will form the foundation for maintenance planning. The City's Parks Operations Supervisor has considerable expertise in the development of these types of strategies and teaches this skill for the National Recreation and Parks Association at their Pacific Northwest Parks and Recreation Resource Management School. The availability of this in-house expertise will reduce the funding necessary for external consultants by approximately 50% percent. The City has also made application to the UBCM Asset Management Planning Program Grant for funding in the amount of \$10,000 to support this initiative should it be approved by Council. This request is for one-time funding; future years expenses will be funded through the Parks operating budget.	3. Focus on Livability	Financial Stabilization
23		Future Expected Projects	Funding for future expected projects based on funding parameter of \$125,000 from Financial Stabilization annually.			Financial Stabilization

**Other Funds**



Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
24	213 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements and payment system compliance.	With security intrusions experienced by several municipalities in 2014, a mandatory requirement for a network security audit has been identified. The City's technology network has never undergone a security audit by an independent certified agency. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided in the City's Tempest e-commerce interface (dog licenses, parking tickets, etc.) and planned replacement of our recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance also requires that a network security audit take place on a scheduled basis.	4. Focus on Management and Governance	IT Reserve
25	264 - Economic Development	Tourism Transition	Implementation of the City's tourism transition strategy.	CFwd: Request to fulfill funding commitment to Cadence Strategies. This will ensure work with the tourism transition strategy is completed.	2. Focus on Economic Growth	General Operating Surplus
26	450 - Facilities	Tidemark & Library Painting	Exterior painting of the Tidemark and Library building.	CFwd: Request for operating funds for RFQ 16-63; exterior painting at the Tidemark and Library. Due to inclement weather the project may not be completed in 2016. GL and amount is as follows: 10-2-787688-3130 \$11,932 (Tidemark) 10-2-784178-3130 \$15,000 (VIRL)	3. Focus on Livability	General Operating Surplus
27	450 - Facilities	Facilities Master Plan/Condition Assessment	Development of a long-term civic facilities master plan including 10 year space needs assessment as well as detailed condition/capital asset planning reports for all staffed City owned facilities assessing current condition of all major building components including envelope, mechanical HVAC, roofing, electrical, etc.	The City currently owns or operates 30+ staffed or occupied facilities/buildings with a combined area of ~300,000 square feet and a replacement value of ~\$75,000,000. The City's operations and administrative buildings are facing ongoing space challenges both for office space and operating requirements. The study would involve assessing the City's facility space needs for the next decade. The condition and lifecycle information generated from this report would lead to the development of a long-term asset management and financing plan for the majority of the City's facility assets going out 25+ years, allowing for strategically planned end-of-life replacements for major building components and better overall management of these major capital investments. RFP in evaluation scoring phase.	4. Focus on Management and Governance	Facilities Capital Reserve
28	502 - CPDS	Zoning/OCP Update	Update of the City's Official Community Plan (OCP) and zoning bylaws.	Continuation of updates to the City's Official Community Plan.  CFwd: Request to complete consulting work.  CFwd: Need due to staff shortages in 2016.	3. Focus on Livability	General Operating Surplus
29	502 - CPDS	Community Energy Efficiency Projects	Energy efficiency program management.	The City has been selected as a one of three pilot communities for this program and consequently this initiative has the equivalent of matching funding available through BC Hydro, Fortis BC, and in kind time from Quest Canada and the Community Energy Association (600 hours valued at \$40K). As a pilot community with a new BC Hydro and Fortis BC initiative, the utilities will provide energy retrofit rebates directly to Campbell River customers (matching the City's contributions), as well as \$45,000 in direct funding toward the program.  The City has hired a Community Energy Advisor on a two year contract with a BC Hydro grant. The term will be October 3, 2016 to October 3, 2018. Staff anticipates that the Community Energy Efficiency Program (CEEP) Implementation Plan will be completed and considered by Council by the end of year, resulting in the City working towards the Climate Action Charter. The City has a target of 2% of all buildings being retrofitted on an annual basis by 2020 to become more energy efficient. This program will help work toward the City's greenhouse gas emission reduction targets. Rebates will be offered for energy efficiency improvements to homes, installation of air source heat pumps/renewable energy/energy audits/conversion to more energy efficient heating systems under the Power Down program. This will help to stimulate the economic sector in the building retrofit sector. This initiative will enable the City to proceed with implementation of the Community Energy and Emissions Plan and work toward our Climate Action Charter commitments by offering a community energy retrofit program.  CFwd: Request is to ensure the City meets its commitments with BC Hydro through the Community Energy Advisor position that commenced in the fourth quarter of 2016.	2. Focus on Economic Growth	Carbon Neutral / Grant
30	570 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada Zoning Regulations.	Remove obstacles as per Transport Canada regulations.	4. Focus on Management and Governance	Airport Reserve

Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
31	570 - Airport	Business Development Opportunity Fund	Funding business ventures that will improve the airport and City operations.	In 2013 Council requested that funds be available to the Airport for ongoing business development opportunities. The Business Opportunity Fund is funded by the Airport Improvement Fee which funds the Airport capital plan, although \$100,000 is requested each year to spend on business opportunities, the expectation is these funds will not be used in full each year as this would restrict the City's ability to fund capital improvements.	2. Focus on Economic Growth	Airport Reserve
32	580 - Sewer	Reclaimed Water Study	A study to investigate the possibility of installing a reclaimed water system that would allow the use of reclaimed effluent for non-potable applications at NWEC. The study will also assess opportunities to use the reclaimed water for irrigation and other non-potable uses at NWEC and within the community.	CFwd: Request as contract is awarded but the project is delayed due to the consultant's project lead leaving the company. The project is expected to be completed in early 2017.	4. Focus on Management and Governance	Sewer Fees
33	580 - Sewer	Transformer Repair at Lift Station #11	Repair to existing transformer at Lift Station #11.	CFwd: Contract expected to be awarded by the end of the year however it is likely it won't be completed till early 2017.	4. Focus on Management and Governance	Sewer Fees
34	580 - Sewer	Chemical Grouting Program	Continuation of chemical grouting program.	CFwd: Contract approved by Council and awarded in November 2016 for \$141,820; work may not be completed by year-end.	4. Focus on Management and Governance	Sewer Fees
35	580 - Sewer	Downtown Sewer Study	Study of downtown sewer system.	CFwd: Budget is approximately 50% spent however won't be complete by year-end.	2. Focus on Economic Growth	Sewer Fees
36	580 - Sewer	Lift Station Auto - Cleaning	Installation of automatic wet well cleaning equipment in the lift stations. 2017-LS#17 and #2 2018-LS#12 and #14 2019-LS#13	Wet wells are currently washed-down manually to keep them free of grease and debris that builds up on the walls and pumps. This process is labour intensive and sometime involves confined space entry. The automatic cleaners would reduce the amount of labour and water required for wet well cleaning. Other benefits of this new process includes odour reduction, protection of equipment and wet wells, aeration (provides some pre-treatment, reducing the overall loading of the treatment plant), and improved operator safety.	4. Focus on Management and Governance	Sewer Fees
37	590 - Water	Water Conservation Plan	To create a water conservation plan.	CFwd: Request required for project completion. Project is being done in-house utilizing grant funding with the bulk of the work completed in 2016 using in-house resources. Grant funding will be received once the project is complete.	4. Focus on Management and Governance	Water Fees / \$10K Grant
38	590 - Water	Water Department Office Relocation	The water department is currently based out of a leased facility on Evergreen Road. The lease expires at the end of 2017 and therefore the water department must vacate the premises in 2017. This request is for moving costs only and does not include purchase, lease, or improvement costs, if needed.	The lease for the Evergreen facility expires on December 31, 2017. In the absence of an extension to the lease, the Water department must be relocated before the lease expires. If an extension is secured, the move will not be required.	4. Focus on Management and Governance	Water Fees
39	590 - Water	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for water confined spaces.	WorksafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. vaults). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety.	4. Focus on Management and Governance	Water Fees
40	580 - Sewer	Biosolids Management Options Study	To assess options for biosolids management.	Biosolids are currently land-applied at Norm Woods Environmental Centre (NVEC). The existing site is expected to exceed permit limits near 2019 and therefore an alternate system needs to be in place prior to that date to remain compliant with regulatory requirements. The study will consider the amendment to the Organic Matter Recycling Regulation, which is expected in Spring 2017. It will also confirm the required capital upgrades at NVEC, as well as confirm the potential participation in a regional compost facility.	4. Focus on Management and Governance	Sewer Fees
41	580 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorksafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety.	4. Focus on Management and Governance	Sewer Fees

Index	Department	Project Name	Project Description	Project Justification	Relation to Strategic Priorities	Funding Source
42	740 - Recreation & Culture	Sportsplex Space Assessment-Conceptual Design	Space Assessment and Conceptual Design for Sportsplex.	<p>The Sportsplex has some space and infrastructure issues that need to be addressed as the result of an aging facility and changing community priorities. Issues include an inadequate HVAC system for the current weight room, the need for a roof replacement, insufficient storage, office and first aid space, poor ergonomics at the front desk, the lack of a staff room, and an expanding need for fitness service provision which has required taking over one of the squash courts and an activity room for additional fitness program space. A space assessment and conceptual design is required to determine how the space can be reconfigured or expanded, and how any changes should be phased in with the roof and HVAC system replacement as planned by the Asset Management Supervisor. A conceptual design will come with a Class C cost estimate which will be necessary for any potential recreation infrastructure grant applications.</p> <p>CFwd: Request to complete conceptual design commitment.</p>	3. Focus on Livability	Facilities Capital Reserve

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

A	F	I	L	O	R	U	X	AA	AD	AG	AJ
Reserve Balances Summary	2017 Opening	2017 Closing	2018 Closing	2019 Closing	2020 Closing	2021 Closing	2022 Closing	2023 Closing	2024 Closing	2025 Closing	2026 Closing
<b>Unrestricted Reserves:</b>											
Airport Reserve	282,341	150,827	126,642	163,427	170,895	209,356	248,823	289,308	300,526	342,786	386,103
Capital Lending Reserve	2,328,062	585,755	989,901	1,731,434	1,597,347	2,291,419	2,906,586	3,527,905	3,849,826	4,018,888	4,145,719
Capital Works Reserve	1,340,502	885,149	172,178	551,906	753,394	1,887,475	2,380,339	3,555,478	5,033,703	6,713,884	8,862,906
Carbon Neutral Reserve	301,721	131,922	200,641	270,047	340,147	410,948	482,457	554,682	627,629	701,305	775,718
Community Partnership Committee Reserve	44,059	44,500	44,945	45,394	45,848	46,306	46,769	47,237	47,709	48,186	48,668
Community Works Fund Reserve	3,888,019	2,440,068	2,267,578	121,833	177,640	643,055	810,125	978,865	1,118,993	1,369,914	1,645,252
Facilities Capital Reserve	554,021	221,868	102,887	2,916	179,695	177,003	178,773	180,561	182,367	184,191	186,033
Financial Stabilization Reserve	2,173,791	2,769,837	2,671,285	2,571,748	2,471,215	2,369,677	2,267,124	2,163,545	2,058,930	1,953,269	1,846,552
Fire Equipment Reserve	755,306	10,511	4,900	9,289	13,678	18,067	22,456	31,845	22,013	22,013	22,013
Fleet & Heavy Equipment Reserve	684,992	416,686	400,653	404,660	398,607	392,493	371,168	359,730	358,277	341,660	330,937
Furniture & Equipment Reserve	44,963	4,981	6,131	3,881	4,331	3,631	2,581	4,381	7,181	3,581	2,881
Gaming Reserve	863,355	397,373	422,547	447,972	473,652	499,589	561,135	623,296	686,079	749,490	813,535
Information Technology	256,622	9,029	4,069	4,110	2,131	7,202	3,234	3,266	2,289	2,312	2,335
International Relationship Reserve	43,621	49,107	29,399	34,743	40,140	45,591	51,097	31,408	36,772	42,190	47,662
Legacy Landmark Reserve	72,891	73,620	74,356	75,100	75,851	76,610	77,376	78,150	78,932	79,721	80,518
Parks Capital Reserve	663,689	263,082	363,683	407,875	127,289	185,277	181,070	381,851	183,670	469,629	782,375
Solid Waste Reserve	141,969	59,397	61,233	36,087	36,508	7,377	56,272	74,461	63,039	71,835	49,325
Storm Water Capital Reserve	143,533	190,828	1,828	3,828	6,828	10,828	5,828	27,096	49,587	73,313	98,286
<b>TOTAL</b>	<b>14,583,457</b>	<b>8,704,540</b>	<b>7,944,856</b>	<b>6,886,250</b>	<b>6,915,196</b>	<b>9,281,904</b>	<b>10,653,213</b>	<b>12,913,065</b>	<b>14,707,522</b>	<b>17,188,167</b>	<b>20,126,818</b>
<b>Sewer/Water Funds:</b>											
Norm Wood Future Capital	51,045	51,555	52,071	52,592	53,118	53,649	54,185	54,727	55,274	55,827	56,385
Sewer Capital Reserve	9,711,311	11,813,342	10,577,477	6,791,975	3,578,068	5,144,662	6,878,988	8,361,001	9,890,654	11,517,900	13,142,691
Water Capital Reserve	4,249,129	7,487,344	6,901,479	6,875,977	7,337,070	1,652,364	2,766,690	3,978,703	5,108,356	6,235,602	7,360,393
<b>TOTAL</b>	<b>14,011,485</b>	<b>19,352,241</b>	<b>17,531,027</b>	<b>13,720,544</b>	<b>10,968,256</b>	<b>6,850,675</b>	<b>9,699,863</b>	<b>12,394,431</b>	<b>15,054,284</b>	<b>17,809,329</b>	<b>20,559,469</b>
<b>Mandatory:</b>											
DCC Parkland Acquisition	141,713	333,260	502,483	673,398	846,022	1,020,372	1,196,466	1,374,321	1,553,954	1,735,384	1,918,628
DCC Parkland Development	602,345	678,092	757,593	837,889	918,988	1,000,898	1,083,627	1,167,183	1,251,575	1,336,811	1,422,899
DCC Sewer	304,607	504,603	678,319	853,772	1,030,980	1,209,960	1,390,730	1,573,307	1,757,710	1,943,957	2,132,067
DCC Storm Drain Quinsam	719,894	727,093	734,364	741,708	749,125	756,616	764,182	771,824	779,542	787,337	795,210
DCC Transportation	3,360,669	3,597,581	3,896,157	4,071,469	4,248,534	4,427,369	4,607,993	4,790,423	4,974,677	5,160,774	5,348,732
DCC Water	2,583,563	2,932,599	3,239,675	3,549,822	3,863,070	4,179,451	4,498,996	4,821,736	5,147,703	5,476,930	5,809,449
Parkland Acquisition Reserve (Mandatory)	418,886	423,075	427,306	431,579	435,895	440,254	444,657	449,104	453,595	458,131	462,712
<b>TOTAL</b>	<b>8,131,677</b>	<b>9,196,303</b>	<b>10,235,897</b>	<b>11,159,637</b>	<b>12,092,614</b>	<b>13,034,920</b>	<b>13,986,651</b>	<b>14,947,898</b>	<b>15,918,756</b>	<b>16,899,324</b>	<b>17,889,697</b>
<b>Surplus Reserves:</b>											
General Accumulated Surplus	4,251,883	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254	4,122,254
Sewer Accumulated Surplus	1,967,577	1,295,705	1,144,175	1,187,294	1,099,064	1,190,171	1,191,446	1,268,319	1,399,610	1,454,085	1,532,928
Water Accumulated Surplus	3,407,850	1,525,182	1,213,904	1,308,383	1,497,860	1,577,382	1,752,060	1,819,415	1,978,592	2,128,708	2,268,853
<b>TOTAL</b>	<b>9,627,310</b>	<b>6,943,141</b>	<b>6,480,333</b>	<b>6,617,931</b>	<b>6,719,178</b>	<b>6,889,807</b>	<b>7,065,760</b>	<b>7,209,988</b>	<b>7,500,456</b>	<b>7,705,047</b>	<b>7,924,035</b>
<b>GRAND TOTAL</b>	<b>46,353,929</b>	<b>44,196,225</b>	<b>42,192,113</b>	<b>38,384,362</b>	<b>36,695,244</b>	<b>36,057,306</b>	<b>41,405,487</b>	<b>47,465,382</b>	<b>53,181,018</b>	<b>59,601,867</b>	<b>66,500,019</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Airport Reserve</b>																	
2	30-5-030000-1500 Z002																	
3	Estimate at January 1, 2017																	
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17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
18																		
19	<b>CAPITAL</b>																	
20	570	3005			CFwd	Airport Fueling Facility		82,107										
21	570	3008			CFwd	Parking Machine		20,000										
22	570	NEW				Electronic Runway Condition Reporting Equipment		11,500										
23	570	NEW				Airport Snowblower		40,000										
24	570	NEW				Airside Concrete Parking, Combined Taxi "C" Widening		60,000										
25																		
26																		
27	<b>Sub-Total (Capital)</b>							<b>153,607</b>	<b>60,000</b>	-	-	-	-	-	-	-	-	-
28																		
29	<b>OPERATING</b>																	
30	570			S015		Airport Business Opportunities		100,000										
31						Airport Fueling Station-Repayment (15 years)			86,642	86,642	86,642	86,642	86,642	86,642	86,642	86,642	86,642	
32	570			S068		Flight Way Clearing					30,000			30,000				
33																		
34																		
35																		
36	<b>Sub-Total (Operating)</b>							<b>100,000</b>	<b>86,642</b>	<b>86,642</b>	<b>116,642</b>	<b>86,642</b>	<b>86,642</b>	<b>86,642</b>	<b>116,642</b>	<b>86,642</b>	<b>86,642</b>	<b>86,642</b>
37																		
38	<b>Grand Total</b>							<b>253,607</b>	<b>146,642</b>	<b>86,642</b>	<b>116,642</b>	<b>86,642</b>	<b>86,642</b>	<b>86,642</b>	<b>116,642</b>	<b>86,642</b>	<b>86,642</b>	<b>86,642</b>
39																		
40																		
<b>2017-2026 Total Expenditures</b>																	<b>1,153,385</b>	

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Capital Lending Reserve</b>																
2	80-6-999997-0000 Z005																
3	Estimate at January 1, 2017																
4																	
5																	
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24	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>											
25																	
26	<b>CAPITAL</b>																
27	Airport	3005			CFwd	Aircraft Fueling Facility	1,105,000										
28	Parks	9010			CFwd	Robron Park Upgrade - Artificial Turf	44,518										
29	Fire	NEW				Pumper/Rescue (Replacement)	890,000			890,000							
30	Parks	9018				Big Rock Boat Ramp		250,000									
31																	
32																	
33																	
34																	
35																	
36																	
37																	
38	<b>Grand Total</b>																
39																	
40																	

	2017 Actual	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Brought Forward		2,328,062	585,755	989,901	1,731,434	1,597,347	2,291,419	2,906,586	3,527,905	3,849,826	4,018,888
Land Sale Proceeds											
Additional Funding Required											
Reserve Repayment - Robron Park Upgrades (10 years)		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	43,922	-
Taxation Repayment - 10th Avenue Land Acquisition (Phase 1 - 5 years)		53,535	53,535	53,535	51,600						
Airport Repayment - Airport Fuel Facility (15 years)			86,642	86,642	86,642	86,642	86,642	86,642	86,642	86,642	86,642
Reserve Repayment - Big Rock Boat Ramp (3 years)				85,846	85,846	85,846					
Reserve Repayment - Fire Pumper Truck (per truck over 3 years)			305,611	305,611	305,611	305,611	305,611	305,611			
Interest at 1% Y/E Balance		43,676	8,358	9,899	26,214	15,973	22,914	29,066	35,279	38,498	40,189
<b>Total</b>		<b>2,625,273</b>	<b>1,239,901</b>	<b>1,731,434</b>	<b>2,487,347</b>	<b>2,291,419</b>	<b>2,906,586</b>	<b>3,527,905</b>	<b>3,849,826</b>	<b>4,018,888</b>	<b>4,145,719</b>
Expenditures (detail below)		(2,039,518)	(250,000)	-	(890,000)	-	-	-	-	-	-
Carry forward to next year		<b>585,755</b>	<b>989,901</b>	<b>1,731,434</b>	<b>1,597,347</b>	<b>2,291,419</b>	<b>2,906,586</b>	<b>3,527,905</b>	<b>3,849,826</b>	<b>4,018,888</b>	<b>4,145,719</b>
<b>Grand Total</b>		<b>2,039,518</b>	<b>250,000</b>	<b>-</b>	<b>890,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>







**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1																		
2																		
3	<b>Capital Works Reserve</b>																	
4	10-5-907900-1500																	
5	Estimate at January 1, 2017																	
6																		
7								<b>2017</b>										
8								<b>Actual</b>	<b>Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
42	Carry forward to next year							<b>14,945</b>	<b>15,094</b>	<b>15,245</b>	<b>15,397</b>	<b>15,551</b>	<b>15,707</b>	<b>15,864</b>	<b>16,023</b>	<b>16,183</b>	<b>16,345</b>	
43																		
44	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>												
45																		
46	<b>CAPITAL</b>																	
47	Roads	6016			CFwd	Ferry Terminal Access Improvements		20,000										
48	Roads	6016			NEW	Ferry Terminal Access Improvements			200,000									
49	Cemetery	9009			CFwd	Hwy 28 Elk Falls Cemetery Expansion		129,649										
50	Roads	6020			CFwd	Traffic Control Upgrades - Replacement		197,459										
51	Roads	6024			CFwd	Street Light Infill		87,500										
52	Roads	6024			NEW	Street Light Infill			90,000		90,000		90,000		90,000		90,000	
53	Finance	NEW				Asset Management		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
54	Roads	NEW				Pavement Management Plan		25,000										
55	Roads	6017				Pier St & MHC Entrance Improvements		25,000	300,000									
56	Roads	6018				Parking lot improvements		40,000	25,000	25,000	25,000							
57	Roads	NEW				Capital Works Management		139,693	142,487	145,337	148,244	151,209	154,233	157,318	160,464	163,673	166,946	
58	Roads	6009				Seagull Walkway Repairs			150,000									
59	Roads	6025				Asphalt Overlay		200,000			200,000		500,000	500,000	500,000	500,000	500,000	
60	Roads	NEW				Willis Road Pedestrian Upgrades Phase 2			355,000									
61	Roads	6020				Traffic Control Upgrades - Replacement				200,000			200,000			200,000		
62	Roads	6002				Intersection Improvements					20,000	225,000		20,000	225,000		20,000	
63																		
64	<b>Total - Capital Works Portion</b>							<b>914,301</b>	<b>1,312,487</b>	<b>620,337</b>	<b>533,244</b>	<b>426,209</b>	<b>994,233</b>	<b>727,318</b>	<b>1,025,464</b>	<b>913,673</b>	<b>826,946</b>	
65	<b>OPERATING</b>																	
66																		
67	<b>Total - Operating</b>							-	-	-	-	-	-	-	-	-	-	
68																		
69	<b>Grand Total</b>							<b>914,301</b>	<b>1,312,487</b>	<b>620,337</b>	<b>533,244</b>	<b>426,209</b>	<b>994,233</b>	<b>727,318</b>	<b>1,025,464</b>	<b>913,673</b>	<b>826,946</b>	
70																		
71																<b>2017-2026 Total Expenditures</b>		<b>8,294,212</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Carbon Neutral Reserve</b>																
2	10-5-063000-1500 Z099																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
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16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19	<b>OPERATING</b>																
20	502			CFwd		Community Energy Efficiency Projects - Carbon		61,838									
21	502			NEW		Community Energy Efficiency Projects - Carbon		89,000									
22	502			CFwd		Community Energy Efficiency Projects - CARIP		59,000									
23	502			NEW		Community Energy Efficiency Projects - CARIP		28,000									
24																	
25																	
26																	
27																	
28																	
29																	
30																	
31																	
32																	
33																	
34																	
35																	
36																	
37																	
38	<b>Grand Total</b>						<b>237,838</b>	-	-	-	-	-	-	-	-	-	-
39																	
40																	
<b>2017-2026 Total Expenditures</b>																	<b>237,838</b>

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q			
1	<b>Community Partnership Committee Reserve</b>																			
2	10-5-070000-1500 CC2 Z007																			
3	Estimate at January 1, 2017																			
4																				
5																				
6																				
7																				
8																				
9																				
10																				
11																				
12																				
13																				
14																				
15																				
16	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>														
17																				
18																				
19																				
20																				
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**Community Partnership Committee Reserve**

10-5-070000-1500 CC2 Z007  
Estimate at January 1, 2017

2017		2018	2019	2020	2021	2022	2023	2024	2025	2026
Actual	Budget									
	44,059	44,500	44,945	45,394	45,848	46,306	46,769	47,237	47,709	48,186
Brought Forward										
Annual Contribution	441	445	449	454	458	463	468	472	477	482
Interest at 1% of Y/E Balance										
Total	44,500	44,945	45,394	45,848	46,306	46,769	47,237	47,709	48,186	48,668
Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
Carry forward to next year	44,500	44,945	45,394	45,848	46,306	46,769	47,237	47,709	48,186	48,668
<b>Grand Total</b>	-	-	-	-	-	-	-	-	-	-

**2017-2026 Total Expenditures** -

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Community Works Fund Reserve</b>																	
2	10-4-481635-4430 G009																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
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9																		
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12																		
13																		
14																		
15																		
16																		
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
18																		
19	<b>CAPITAL</b>																	
20	Facilities	9904			CFwd	Walter Morgan Studio-Rehab		52,844										
21	IT	2018			CFwd	Municipal Broadband Network Downtown		328,000										
22	Parks	4047			CFwd	Dick Murphy Viewing Platform		45,000										
23	Parks	9002			CFwd	Ostler Park Redevelopment		323,922										
24	Parks	9025			CFwd	MHC Pocket Beach Upgrades		20,000										
25	Roads	6006			CFwd	Sidewalk Infill		88,708		125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
26	Roads	6007			CFwd	Transit Bus Shelters		34,396										
27	Roads	6007			NEW	Transit Bus Shelters		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
28	Roads	6012			CFwd	Pedestrian Signals Crossing		30,000			30,000			30,000				
29	Roads	6023			CFwd	Willis Rd Sidewalk Improvements		102,261										
30	Facilities	4052				Energy and Water Consumption Reduction Projects		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
31	Roads	6001				Cycling Infrastructure		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
32	Roads	6008				LED Light Conversion Program		50,000	50,000	50,000	50,000							
33	Parks	9008				Marine Foreshore Restoration		85,000	100,000	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	
34	Roads	NEW				Lower Shoppers Row - St. Ann's to 11th Ave		200,000		2,380,000								
35	Roads	6025				Asphalt Overlay		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
36	Parks	NEW				Robron Field House			408,000									
37	Parks	9018				Big Rock Boat Ramp		505,000	95,000									
38	Parks	NEW				East walkway construction at Robron Park				151,000								
39	<b>Sub-Total (Capital)</b>							<b>2,245,131</b>	<b>1,033,000</b>	<b>2,886,000</b>	<b>685,000</b>	<b>280,000</b>	<b>580,000</b>	<b>580,000</b>	<b>610,000</b>	<b>580,000</b>	<b>580,000</b>	
40																		
41																		

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Community Works Fund Reserve</b>																
2	10-4-481635-4430 G009																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
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16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
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36																	
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38																	
39																	
40																	
41																	
42																	
43	Parks					Robron Repayment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	21,691	-
44						<b>Sub-Total (Operating)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>21,691</b>	<b>-</b>
45						<b>Grand Total</b>	<b>2,345,131</b>	<b>1,133,000</b>	<b>2,986,000</b>	<b>785,000</b>	<b>380,000</b>	<b>680,000</b>	<b>680,000</b>	<b>680,000</b>	<b>710,000</b>	<b>601,691</b>	<b>580,000</b>
46																	
47																	
48																	
49																	
	<b>2017-2026 Total Expenditures</b>																<b>10,880,822</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Facilities Capital Reserve</b>																
2	10-5-010000-1500 Z006																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
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14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19																	
20																	
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46																	
47																	
48																	
49																	

	2017 Actual	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026
Brought Forward		554,021	221,868	102,887	2,916	179,695	177,003	178,773	180,561	182,367	184,191
Annual Contribution		190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Increased funding from Capital Works		400,000	55,000	815,000	405,555	410,000	410,000	410,000	410,000	410,000	410,000
Interest at 1% of Y/E Balance		2,197	1,019	29	1,779	1,753	1,770	1,788	1,806	1,824	1,842
<b>Total</b>		<b>1,146,218</b>	<b>412,887</b>	<b>347,916</b>	<b>1,009,695</b>	<b>777,003</b>	<b>778,773</b>	<b>780,561</b>	<b>782,367</b>	<b>784,191</b>	<b>786,033</b>
Expenditures (detail below)		(924,350)	(310,000)	(345,000)	(830,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Carry forward to next year		<b>221,868</b>	<b>102,887</b>	<b>2,916</b>	<b>179,695</b>	<b>177,003</b>	<b>178,773</b>	<b>180,561</b>	<b>182,367</b>	<b>184,191</b>	<b>186,033</b>
<b>OPERATING</b>											
450	CFwd	Facilities Master Plan / Asset Condition Assessment									
740	CFwd	Sportsplex Space Assessment - Conceptual Design									
		<b>Sub-Total (Operating)</b>									
		<b>Grand Total</b>									
			<b>924,350</b>	<b>310,000</b>	<b>345,000</b>	<b>830,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>2017-2026 Total Expenditures</b>											<b>6,009,350</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Financial Stabilization Reserve</b>																
2	10-5-010000-1500 Z104																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>											
18																	
19	502			CFwd	15-085	Downtown Revitalization - Concept Plan & Design	56,378										
20	502			NEW		Sea Level Rise Assessment	65,000	85,000									
21	502			NEW		Department Process Fee Review & Outreach	20,000										
22	720			NEW		Parks Resource Management Plan	40,000	40,000									
23						Annual One-Time Operating Projects (SLCR's)			125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
24																	
25																	
26																	
27																	
28																	
29																	
30																	
31																	
32																	
33						<b>Grand Total</b>	<b>181,378</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
34																	
35																	
	<b>2017-2026 Total Expenditures</b>																<b>1,306,378</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Fire Equipment Reserve</b>																	
2	10-5-020000-1500 Z015																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
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13																		
14																		
15																		
16																		
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
18																		
19	Fire	1006			CFwd	#1 Fire Station Replacement	264,899											
20	Fire	1007			CFwd	Refurbish Existing Ladder Truck	180,000											
21	Fire	1006				#1 Fire Station Replacement	225,000											
22	Fire	1007				Refurbish Existing Ladder Truck	60,000											
23	Fire	1004				Fire Small Equipment	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
24	Fire	NEW				SCBA Replacement										300,000		
25																		
26																		
27																		
28																		
29																		
30						<b>Sub-Total (Capital)</b>	<b>744,899</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>315,000</b>	<b>15,000</b>	
31																		
32	<b>Capital Lending Repayment</b>																	
33						Pumper Repayment			305,611	305,611	305,611	305,611	305,611	305,611	305,611			
34						<b>Sub-Total (Operating)</b>	<b>-</b>	<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>305,611</b>	<b>-</b>	<b>-</b>	<b>-</b>	
35																		
36						<b>Grand Total</b>	<b>744,899</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>320,611</b>	<b>15,000</b>	<b>315,000</b>	<b>15,000</b>	
37																		
38																	<b>2017-2026 Total Expenditures</b>	<b>3,013,565</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Fleet &amp; Heavy Equipment Reserve</b>																
2	10-5-030000-1500 2017																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
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16																	
17																	
18																	
19																	
20	<b>Dept</b>	<b>Year</b>	<b>Unit#</b>	<b>Scoring</b>	<b>Res #</b>	<b>Equipment Description</b>											
21																	
41	Parks	1991	626	29		Crop Spreader					25,000						
42	Pool	1989	719	43		Ingersoll Rand Compressor					20,000						
43	Pool	2003	525	27		Ford F550 Bucket Truck					160,000						
44	Recreatic	2002	202	29		23 Passenger Mini Bus					80,000						
45	Airport	2005	A583	28		Hustler Mower					40,000						
46	Fire	2001	B801	33		Ford Explorer (CWF Eligible)					55,000						
47	Roads	2001	542	37		Chev 1/2 Ton w/ Canopy					40,000						
48	Pool	2001	578	30		HIAB Crane Truck					250,000						
49	Fire	2004	B802	29		Chevy Tahoe					45,000						
50	Roads	2003	543	30		Chev 3/4 Ton P/U					45,000						
51	Fire	1999	B816	24		Ford F150 P/U					40,000						
52	Parks	2003	544	28		Chev 3/4 Ton P/U					45,000						
53	Parks	2005	738	28		Ford 1/2 Ton P/U					35,000						
54	Parks	2003	545	28		Chev 3/4 Ton P/U						45,000					
55	Roads	2006	607	24		Ford 3/4 Ton P/U						45,000					
56	Roads	2006	608	24		Ford 3/4 Ton P/U						45,000					
57	Roads	1997	502	22		Case Loader						200,000					
58	Parks	2007	630	24		Progressive Mower						30,000					
59	Airport	2005	A532	31		1/2 Ton Chev P/U APM Vehicle						35,000					

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Fleet &amp; Heavy Equipment Reserve</b>																	
2	10-5-030000-1500 2017																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
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11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		
19																		
20	<b>Dept</b>	<b>Year</b>	<b>Unit#</b>	<b>Scoring</b>	<b>Res #</b>	<b>Equipment Description</b>												
21																		
60	Parks	2007	614	21		Toolcat w/ Attachments									80,000			
61	Wastewa	2009	668	19		Ford F450XL Service Truck									100,000			
62	Water	2009	669	19		Ford F450XL Service Truck									100,000			
63	Roads	1999	509	17		Super L Backhoe									115,000			
64	Recreatic	2008	667	13		Ford E150 10 Passenger Van										75,000		
65	Roads	2000	708	15		Dynapac Roller									80,000			
66	Roads	1975	507	46		140G Cat Grader									250,000			
67	Parks	2008	618	18		Ford 1 Ton P/U										80,000		
68	Roads	Misc.	Misc.	Misc.		Brine Sprayers x 2, Spreaders x 3										100,000		
69	Parks	2008	617	23												45,000		
70	Roads	2010	505	14		John Deer Backhoe											120,000	
71	Roads	2010	506	14		John Deer Backhoe											120,000	
72	Facilities	NEW				Fleet Maintenance Coordinator Vehicle	40,000											
73																		
74	<b>Grand Total</b>						<b>982,432</b>	<b>550,000</b>	<b>450,000</b>	<b>385,000</b>	<b>210,000</b>	<b>400,000</b>	<b>395,000</b>	<b>405,000</b>	<b>225,000</b>	<b>240,000</b>		
75																		
76	<b>2017-2026 Total Expenditures</b>															<b>4,242,432</b>		

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Furniture &amp; Equipment Reserve</b>																
2	10-5-070000-1500 2018																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19					New	Small Equipment Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
20					CFwd	Recreation Equipment	13,332										
21	<b>Weight Room/Cardio Equipment</b>																
22	Rec.	9900				Transport 1 - elliptical Trainer	8,500					8,500					
23	Rec.	9900				Treadmill - 1	8,550					8,550					
24	Rec.	9900				Recumbent Bike - 1		2,850						2,900			
25	Rec.	9900				Upright Bike		3,000						3,200			
26	Rec.	9900				Upright Spin Bike - 2										1,700	
27	Rec.	9900				Stepper - 1										4,200	
28	Rec.	9900				Transport 3 - elliptical Trainer										8,500	
29	Rec.	9900				Treadmill - 2										9,000	
30	Rec.	9900				Upright Spin Bike - 1					1,700						1,700
31	Rec.	9900				Upright Spin Bike - 3					1,700						1,700
32	Rec.	9900				Recumbent Bike - 2					2,850						3,000
33	Rec.	9900				Upright Spin Bike - 4						1,700					1,700
34	Rec.	9900				Transport 2 - elliptical Trainer						8,500					8,500
35							17,050	5,850	23,150	6,250	10,200	17,050	6,100	23,400	6,400	10,200	
36	<b>Custodial Equipment</b>																
37	Rec.	9900				Vacuum 2 (4 year cycle)	1,600				1,800						1,900
38	Rec.	9900				Vacuum 3 (4 year cycle)								1,800			
39	Rec.	9900				Mini Auto Scrubber (6 year cycle)											4,300
40	Rec.	9900				Vacuum 1 (4 year cycle)					1,800				1,800		

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Furniture &amp; Equipment Reserve</b>																	
2	10-5-070000-1500 2018																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
18																		
19																		
20																		
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34																		
35																		
36																		
37																		
38																		
39																		
40																		
41	Rec.	9900				Extractor Mini (6 year cycle)				2,500							2,500	
42	Rec.	9900				Battery Burnisher 1 (10 year cycle)				11,000								
43	Rec.	9900				Swing Arm 1 (10 year cycle)					2,200							
44	Rec.	9900				Auto Scrubber 1 (10 year cycle)				13,500								
45	Rec.	9900				Battery Burnisher 2 (10 year cycle)					11,000							
46	Rec.	9900				Swing Arm 2 (10 year cycle)						2,300						
47	Rec.	9900				Auto Scrubber 2 (10 year cycle)							14,000					
48	Rec.	9900				Extractor 1 (10 year cycle)										8,000		
49																		
50																		
51	<b>Tables and Chairs</b>																	
52	Rec.	9900				Tables and Chairs				3,000							3,000	
53																		
54																		
55																		
56																		
							<b>2017-2026 Total Expenditures</b>											<b>557,082</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Gaming Reserve</b>																
2	13-5-010000-1500 2023																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
42	740		Ongoing			Public Art	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
43	740		Ongoing			Fund Centennial Pool & Operations Budget	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
44																	
45																	
46	<b>Sub-Total (Operating)</b>						845,633	410,000	410,000	410,000	410,000	375,000	375,000	375,000	375,000	375,000	375,000
47																	
48	<b>COUNCIL CONTINGENCY</b>																
49	310			X024	CFwd	Habitat for Humanity 129 Westgate	29,073										
50	310				CFwd	Fibre Marketing	25,000										
51	310			X032	CFwd	CRYSA Facility Rental Fee (Field House Fundraiser)	1,200										
52																	
53	<b>Sub-Total (Council Contingency CFWD)</b>						55,273	-	-	-	-	-	-	-	-	-	-
54																	
55	310					Council Contingency	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
56																	
57																	
58																	
59																	
60																	
61	<b>Sub-Total (Council Contingency NEW)</b>						150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
62																	
63	<b>Grand Total</b>						<b>1,050,906</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>
64																	
65	<b>2017-2026 Total Expenditures</b>																<b>5,915,906</b>





**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>General Accumulated Surplus</b>																	
2	10-6-999997-0000																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
17																		
18	264			CFwd		Tourism Transition		30,000										
19	450					Tidemark & Library Painting		26,932										
20	502			C036		OCP/Zoning Bylaw Update - Part B		79,112										
21																		
22																		
23																		
24																		
25																		
26																		
27																		
28																		
29																		
30																		
31																		
32																		
33																		
34																		
35																		
36																		
37	<b>Grand Total</b>							<b>136,044</b>	-	-	-	-	-	-	-	-	-	-
38																		
39																		

**2017-2026 Total Expenditures 136,044**



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Information Technology</b>																
2	10-5-010000-1500 Z040																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
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12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19	213	2006			CFwd	Recreation CLASS Software Replacement	170,682										
20	213	2008				PRI Phone System - Dogwood	35,000										
21	213	NEW				Internet Security Hardware	35,000									35,000	
22	213	2014				Vadim e3 upgrade	7,000	9,000									
23	213	2001				Printer/Peripherals Replacement	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
24	213	2002				Workstation/Laptop Replacement	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
25	213	2015				Scheduled Photocopier Replacement		16,000		20,000	70,000	9,000		9,000			
26	213	2016				GIS Orthophotos				17,000				17,000			
27																	
28																	
29																	
30																	
31						<b>Sub-Total (Capital)</b>	<b>298,682</b>	<b>76,000</b>	<b>51,000</b>	<b>88,000</b>	<b>121,000</b>	<b>60,000</b>	<b>51,000</b>	<b>77,000</b>	<b>86,000</b>	<b>51,000</b>	
32	<b>OPERATING</b>																
33	213			S072		Network Security Audit			25,000			25,000			25,000		-
34																	
35																	
36						<b>Sub-Total (Operating)</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	
37																	
38						<b>Grand Total</b>	<b>298,682</b>	<b>76,000</b>	<b>76,000</b>	<b>88,000</b>	<b>121,000</b>	<b>85,000</b>	<b>51,000</b>	<b>77,000</b>	<b>111,000</b>	<b>51,000</b>	
39																	
40																	<b>1,034,682</b>

2017-2026 Total Expenditures

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>International Relationship Reserve</b>																	
2	10-5-060000-1500 CC2 Z027																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
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19																		
20																		
21	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
22	Ishikari Anniversary Celebration						2017 Actual	2017 Budget	2018	2019	2020	2021	2022	2023	2024	2025	2026	
23									25,000					25,000				
24																		
25																		
26																		
27																		
28	<b>Ishikari Portion of Reserve</b>						-		25,000	-	-	-	-	25,000	-	-	-	
29																		
30																		
31																		
32																		
33																		
34																		
35																		
36	<b>Economic Twinning Portion of Reserve</b>						-		-	-	-	-	-	-	-	-	-	
37																		
38	<b>Grand Total</b>						-		<b>50,000</b>	-	-	-	-	<b>50,000</b>	-	-	-	
39																		
40																<b>2017-2026 Total Expenditures</b>		<b>100,000</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q				
1	<b>Legacy Landmark Reserve</b>																				
2	10-5-464120-4450 CC2 Z028																				
3	Estimate at January 1, 2017																				
4																					
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15																					
16	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>															
17			<b>P868</b>																		
18																					
19																					
20																					
21																					
22																					
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39																					
40																					

	2017		2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Budget									
Brought Forward		72,891	73,620	74,356	75,100	75,851	76,610	77,376	78,150	78,932	79,721
20% Perpetual Care for the Year											
Interest at 1% of Y/E Balance		729	736	744	751	759	766	774	782	789	797
<b>Total</b>		<b>73,620</b>	<b>74,356</b>	<b>75,100</b>	<b>75,851</b>	<b>76,610</b>	<b>77,376</b>	<b>78,150</b>	<b>78,932</b>	<b>79,721</b>	<b>80,518</b>
Expenditures (detail below)		-	-	-	-	-	-	-	-	-	-
Carry forward to next year		<b>73,620</b>	<b>74,356</b>	<b>75,100</b>	<b>75,851</b>	<b>76,610</b>	<b>77,376</b>	<b>78,150</b>	<b>78,932</b>	<b>79,721</b>	<b>80,518</b>
<b>Grand Total</b>		-	-	-	-	-	-	-	-	-	-

2017-2026 Total Expenditures



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q				
1	<b>Norm Wood Future Capital</b>																				
2	10-5-030000-1500 CC2 Z031																				
3	Estimate at January 1, 2017																				
4																					
5																					
6																					
7																					
8																					
9																					
10																					
11																					
12																					
13																					
14																					
15	<b>Dept</b>	<b>CC1</b>	<b>Cc2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>															
16																					
17																					
18																					
19																					
20																					
21																					
22																					
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24																					
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**Norm Wood Future Capital**

10-5-030000-1500 CC2 Z031  
Estimate at January 1, 2017

2017		2018	2019	2020	2021	2022	2023	2024	2025	2026
Actual	Budget									
Brought Forward	51,045	51,555	52,071	52,592	53,118	53,649	54,185	54,727	55,274	55,827
Interest at 1% of Y/E Balance	510	516	521	526	531	536	542	547	553	558
<b>Total</b>	<b>51,555</b>	<b>52,071</b>	<b>52,592</b>	<b>53,118</b>	<b>53,649</b>	<b>54,185</b>	<b>54,727</b>	<b>55,274</b>	<b>55,827</b>	<b>56,385</b>
Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
Carry forward to next year	<b>51,555</b>	<b>52,071</b>	<b>52,592</b>	<b>53,118</b>	<b>53,649</b>	<b>54,185</b>	<b>54,727</b>	<b>55,274</b>	<b>55,827</b>	<b>56,385</b>
<b>Grand Total</b>	-	-	-	-	-	-	-	-	-	-

2017-2026 Total Expenditures

-

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q			
1	<b>Parkland Acquisition Reserve (Mandatory)</b>																			
2	80-6-999997-0000 Z047																			
3	Estimate at January 1, 2017																			
4																				
5																				
6																				
7																				
8																				
9																				
10																				
11																				
12																				
13																				
14																				
15																				
16	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>														
17																				
18																				
19																				
20																				
21																				
22																				
23																				
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31																				
32																				
33																				
34																				
35																				
36																				
37																				
38	<b>Grand Total</b>																			
39																				
40																				

2017-2026 Total Expenditures

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>DCC Parkland Acquisition</b>																
2	14-4-481815-4430 Z010																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17																	
18	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
19																	
20																	
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34																	
35																	
36																	
37																	
38	<b>Grand Total</b>						-	-	-	-	-	-	-	-	-	-	-
39																	
40	<b>2017-2026 Total Expenditures</b>																







**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Parks Capital Reserve</b>																	
2	80-6-999997-0000 Z032																	
3	Estimate at January 1, 2017																	
4								<b>2017</b>										
5								<b>Actual</b>	<b>Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
6																		
7	Brought Forward							663,689	263,082	363,683	407,875	127,289	185,277	181,070	381,851	183,670	469,629	
8	Annual Contribution - Parks Parcel Tax							510,000	513,000	516,000	519,000	522,000	524,000	527,000	530,000	533,000	535,000	
9	Additional Contributions to Balance																	
10	Interest at 1% of Y/E Balance							2,605	3,601	4,038	1,260	1,834	1,793	3,781	1,819	4,650	7,746	
11	Total							1,176,294	779,683	883,721	928,135	651,123	711,070	711,851	913,670	721,320	1,012,375	
12	Expenditures (detail below)							(913,212)	(416,000)	(475,846)	(800,846)	(465,846)	(530,000)	(330,000)	(730,000)	(251,691)	(230,000)	
13	Carry forward to next year							263,082	363,683	407,875	127,289	185,277	181,070	381,851	183,670	469,629	782,375	
14	Parks Parcel available to spend							263,082	363,683	407,875	127,289	185,277	181,070	381,851	183,670	469,629	782,375	
15	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
16																		
17	Parks	NEW				Asset Management - Park Infrastructure Renewal Fund				150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
18	Parks	NEW				Nunns Creek Backstop Replacement			60,000									
19	Parks	NEW				Willow Point Park Skatepark Lighting				85,000								
20	Parks	NEW				Willow Point Lights				300,000								
21	Parks	NEW				Mclvor Lake Upgrades				50,000	200,000							
22	Parks	NEW				Maryland to Jubilee Greenway Loop								400,000				
23						<b>Sub-Total (Capital)</b>	<b>813,212</b>	<b>316,000</b>	<b>290,000</b>	<b>615,000</b>	<b>280,000</b>	<b>430,000</b>	<b>230,000</b>	<b>630,000</b>	<b>230,000</b>	<b>230,000</b>	<b>230,000</b>	
24	<b>OPERATING</b>																	
25	Parks					Robron Park Repayment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	21,691		
26	Parks					Big Rock Boat Ramp Repayment			85,846	85,846	85,846							
27						<b>Sub-Total (Operating)</b>	<b>100,000</b>	<b>100,000</b>	<b>185,846</b>	<b>185,846</b>	<b>185,846</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>21,691</b>	<b>-</b>	
28																		
29						<b>Grand Total</b>	<b>913,212</b>	<b>416,000</b>	<b>475,846</b>	<b>800,846</b>	<b>465,846</b>	<b>530,000</b>	<b>330,000</b>	<b>730,000</b>	<b>251,691</b>	<b>230,000</b>		
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54																		
55																		
56																		
																<b>2017-2026 Total Expenditures</b>		<b>5,143,441</b>

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>DCC Transportation</b>																
2	14-4-481815-4430 Z011																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19	Roads	6006			CFwd	Sidewalk Infill											
20																	
21																	
22																	
23																	
24																	
25																	
26																	
27																	
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35																	
36																	
37																	
38						<b>Grand Total</b>	<b>88,708</b>	<b>-</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
39																	
40																	

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1	<b>Sewer Accumulated Surplus</b>																		
2	50-6-999997-0000																		
3	Estimate at January 1, 2017																		
4																			
5																			
6																			
7																			
8																			
9																			
10																			
11																			
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20																			
21																			
22	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>													
23																			
24																			
25																			
26																			
27																			
28																			
29																			
30																			
31																			
32																			
33																			
34																			
35																			
36																			
37																			
38	<b>Grand Total</b>							-	-	-	-	-	-	-	-	-	-	-	
39																			
40																			

2017		2018	2019	2020	2021	2022	2023	2024	2025	2026
Actual	Budget									
Brought Forward	1,967,577	1,295,705	1,144,175	1,187,294	1,099,064	1,190,171	1,191,446	1,268,319	1,399,610	1,454,085
Sewer annual surplus	3,540,128	3,160,470	3,105,119	3,173,770	3,153,107	3,163,275	3,138,873	3,093,291	3,116,475	3,140,843
Proposed Ongoing New Service Levels - Part of Base										
Maintain Existing Station 1 Dispatch Support	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Wastewater On-call	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Transfer excess to Sewer Capital	(4,250,000)	(3,350,000)	(3,100,000)	(3,300,000)	(3,100,000)	(3,200,000)	(3,100,000)	(3,000,000)	(3,100,000)	(3,100,000)
<b>Total</b>	<b>1,295,705</b>	<b>1,144,175</b>	<b>1,187,294</b>	<b>1,099,064</b>	<b>1,190,171</b>	<b>1,191,446</b>	<b>1,268,319</b>	<b>1,399,610</b>	<b>1,454,085</b>	<b>1,532,928</b>
Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
Carry forward to next year	<b>1,295,705</b>	<b>1,144,175</b>	<b>1,187,294</b>	<b>1,099,064</b>	<b>1,190,171</b>	<b>1,191,446</b>	<b>1,268,319</b>	<b>1,399,610</b>	<b>1,454,085</b>	<b>1,532,928</b>
Minimum value of surplus to maintain operations	867,000	884,340	902,027	920,068	938,469	957,238	976,383	995,911	1,015,829	1,036,146
Ending surplus value	<b>428,705</b>	<b>259,835</b>	<b>285,267</b>	<b>178,996</b>	<b>251,702</b>	<b>234,208</b>	<b>291,936</b>	<b>403,699</b>	<b>438,256</b>	<b>496,782</b>
<b>Grand Total</b>		-	-	-	-	-	-	-	-	-

2017-2026 Total Expenditures

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q		
1	<b>Sewer Capital Reserve</b>																		
2	50-6-999997-0000																		
3	Estimate at January 1, 2017																		
4								<b>2017</b>											
5								<b>Actual</b>	<b>Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
6																			
7	Brought Forward							9,711,311	11,813,342	10,577,477	6,791,975	3,578,068	5,144,662	6,878,988	8,361,001	9,890,654	11,517,900		
8	Transfer from Sewer Future Capital Reserve																		
9	Additional funding to balance																		
10	Transfer excess from Sewer Surplus							4,250,000	3,350,000	3,100,000	3,300,000	3,100,000	3,200,000	3,100,000	3,000,000	3,100,000	3,100,000		
11	Total							13,961,311	15,163,342	13,677,477	10,091,975	6,678,068	8,344,662	9,978,988	11,361,001	12,990,654	14,617,900		
12	Expenditures (detail below)							(2,147,969)	(4,585,865)	(6,885,502)	(6,513,907)	(1,533,406)	(1,465,674)	(1,617,987)	(1,470,347)	(1,472,754)	(1,475,209)		
13	Carry forward to next year							<b>11,813,342</b>	<b>10,577,477</b>	<b>6,791,975</b>	<b>3,578,068</b>	<b>5,144,662</b>	<b>6,878,988</b>	<b>8,361,001</b>	<b>9,890,654</b>	<b>11,517,900</b>	<b>13,142,691</b>		
14	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>													
15	<b>CAPITAL</b>																		
16		8000			CFwd	SCADA Platform		114,865											
17		5003			CFwd	Lift Station #11 - Electrical Upgrade		112,216											
18		5005			CFwd	NWEC Upgrades Phase 2		20,000											
19		5009			CFwd	Lift Station Generators		76,467											
20		5015			CFwd	MHC Sewer Chamber Replacement and Aesthetic Improvements		234,485											
21		5016			CFwd	Lift Station #10 Upgrades		158,318											
22		5017			CFwd	NWEC Boiler/DDC Replacement		60,000											
23		5018			CFwd	Sewer Main Replacement		20,000											
24		5009				Lift Station Generators		350,000											
25		NEW				Storage Shelter for Vacuum Truck NWEC		60,000											
26		NEW				Larwood-Erickson Sewer Upgrade		150,000	1,625,000										
27		8002				Meter Renewal		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		
28		NEW				Capital Works Management		104,770	106,865	109,002	111,182	113,406	115,674	117,987	120,347	122,754	125,209		
29		NEW				Lower Shoppers Row - St. Ann's to 11th Ave		25,000		297,500									
30		5002				Waterfront Sewer Forcemain		300,000	1,200,000		5,000,000								
31		5006				NWEC Upgrades Phase 3			300,000	3,500,000									
32		5018				Sewer Main Replacement		1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000		
33		NEW				NWEC Oxidation Ditch Diffusers			50,000										
34		NEW				NWEC Aeration Pipe Lining			100,000										
35		NEW				Sewer Asset Registry			24,000	24,000									
36		NEW				Lift Station Pump Replacement				90,000									
37		NEW				Reclaimed Water Station				300,000									

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Sewer Capital Reserve</b>																	
2	50-6-999997-0000																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>												
18																		
42		NEW				NWEC Generator				1,200,000								
43		NEW				Sewer Facility Renewal			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
44		NEW				Sewer Condition Assessments				52,725								
45		NEW				Industrial Park Lagoon Liner Replacement					70,000							
46		NEW				NWEC Oxidation Ditch Diffuser - Upgrade							150,000					
47						<b>Sub-Total (Capital)</b>			<b>1,836,121</b>	<b>4,555,865</b>	<b>6,870,502</b>	<b>6,513,907</b>	<b>1,533,406</b>	<b>1,465,674</b>	<b>1,617,987</b>	<b>1,470,347</b>	<b>1,472,754</b>	<b>1,475,209</b>
48	<b>OPERATING</b>																	
49	580			S065	CFwd	Downtown Sewer Study			20,028									
50	580			S073	CFwd	Reclaimed Water Study			30,000									
51	580			S055		Lift Station Auto - Cleaning		30,000	15,000									
52						Transformer Repair at Lift Station #11			25,000									
53						Chemical Grouting Program			141,820									
54						Biosolids Management Options Study			50,000									
55						Confined Space Entry Alternate Procedures			15,000									
56						<b>Sub-Total (Operating)</b>			<b>311,848</b>	<b>30,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
57																		
58						<b>Grand Total</b>			<b>2,147,969</b>	<b>4,585,865</b>	<b>6,885,502</b>	<b>6,513,907</b>	<b>1,533,406</b>	<b>1,465,674</b>	<b>1,617,987</b>	<b>1,470,347</b>	<b>1,472,754</b>	<b>1,475,209</b>
59																		
60	<b>2017-2026 Total Expenditures</b>																	
																	<b>27,693,411</b>	



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>DCC Sewer</b>																
2	14-4-481815-4430 Z012																
3	Estimate at January 1, 2017																
4																	
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14																	
15																	
16																	
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>											
18																	
19																	
20																	
21																	
22																	
23																	
24																	
25																	
26																	
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29																	
30																	
31																	
32																	
33																	
34																	
35																	
36																	
37																	
38	<b>Grand Total</b>						-	-	-	-	-	-	-	-	-	-	-
39																	
40							<b>2017-2026 Total Expenditures</b>										

	2017		2018	2019	2020	2021	2022	2023	2024	2025	2026
	Actual	Budget									
Brought Forward		304,607	504,603	678,319	853,772	1,030,980	1,209,960	1,390,730	1,573,307	1,757,710	1,943,957
DCC Contribution		195,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Deferred Revenue Received		-	-	-	-	-	-	-	-	-	-
Interest at 1% of Y/E Balance		4,996	6,716	8,453	10,208	11,980	13,770	15,577	17,403	19,247	21,110
<b>Total</b>		<b>504,603</b>	<b>678,319</b>	<b>853,772</b>	<b>1,030,980</b>	<b>1,209,960</b>	<b>1,390,730</b>	<b>1,573,307</b>	<b>1,757,710</b>	<b>1,943,957</b>	<b>2,132,067</b>
Expenditures (detail below)		-	-	-	-	-	-	-	-	-	-
Carry forward to next year		<b>504,603</b>	<b>678,319</b>	<b>853,772</b>	<b>1,030,980</b>	<b>1,209,960</b>	<b>1,390,730</b>	<b>1,573,307</b>	<b>1,757,710</b>	<b>1,943,957</b>	<b>2,132,067</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q			
1	<b>Solid Waste Reserve</b>																			
2	10-5-903470-1500																			
3	Estimate at January 1, 2017																			
4																				
5																				
6																				
7																				
8																				
9																				
10																				
11																				
12																				
13																				
14																				
15																				
16	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>														
17																				
18	Solid Waste - User Fee Increase Offset						83,160		25,503		29,204				12,046			22,998		
19																				
20																				
21																				
22																				
23																				
24																				
25																				
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34																				
35																				
36																				
37																				
38	<b>Grand Total</b>						<b>83,160</b>	<b>-</b>	<b>25,503</b>	<b>-</b>	<b>29,204</b>	<b>-</b>	<b>-</b>	<b>12,046</b>	<b>-</b>	<b>-</b>	<b>22,998</b>			
39																				
40																				
<b>2017-2026 Total Expenditures</b>																	<b>172,911</b>			





**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Storm Water Capital Reserve</b>																	
2	10-5-030000-1500 Z039																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res#</b>	<b>Project Name</b>												
18																		
19	<b>CAPITAL</b>																	
20		NEW				Downtown Storm Mitigation												
21		6501				Drainage Improvements												
22						Fir Street Upgrades												
23																		
24	<b>Sub-Total (Capital)</b>						<b>180,000</b>	<b>575,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	
25	<b>OPERATING</b>																	
26																		
27																		
28	<b>Sub-Total (Operating)</b>						<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
29																		
30																		
31																		
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34																		
35																		
36																		
37																		
38	<b>Grand Total</b>						<b>180,000</b>	<b>575,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	
39																		
40																<b>2017-2026 Total Expenditures</b>		<b>2,755,000</b>



**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Water Accumulated Surplus</b>																	
2	70-6-999997-0000																	
3	Estimate at January 1, 2017																	
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11	590						<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>		
12							<b>Actual</b>	<b>Budget</b>										
13	Brought Forward						3,407,850	1,525,182	1,213,904	1,308,383	1,497,860	1,577,382	1,752,060	1,819,415	1,978,592	2,128,708		
14	Annual water surplus						3,009,332	3,080,722	2,986,479	2,981,477	2,971,522	2,966,678	2,959,355	2,951,177	2,942,116	2,932,145		
15	Proposed Ongoing New Service Levels - Part of Base																	
16	Water Preventative Maintenance Program						88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000		
17	Maintain Existing Station 1 Dispatch Support						20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		
18	Excess Transferred to Water Capital Reserve						(5,000,000)	(3,500,000)	(3,000,000)	(2,900,000)	(3,000,000)	(2,900,000)	(3,000,000)	(2,900,000)	(2,900,000)	(2,900,000)		
19	<b>Total</b>						<b>1,525,182</b>	<b>1,213,904</b>	<b>1,308,383</b>	<b>1,497,860</b>	<b>1,577,382</b>	<b>1,752,060</b>	<b>1,819,415</b>	<b>1,978,592</b>	<b>2,128,708</b>	<b>2,268,853</b>		
20	Expenditures (detail below)						-	-	-	-	-	-	-	-	-	-		
21	Carry forward to next year						<b>1,525,182</b>	<b>1,213,904</b>	<b>1,308,383</b>	<b>1,497,860</b>	<b>1,577,382</b>	<b>1,752,060</b>	<b>1,819,415</b>	<b>1,978,592</b>	<b>2,128,708</b>	<b>2,268,853</b>		
22	Minimum value of surplus to maintain operations						918,000	936,360	955,087	974,189	993,673	1,013,546	1,033,817	1,054,493	1,075,583	1,097,095		
23	Ending surplus value						<b>607,182</b>	<b>277,544</b>	<b>353,296</b>	<b>523,671</b>	<b>583,709</b>	<b>738,514</b>	<b>785,598</b>	<b>924,099</b>	<b>1,053,125</b>	<b>1,171,758</b>		
24	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>												
25																		
26																		
27																		
28																		
29																		
30																		
31																		
32																		
33																		
34																		
35																		
36																		
37	<b>Grand Total</b>						-	-	-	-	-	-	-	-	-	-		
38																		
39	<b>2017-2026 Total Expenditures:</b>																	

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Water Capital Reserve</b>																	
2	70-6-999997-0000																	
3	Estimate at January 1, 2017																	
4								<b>2017</b>										
5								<b>Actual</b>	<b>Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
6																		
7	Brought Forward							4,249,129	7,487,344	6,901,479	6,875,977	7,337,070	1,652,364	2,766,690	3,978,703	5,108,356	6,235,602	
8	Additional funding to balance																	
9	Transfer excess from Water Surplus							5,000,000	3,500,000	3,000,000	2,900,000	3,000,000	2,900,000	3,000,000	2,900,000	2,900,000	2,900,000	
10	Total							9,249,129	10,987,344	9,901,479	9,775,977	10,337,070	4,552,364	5,766,690	6,878,703	8,008,356	9,135,602	
11	Expenditures (detail below)							(1,761,785)	(4,085,865)	(3,025,502)	(2,438,907)	(8,684,706)	(1,785,674)	(1,787,987)	(1,770,347)	(1,772,754)	(1,775,209)	
12	Carry forward to next year							<b>7,487,344</b>	<b>6,901,479</b>	<b>6,875,977</b>	<b>7,337,070</b>	<b>1,652,364</b>	<b>2,766,690</b>	<b>3,978,703</b>	<b>5,108,356</b>	<b>6,235,602</b>	<b>7,360,393</b>	
13	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>												
14	<b>CAPITAL</b>																	
15	Water	8000				CFwd SCADA Platform	114,865											
16	Water	7003				CFwd CR Water Supply Admin	(5,326)											
17	Water	7006				CFwd CR Water Supply - Hwy 28	12,920											
18	Water	NEW				Water Dept. Temporary Location	300,000											
19	Water	NEW				Water Preventative Maintenance Improvements - Truck	60,000											
20	Water	NEW				System Modifications for Water Supply Project	900,000											
21	Water	NEW				CRIB/CCR Water Improvements	20,000											
22	Water	7025				WM Cathodic Protection	35,000	125,000										
23	Water	7024				Petersen PRV		40,000	335,000									
24	Water	7026				Fire Hydrant Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
25	Water	7027				Water Service Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
26	Water	7028				Watermain Renewal		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
27	Water	8002				Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
28	Water	NEW				Capital Works Allocation	104,770	106,865	109,002	111,182	113,406	115,674	117,987	120,347	122,754	125,209		
29	Water	NEW				Lower Shoppers Row - St. Ann's to 11th Ave	25,000		297,500									
30	Water	NEW				Water Facility Renewal		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
31	Water	7021				Dogwood Operations Centre Backflow/Meter		125,000										
32	Water	NEW				Water Supply Pipe Disposal		2,000,000										
33	Water	NEW				Water Asset Registry		24,000	24,000									
34	Water	NEW				Pressure Reducing Valve Abandonment			45,000									
35	Water	NEW				Bathurst/McLean Pressure Reducing Valve Replacement			195,000									
36	Water	7030				Evergreen Reservoir Lining			370,000									
37	Water	NEW				Water Condition Assessments				52,725								
38	Water	NEW				John Hart Reservoir				500,000	6,000,000							

**City of Campbell River  
2017-2026 Financial Planning  
Reserve Fund Continuity Summary**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	<b>Water Capital Reserve</b>																	
2	70-6-999997-0000																	
3	Estimate at January 1, 2017																	
4								<b>2017</b>										
5								<b>Actual</b>	<b>Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
6	Brought Forward							4,249,129	7,487,344	6,901,479	6,875,977	7,337,070	1,652,364	2,766,690	3,978,703	5,108,356	6,235,602	
7	Additional funding to balance																	
8	Transfer excess from Water Surplus							5,000,000	3,500,000	3,000,000	2,900,000	3,000,000	2,900,000	3,000,000	2,900,000	2,900,000	2,900,000	
9	Total							9,249,129	10,987,344	9,901,479	9,775,977	10,337,070	4,552,364	5,766,690	6,878,703	8,008,356	9,135,602	
10	Expenditures (detail below)							(1,761,785)	(4,085,865)	(3,025,502)	(2,438,907)	(8,684,706)	(1,785,674)	(1,787,987)	(1,770,347)	(1,772,754)	(1,775,209)	
11	Carry forward to next year							<b>7,487,344</b>	<b>6,901,479</b>	<b>6,875,977</b>	<b>7,337,070</b>	<b>1,652,364</b>	<b>2,766,690</b>	<b>3,978,703</b>	<b>5,108,356</b>	<b>6,235,602</b>	<b>7,360,393</b>	
12																		
13	<b>Dept</b>	<b>CC1</b>	<b>CC2</b>	<b>CC3</b>	<b>Res #</b>	<b>Project Name</b>												
14																		
15																		
16	Water	NEW				Upper Shoppers Row - 11th Ave to 13th Ave				25,000	221,300							
17	Water	NEW				Rockland Road Transmission Main				100,000	700,000							
18	Water	8004				PLCs Replacement Program						20,000	20,000					
19						<b>Sub-Total (Capital)</b>	<b>1,717,229</b>	<b>4,070,865</b>	<b>3,025,502</b>	<b>2,438,907</b>	<b>8,684,706</b>	<b>1,785,674</b>	<b>1,787,987</b>	<b>1,770,347</b>	<b>1,772,754</b>	<b>1,775,209</b>		
20	<b>OPERATING</b>																	
21	590			S074	CFWD	Water Conservation Plan	14,556											
22						Water Department Office Relocation	15,000											
23						Confined Space Entry Alternate Procedures	15,000	15,000										
24						<b>Sub-Total (Operating)</b>	<b>44,556</b>	<b>15,000</b>	-	-	-	-	-	-	-	-	-	
25																		
26						<b>Grand Total</b>	<b>1,761,785</b>	<b>4,085,865</b>	<b>3,025,502</b>	<b>2,438,907</b>	<b>8,684,706</b>	<b>1,785,674</b>	<b>1,787,987</b>	<b>1,770,347</b>	<b>1,772,754</b>	<b>1,775,209</b>		
27																		
28	<b>2017-2026 Total Expenditures:</b>																	
29	<b>28,888,736</b>																	



**2016 Projected Surplus Summary**

<b>Projected Operating Surplus</b>	<b>\$ 756,415</b>
<b>Reconciliation</b>	
RCMP SCIF traffic fine revenue	113,881
RCMP contract	(241,834)
Police protection	308,047
Fire over budget (OT, fleet and auxiliary training)	(192,628)
MFA debt actuarial adjustments and dividends	125,000
Taxation and PILT revenue	353,061
Airport fuel sales cost of goods sold under budgeted	(233,284)
Corporate Services revenue	273,032
Labour vacancies	246,000
RCMP retro accrual	(160,000)
Employee sick and vacation accrual adjustment	139,000
Other miscellaneous variances	26,139
	<u><u><b>\$ 756,415</b></u></u>

2017 Base Operating Department Segmentation

<b>GOVERNANCE</b>	101 - City Manager 310 - Mayor & Council 311 - Legislative Services 316 - Risk Management 327 - Bylaw Enforcement 328 - Animal Control
<b>RCMP</b>	320 - RCMP 321 - Police Protection 356 - Victim Services
<b>FIRE</b>	322 - Fire Protection 323 - E911
<b>CORPORATE SERVICES</b>	111 - Communications 114 - Human Resources 212 - Finance 213 - Information Technology 300 - GM Corporate Services
<b>GENERAL FISCAL SERVICES</b>	218 - Reserves 219 - Fiscal Services 220 - Debt 230 - Taxation 231 - Corporate Services
<b>FACILITIES &amp; SUPPLIES MANAGEMENT</b>	400 - GM Facilities & Supply Management 445 - Supply Management 446 - Property Management 447 - Fleet 448 - Capital Works 449 - Stores 450 - Facilities
<b>OPERATIONS</b>	500 - GM Operations 501 - Transportation 532 - Roads 536 - Public Transit 550 - Storm Drains 539 - Solid Waste
<b>PARKS, RECREATION &amp; CULTURE</b>	700 - GM Parks, Recreation & Culture 720 - Parks 730 - Recreation & Culture Management 740 - Recreation & Culture 752 - Cemeteries
<b>DEVELOPMENT SERVICES</b>	264 - Economic Development 502 - Community Planning & Development Services
<b>AIRPORT</b>	570 – Airport 579 – Airport Fiscal Services
<b>SEWER</b>	580 – Sewer 585 – Sewer Debt 589 – Sewer Fiscal Services
<b>WATER</b>	590 – Water 595 – Water Debt 599 – Water Fiscal Services



## **Business Case Analysis 2017-2026 Financial Planning**

**Project Title:** Downtown Investment Funding Strategy

### **Situation Analysis:**

The City's infrastructure in the downtown core dates back to 1957, including sewer, water, storm drain, electrical infrastructure, roads overlay, streetlights, and sidewalks. Most of the downtown infrastructure has reached the end of its service life and requires replacement within the next five to ten years. The downtown has known flooding issues during storm events as well as ongoing issues related to the London Plane trees damaging downtown infrastructure, both issues causing frustration for the downtown businesses.

These ongoing infrastructure problems are of significant concern given that downtown revitalization is a key ongoing strategic priority of Council. The City has invested a significant amount of resources to revitalizing the downtown core as a means to enhance the City's economic growth, tourism activities, residential and commercial development, and livability of Campbell River.

The downtown revitalization tax exemption implemented in 2009 has been a catalyst for investment and upgrades to the downtown core. Key projects completed due to the tax exemption in the downtown include Seymour Pacific/Broadstreet Properties building, Berwick retirement community, Comfort Inn Hotel, and Healthyway Grocer. The increased taxation related to these investments will start to be realized by the City in 2020 once the 5-year downtown revitalization exemption has been completed; Council has stated they would like to see these funds re-invested into the downtown.

### **Problem Statement:**

In order to stay on track with the Downtown Refresh project the next step is to develop an action plan which identifies the level of funding and funding sources that the City is willing to invest in the downtown in the next ten years, as well as prioritize the key areas and related City projects that Council would like to invest in.

### **Decision Criteria and Measures:**

#### *Relationships:*

- The downtown small initiatives fund has delivered small projects that are reflected in a larger scale in the Downtown Refresh Plan that have generated community support and interest for revitalization and innovative design concepts for the Downtown.
- This relationship with the community has developed over the last several months through the Downtown Refresh consultation and community has expressed their desire for the revitalization projects in the Downtown Refresh Plan are implemented.
- If the City does not identify an implementation plan, trust with the community will be damaged given the extensive public consultation undertaken with the Downtown Refresh project.

#### *Economic Growth:*

- The City has the Downtown Tax Exemption program which is an incentive tool for redevelopment which can be utilized in conjunction with partnership programs with street

## **Business Case Analysis 2017-2026 Financial Planning**

improvements if there is a secured funding source for these opportunities when they arise by development applications.

- Have funds in place to work with a Developer when an application comes in for a new construction or renovation so the City can partner with the owner to improve the street.
- Improvements to the streets surface and subsurface supports redevelopment of downtown lands that are currently vacant or underutilized and stimulates renovations of existing buildings to achieve diversity and mix of land uses in the downtown.

### *Livability:*

- The Downtown Refresh Plan identifies short medium and long term projects over the ten-year financial plan that can be City or Developer led.
- Creating spaces for public art and festivals in street designs provides opportunities to create lighting for safety and create a stimulus for people to gather in public areas achieving eyes on the streets. Programming and street elements create an environment for cultural activities which facilitates community safety.
- Improved connections to the waterfront and removing the separation from the waterfront that buildings and streets have created.

### *Management & Governance*

- A sustainable Downtown Investment Fund would provide funds to complete existing infrastructure renewal projects by providing the funding to create surface improvements.
- A 10 year look at infrastructure improvements and street designs identifies a list of projects that have various levels of capital requirements to address condition and capacity issues that will respond to new development and highlight immediate capital projects required to avoid failure.

### **Alternative Solutions:**

- 1) Sustained Investment
- 2) Big Project Option
- 3) Reactive
- 4) Designated Taxation

### **Evaluation of Alternatives:**

#### **1) Sustained Investment**

The preferred option to implement the Downtown Refresh plan would be to allocate ongoing existing funds from the Community Works Fund Reserve towards ongoing investment in downtown capital upgrades

Each year the City receives approximately \$1.4 million of Community Works funds of which \$100,000 is paid back to the Capital Lending Reserve for ten years for the Robron fieldhouse payback, \$600,000 of Council strategic priority projects, as well as to fund annual programs in roads and parks for marine foreshore restoration, sidewalk infill, cycling upgrades, pedestrian signals crossing. These are community enhancement projects of which many of these programs would align with upgrades that would be required in the downtown capital projects.

## **Business Case Analysis 2017-2026 Financial Planning**

Staff are recommending \$1 million of the annual \$1.4 million is allocated to the Downtown Investment Fund, leaving the \$100,000 Robron field payback and \$300,000 for Council's other strategic priorities outside of the downtown. Priority community enhancements for current parks and roads projects for other areas of the City outside of downtown would be re-allocated to funding from the roads and parks reserve and prioritized against other projects.

An additional \$500,000 from the projected 2017 opening reserve balance is estimated to be available to allocate to the Downtown Investment Fund, after considering other 2017 priority projects.

Therefore, the estimated available allocation to Downtown investment from Community Works Funds in the ten-year plan would be \$10.5 million.

An opportunity staff are recommending Council to consider is utilizing the Capital Lending Reserve for the Downtown Investment Fund with payback from the downtown revitalization exemption taxation. This option would provide the most impact for the revitalization tax revenue as in any one year the new tax revenue is not significant.

The downtown revitalization tax revenues will be realized by the City starting in 2020 with \$240,000 up to \$355,000 annually in 2022 with existing developments. This value will continue to increase as developments continue in the downtown core.

This is estimated to provide approximately \$2.7 million of additional funding for downtown investment within the ten-year plan, and future years if Council wanted to continue the program in the future.

This option would provide a total of \$13.2 million of funds to the Downtown Investment Fund. See the attached appendix for detailed calculations of the Downtown Investment Fund under this option and the potential projects that could be completed within the ten-year financial plan under this model.

### **Pros:**

- The City would have the ability to capitalize on new development applications by having funds for projects outlined in the Downtown Refresh Plan and the ability to revisit the long term plan during financial planning.
- Establishing the Downtown Investment Fund would demonstrate to investors that the City is committed and confident in the long term economic success of the downtown core.
- Would provide ongoing sustainable funding for downtown investments utilizing existing funding.
- Would focus the Community Works funds to complete Council's key strategic initiative of revitalizing downtown with external grant funds. This is a great news story to the community and to the grant provider that these funds are being used to change the look and feel of the City's downtown core.
- The Community Works funds are currently utilized for community enhancement projects therefore this allocation would not re-direct funds currently used for necessary renewal upgrades across the community.
- The downtown revitalization exemption funds would be specifically re-directed into the downtown core and those funds would be maximized utilizing the internal

## **Business Case Analysis 2017-2026 Financial Planning**

lending reserve, negating the need to utilize external debt that is required for other core City renewal projects and facilities upgrades.

- This option would allow the City to continue with the momentum built with the community and complete some priority projects within two to four years.
- This option provides significant funding for downtown upgrades to be completed within the ten-year plan, with a possible 5 of 9 City driven projects completed which would change the landscape of the downtown.
- The City could re-allocate these dedicated funds to other emerging developer driven projects as those opportunities arose.
- The focus on downtown investment would likely drive developer and business upgrades in the downtown, which would further increase the City's tax revenues.
- If the City continued this plan for 10 years, the momentum could continue to 15 years with the payback of the Capital Lending Reserve projects coming to an end in 2026.
- Flexibility in the option as Council could re-allocate these funds to other projects as deemed necessary due to the flexibility in the funding source. The 10-year plan could be shorted to a 5-year plan during financial planning in any one year.
- Ability to capitalize on any emerging provincial/federal grants; generally, community works funds is considered a valid matching fund for other grants.

### **Cons:**

- The commitment of a long-term Downtown Investment Strategy will focus funding efforts in the downtown in the ten-year financial plan which will reduce the amount of funding available for upgrades in other areas of the City.
- The allocation of \$1 million per year of Community Works funds would reduce Council's annual allocation from \$600,000 per year to \$300,000 per year. However, this funding is achieving Council's key priority of downtown revitalization.
- The allocation of \$1 million per year of Community Works funds would require a reduction in other community enhancement projects primarily in roads and parks. However, priority projects could be re-allocated to existing Capital Works and Parks reserves for consideration against other projects. Additionally, with the ongoing capital investment tax increase within the budget parameters, this provides ongoing increase to these capital reserves which provides additional room to fund these other enhancement projects in the future.
- Council may have other priorities for the downtown revitalization tax exemption revenues starting in 2020.

## **2) Big Project Option**

Another consideration if Council and staff did not wish to commit to ten years of reduced availability of the Community Works fund for other projects across the City would be to allocate Community Works funds for only 4 years from 2017 to 2020, with \$1.5 million in 2017 and \$1 million thereafter for a total of \$4.5 million dollars. This would be in addition to the Capital Lending Reserve \$2.7 million which would provide a total of \$7.2 million of funds. After 2020, the City could open up Community Works funds for projects in other areas of the City.

This option would provide a total of \$7.2 million of funds to the Downtown Investment Fund. See the attached appendix for detailed calculations of the Downtown Investment

## **Business Case Analysis 2017-2026 Financial Planning**

Fund under this option and the potential projects that could be completed within the ten-year financial plan under this model.

This option could provide funding for either City driven projects or seed funding to capitalize on developer driven projects in the downtown.

**Pros:**

- The City would have focused effort in the downtown for 4 years to accomplish some key projects within the downtown.
- The City would not be committing to a long-term investment downtown and could re-evaluate the community's priorities in 2020.
- After 2020, the City could refocus its efforts in other areas of the City for community enhancements.
- Ability to capitalize on any emerging provincial/federal grants; generally, community works funds is considered a valid matching fund for other grants.

**Cons:**

- Without ongoing sustainable investment in the downtown, the implementation of the Downtown Refresh plan and full downtown revitalization would not likely continue. Future projects would be grant or developer driven and alternative funding would need to be determined.
- The City would not have dedicated funding available for opportunities arising from developer driven projects.
- The momentum from the community and the developers would likely phase out without the ongoing long-term commitment of investing in the downtown.
- Council would need to prioritize those projects that fell within the \$7 million funds available as that would be the available funding in the ten-year plan.

### **3) Reactive**

Another option is to complete downtown upgrades in a reactive manner. The City could focus future grant applications on projects such as the Shoppers Row upgrades and hold off on investment until grant funds became available.

Another reactive option would be to wait until a developer opportunity arose and allocate funds from other projects at that time.

This option does not provide sustained funding therefore no appendix is attached.

**Pros:**

- The City could capitalize on synergies and cost savings by waiting for a developer to drive capital improvements in the downtown.
- The City would be able to allocate funds to other areas of the City, as the focus would be on obtaining external grants funds to drive downtown revitalization.

**Cons:**

- A one-year approach does not align with the City's focus on long-term financial planning which drives a strategic direction for Council, staff, residents, businesses, and investors alike.

## **Business Case Analysis 2017-2026 Financial Planning**

- The availability of funding for downtown investment would be volatile and not guaranteed to be available.
- The City would be acting in a reactive manner to downtown revitalization and it may take many years to see any noticeable action following the public engagement and Downtown Refresh projects.
- The City would not be prioritizing the capital projects therefore funds may be spent in a less preferable area of the downtown.
- The City would have to re-prioritize other projects as grants or developer opportunities arose, therefore other key projects may be delayed.
- Not having designated downtown investment funds will result in the City operating in a reactive short-term manner related to a key area that could change the face and future of the City.
- Waiting to invest in the downtown will delay opportunities to promote tourism and economic development in the downtown core.

#### **4) Designated Taxation & Debt Funding**

Another viable option for obtaining funds for the downtown revitalization is to develop a specific tax levy for the downtown. Council could implement an ongoing tax levy that is directly allocated to downtown investment. A 1% tax increase provides approximately \$250,000 of funding which could be used for Downtown Investment. This option would put an additional levy on top of the existing 2-3.5% annual tax increase established with the budget parameters to fund base service, new services and ongoing capital funding.

\$1 million of debt funding at 4% interest rates results in \$92,000 of debt servicing costs, therefore a 1% tax levy would provide \$2.7 million of debt funding over a 15-year term.

This would be in addition to the Capital Lending Reserve \$2.7 million from downtown tax exemptions revenues. Therefore, a four year 1% annual increasing tax levy for a total of a 4% tax increase would provide \$13.5 million of funding for downtown capital projects.

This option would provide a total of \$13.5 million of funds to the Downtown Investment Fund. See the attached appendix for detailed calculations of the Downtown Investment Fund under this option and the potential projects that could be completed within the ten-year financial plan under this model.

##### **Pros:**

- The City would have a designated funding source for downtown revitalization.
- The City would be able to utilize Community Works Funds for other priority projects.

##### **Cons:**

- The City would have to undertake a referendum to obtain elector approval to borrow from the citizens to invest in downtown upgrade projects.
- The City would need to undertake extensive public outreach and engagement to support taking on external borrowing to revitalize the downtown.
- The City would limit the ability to borrow for other high need projects across the community including its core facility upgrades and replacement, other roads and storm, sewer and water upgrades.

## **Business Case Analysis 2017-2026 Financial Planning**

- The City would use a significant portion of its limited external borrowing power and ability to pay for debt servicing.
- The focus on a designated tax levy for downtown revitalization could put pressure to reduce taxation on base services, the ability to add other new service levels and ongoing capital funding for maintaining and renewing the extensive capital asset network across the City. This option could put strain on the long-term sustainable service delivery of the City.
- This commits future Council's to a long-term debt repayment which could limit the flexibility in the future for capital upgrades and new service levels.

### **Recommendation:**

**Alternative 1** - Establish a sustainable Downtown Investment Fund in the ten-year financial plan informed by Downtown Refresh Plan and prioritize City capital projects in the ten-year plan as categorized by the four precincts.

The revitalization of the downtown core of Campbell River would be accomplished through making tough decisions on priorities and utilizing external Community Works grant funds, as well as revenues derived through the downtown revitalization tax exemption. This would be a great news story for the community about accomplishing significant success through long-term strategic decision making in the financial plan.

- With a sustainable Downtown Investment Fund, planning for coordinated street improvements could be identified in the ten-year financial plan.
- With a sustainable Downtown Investment Fund, the City could react and participate in partnerships with new development or renovations in the downtown.
- A sustainable Downtown Investment Fund would allow for the implementation Downtown Refresh project.
- The City could then select streets to revitalize and coordinate with other capital projects in a time sensitive proactive manner.
- The City would then be ready for development applications that provide an opportunity to partner with through capital projects and Refresh Downtown designs from funding through the Downtown Investment Fund.
- Ability to capitalize on any emerging provincial/federal grants; generally, community works funds is considered a valid matching fund for other grants.

### **Implementation Plan:**

Staff recommends that Council approves the allocation from Community Works Fund Reserve in the 2017-2026 Financial Plan; \$500,000 from surplus funds and \$1 million for each year providing \$10.5 million of funds for Downtown Investment Fund. Additionally, staff recommends that Council approves that the downtown revitalization tax revenues are committed to the Downtown Investment Fund through a payback model with use of the City's internal borrowing reserve, the Capital Lending Reserve, providing an additional \$2.7 million of funding for Downtown Investment. This provides a total of \$13.2 million of sustainable funding for the Downtown Investment without affecting the ongoing sustainability of the City to fund base services and renew existing capital assets.

## **Business Case Analysis 2017-2026 Financial Planning**

The completion of the downtown projects would require significant resources on many City departments including Capital Works, Roads, Stormwater, Sewer, Water, Parks, Community Planning & Development Services, and Finance. Synergies and community engagement would be key goals of the projects to ensure the end produce meet the publics needs and aligned with future operational and sustainability goals for maintaining these new assets.

Due the extensive scope of the downtown works, it would be expected other projects across the community would be delayed to focus on these significant projects.

Expectation and measures of success of the City's investment would be:

- Increase in new development applications in the Downtown.
- Increase in new business licenses in the Downtown.
- Increased occupancy of currently vacant buildings in the Downtown.
- Conversion of parking lots into mix use buildings which include parking.
- Increase in festivals/events in the Downtown.
- Increase in annual tourism numbers in the Downtown.
- Continued City investment in capital upgrades in the downtown with completion of the projects in a strategic manner that aligns with the look and feel developed in the four precincts in the Downtown Refresh plan.
- Significant revitalization, beautification, and livability in the downtown core confirmed through the community survey completed every three years.

Completing the downtown upgrades through downtown revitalization tax revenues and Community Works funds would not put pressure on the ongoing budget parameters that provide funding for base services, new service levels and ongoing capital funding as these are grant and specified tax revenues. Therefore, the investment in the downtown using this option would not be expected to put future strain on the ongoing service levels of the City which is a great news story.

**Appendix:** Downtown Investment Fund (Options 1, 2, 4)



City of Campbell River  
 2017-2026 Financial Planning  
 Downtown Investment Strategy  
 Option 1 - Sustained Investment (Community Works Funds & Downtown Revitalization Tax Revenues)

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded Projects
<b>Downtown Investment Fund</b>														
Opening			-	1,250,000	37,000	707,000	312,000	832,000	262,000	1,262,000	1,972,000	374,000	-	
Community Works Fund Allocation			1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,500,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	-	1,500,000	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			(250,000)	(2,213,000)	(330,000)	(2,895,000)	(1,680,000)	(1,570,000)	-	(290,000)	(2,598,000)	(380,000)	(12,206,000)	
<b>Ending</b>			<b>1,250,000</b>	<b>37,000</b>	<b>707,000</b>	<b>312,000</b>	<b>832,000</b>	<b>262,000</b>	<b>1,262,000</b>	<b>1,972,000</b>	<b>374,000</b>	<b>994,000</b>	<b>994,000</b>	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct			330,000	2,895,000							3,225,000	-
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct	250,000	2,213,000									2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct					180,000	1,570,000					1,750,000	-
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tye Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct										380,000	380,000	3,358,000
8) Pier Street South	2,888,000	Design/Construct								290,000	2,598,000		2,888,000	-
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	
Roberts Reach extension to 14th Ave	TBD	Design											-	
<b>City Capital Projects</b>	<b>27,165,000</b>		<b>250,000</b>	<b>2,213,000</b>	<b>330,000</b>	<b>2,895,000</b>	<b>1,680,000</b>	<b>1,570,000</b>	<b>-</b>	<b>290,000</b>	<b>2,598,000</b>	<b>380,000</b>	<b>12,206,000</b>	<b>14,959,000</b>
Developer Driven Projects	16,852,000												5 projects	4 projects
Total Cost of Downtown Projects	<u>44,017,000</u>													

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.

City of Campbell River  
 2017-2026 Financial Planning  
 Downtown Investment Strategy  
 Option 2 - Big Project Option (Community Works Funds & Downtown Revitalization Tax Revenues)

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded Projects
<b>Downtown Investment Fund</b>														
Opening			-	1,250,000	37,000	2,207,000	312,000	12,000	12,000	12,000	12,000	12,000	-	
Community Works Fund Allocation			1,500,000	1,000,000	1,000,000	1,000,000	-	-	-	-	-	-	4,500,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	1,500,000	-	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			(250,000)	(2,213,000)	(330,000)	(2,895,000)	(1,500,000)	-	-	-	-	-	(7,188,000)	
<b>Ending</b>			<b>1,250,000</b>	<b>37,000</b>	<b>2,207,000</b>	<b>312,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct			330,000	2,895,000							3,225,000	-
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct	250,000	2,213,000									2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct											-	1,750,000
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tyee Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct											-	3,738,000
8) Pier Street South	2,888,000	Design/Construct											-	2,888,000
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	
Roberts Reach extension to 14th Ave	TBD	Design											-	
<b>City Capital Projects</b>	<b>27,165,000</b>		<b>250,000</b>	<b>2,213,000</b>	<b>330,000</b>	<b>2,895,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,188,000</b>	<b>19,977,000</b>
Developer Driven Projects	16,852,000												3 projects	6 projects
<b>Total Cost of Downtown Projects</b>	<b>44,017,000</b>													

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.

City of Campbell River  
 2017-2026 Financial Planning  
 Downtown Investment Strategy  
 Option 4 - Designated Taxation & Debt Funded

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded
<b>Downtown Investment Fund</b>														
Opening			-	-	-	1,250,000	1,407,000	3,477,000	3,102,000	3,852,000	494,000	494,000	-	
Debt Funding - 5 year (1% Annual Tax Levy)			-	-		2,700,000	2,700,000	2,700,000	2,700,000	-	-	-	10,800,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	1,500,000	-	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			-	-	(250,000)	(2,543,000)	(1,830,000)	(3,075,000)	(1,950,000)	(3,358,000)	-	-	(13,006,000)	
<b>Ending</b>			<b>-</b>	<b>-</b>	<b>1,250,000</b>	<b>1,407,000</b>	<b>3,477,000</b>	<b>3,102,000</b>	<b>3,852,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	<b>494,000</b>	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct				330,000	330,000	2,895,000					3,555,000	(330,000)
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct			250,000	2,213,000							2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct						180,000	1,570,000				1,750,000	-
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tye Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct							380,000	3,358,000			3,738,000	-
8) Pier Street South	2,888,000	Design/Construct											-	2,888,000
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	
Roberts Reach extension to 14th Ave	TBD	Design											-	
<b>City Capital Projects</b>	<b>27,165,000</b>		<b>-</b>	<b>-</b>	<b>250,000</b>	<b>2,543,000</b>	<b>1,830,000</b>	<b>3,075,000</b>	<b>1,950,000</b>	<b>3,358,000</b>	<b>-</b>	<b>-</b>	<b>13,006,000</b>	<b>14,159,000</b>
Developer Driven Projects	16,852,000												5 projects	4 projects
<b>Total Cost of Downtown Projects</b>	<b>44,017,000</b>													

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.



City of  
**Campbell  
River**

Appendix 7

# **2017 FINANCIAL PLANNING BUSINESS CASE**

## ***Downtown Investment Funding Strategy***

*November 8, 2016*



# SITUATION ANALYSIS

- City's infrastructure in the downtown core is **failing** due to age (1957)
- Council's key ongoing **strategic priority** is Downtown revitalization
- 2009 implementation of the **downtown revitalization tax exemption**
- Led to new **development** (Comfort Inn, Berwick retirement community)
- Increased taxes in **2020** from the new projects
- Can **re-invest funds** into the downtown

# PROBLEM / OPPORTUNITY

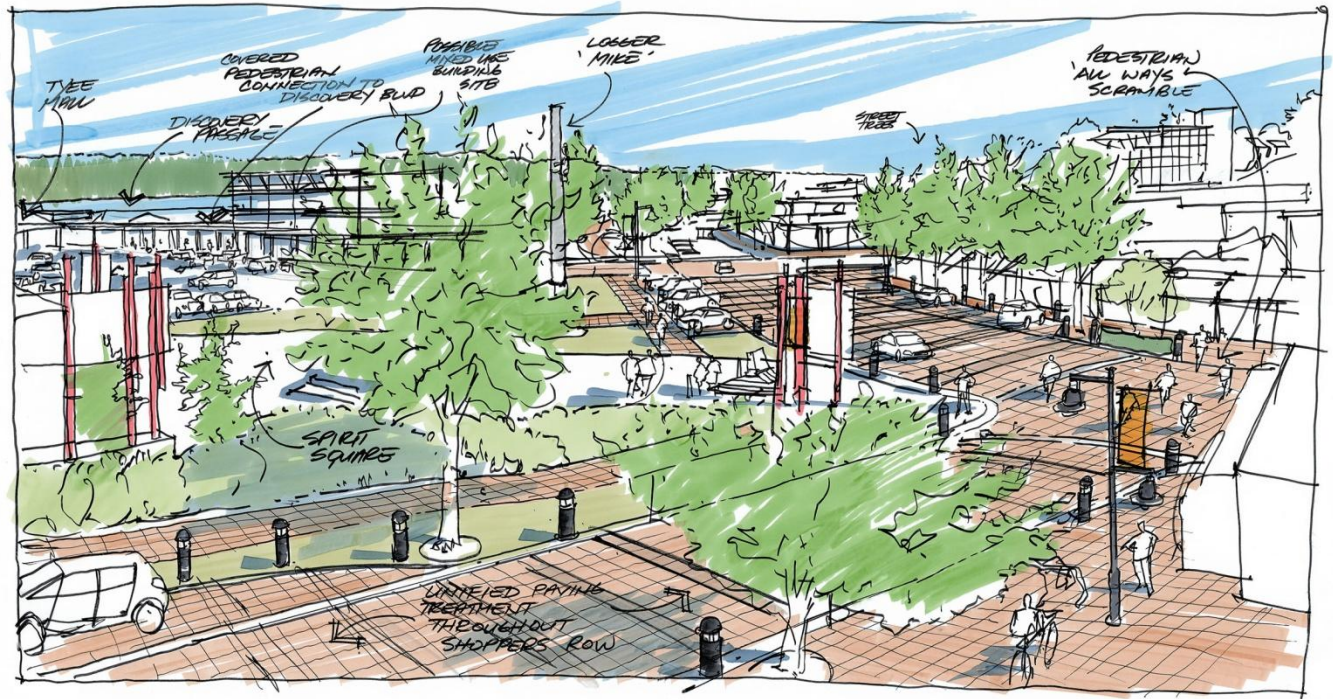


To stay on track with Refresh Downtown:

1. **Develop a 10 year action plan**
  - Identify level of funding and source of funding
2. **Prioritize**
  - Key areas and related City projects Council would like to invest in.

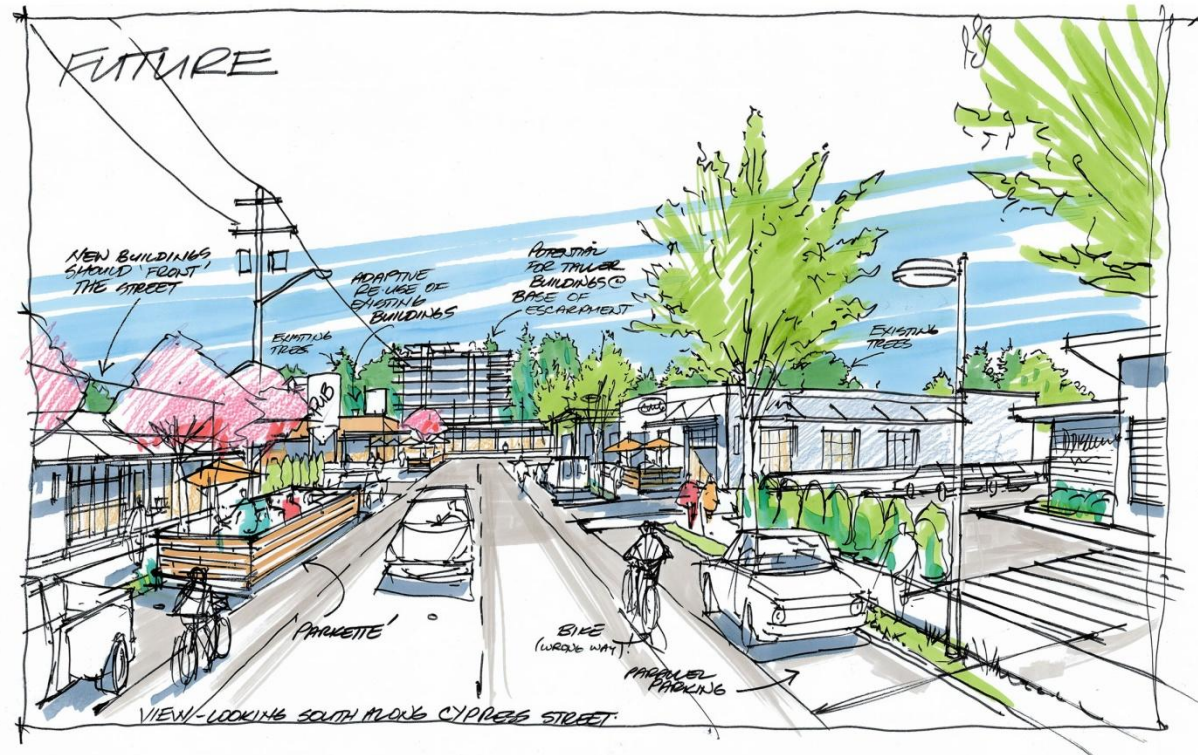
# OPPORTUNITY

## DOWNTOWN CULTURAL AND SHOPPING PRECINCT



# OPPORTUNITY

## DOWNTOWN NORTH PRECINCT





# DECISION CRITERIA

## Relationships

- Relationship with community through the **Refresh Downtown**
- Small projects delivered through the **downtown small initiatives fund**
- Lack of identifying an implementation plan will **damage the trust and expectation** that has been built between the City and the community.

## Economic Growth

- **Downtown tax exemption** program – incentive tool
- City can **work with developers** to improve the downtown infrastructure
- Achieve **diversity and mix of land uses** in the downtown core by improving the streets surface and subsurface.

## Livability

- Identified **short, medium and long term projects** that can be City or Developer led
- Creating space for **public arts and festivals**
- In street designs will allow for **lighting for community safety**
- Improved connections to the **waterfront.**

## Management & Governance

- Existing **infrastructure renewal projects** would be completed through funds from the Downtown Investment Fund
- A list of projects, with various levels of capital requirements **to address condition and capacity issues** have been identified over the **next 10 years**

# DEFINING ALTERNATIVES

- 1) Sustained Investment
- 2) Big Project Option
- 3) Reactive
- 4) Designated Taxation

# OPTION 1 – Sustained Investment

## ▶ PROS

- Capitalize on **new development** applications
- Shows City's **commitment** and **confidence** in long-term economic success
- **Flexibility** in the projects as Council could re-allocate these funds to emerging downtown projects
- Ability to capitalize on emerging **provincial/federal grants**

## ▶ CONS

- Focus funding on the downtown core will **reduce funding for other areas** of the City
- Allocation of \$1 million Community Works Fund per year will reduce Council's annual allocation from **\$600,000 to \$300,000** per year
- Reduction in **other community enhancement projects**

# OPTION 1 – Sustained Investment

City of Campbell River  
 2017-2026 Financial Planning  
 Downtown Investment Strategy  
 Option 1 - Sustained Investment (Community Works Funds & Downtown Revitalization Tax Revenues)

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded Projects
<b>Downtown Investment Fund</b>														
Opening			-	1,250,000	37,000	707,000	312,000	832,000	262,000	1,262,000	1,972,000	374,000	-	
Community Works Fund Allocation			1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,500,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	-	1,500,000	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			(250,000)	(2,213,000)	(330,000)	(2,895,000)	(1,680,000)	(1,570,000)	-	(290,000)	(2,598,000)	(380,000)	(12,206,000)	
Ending			1,250,000	37,000	707,000	312,000	832,000	262,000	1,262,000	1,972,000	374,000	994,000	994,000	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct			330,000	2,895,000							3,225,000	-
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct	250,000	2,213,000									2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct					180,000	1,570,000					1,750,000	-
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tye Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct										380,000	380,000	3,358,000
8) Pier Street South	2,888,000	Design/Construct								290,000	2,598,000		2,888,000	-
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	
Roberts Reach extension to 14th Ave	TBD	Design											-	
<b>City Capital Projects</b>	<b>27,165,000</b>		<b>250,000</b>	<b>2,213,000</b>	<b>330,000</b>	<b>2,895,000</b>	<b>1,680,000</b>	<b>1,570,000</b>	<b>-</b>	<b>290,000</b>	<b>2,598,000</b>	<b>380,000</b>	<b>12,206,000</b>	<b>14,959,000</b>
Developer Driven Projects	16,852,000													4 projects
<b>Total Cost of Downtown Projects</b>	<b>44,017,000</b>													5 projects

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.



# OPTION 2 – Big Project Option

## ▶ PROS

- **Focused efforts** for 4 years
- City not committing to **long-term investments**
- City can **re-evaluate** the community's priorities in **2020**
- Ability to capitalize on emerging **provincial/federal grants**

## ▶ CONS

- Downtown Refresh plan and full downtown revitalization would **not likely continue**
- No **dedicated funding** available for City to invest in **developer driven projects**

# OPTION 2 – Big Project Option

City of Campbell River  
 2017-2026 Financial Planning  
 Downtown Investment Strategy  
 Option 2 - Big Project Option (Community Works Funds & Downtown Revitalization Tax Revenues)

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded Projects
<b>Downtown Investment Fund</b>														
Opening			-	1,250,000	37,000	2,207,000	312,000	12,000	12,000	12,000	12,000	12,000	-	
Community Works Fund Allocation			1,500,000	1,000,000	1,000,000	1,000,000	-	-	-	-	-	-	4,500,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	1,500,000	-	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			(250,000)	(2,213,000)	(330,000)	(2,895,000)	(1,500,000)	-	-	-	-	-	(7,188,000)	
<b>Ending</b>			<b>1,250,000</b>	<b>37,000</b>	<b>2,207,000</b>	<b>312,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct			330,000	2,895,000							3,225,000	-
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct	250,000	2,213,000									2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct											-	1,750,000
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tyee Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct											-	3,738,000
8) Pier Street South	2,888,000	Design/Construct											-	2,888,000
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	-
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	-
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	-
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	-
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	-
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	-
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	-
Roberts Reach extension to 14th Ave	TBD	Design											-	-
<b>City Capital Projects</b>	<b>27,165,000</b>		<b>250,000</b>	<b>2,213,000</b>	<b>330,000</b>	<b>2,895,000</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,188,000</b>	<b>19,977,000</b>
Developer Driven Projects	16,852,000													6 projects
<b>Total Cost of Downtown Projects</b>	<b>44,017,000</b>													3 projects

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.

# OPTION 3 - Reactive

## ▶ PROS

- Wait for the **developer to drive** capital improvements in the downtown
- City could allocate funds to **other areas of the City**
- Focus on **external grants** to drive downtown revitalization

## ▶ CONS

- 1 year approach **does not align** with City's focus on **long-term financial planning**
- **Volatile funding**
- No designated funds would lead to City operating in a **short-term reactive manner**
- Waiting on developers will **delay opportunities** in the downtown core

# OPTION 4 – Designated Taxation & Debt Funding

## ▶ PROS

- **Designated funding source** for Downtown revitalization
- **Community Works Funds** could be utilized for **other priority projects**

## ▶ CONS

- **Ascent of the electorate** to obtain elector approval to borrow from the citizens
- **Extensive public outreach** to support external borrowing
- **Limit ability to borrow** for other high needed projects.
- Would require an additional **tax increase**



# OPTION 4 – Designated Taxation & Debt Funding

City of Campbell River  
2017-2026 Financial Planning  
Downtown Investment Strategy  
Option 4 - Designated Taxation & Debt Funded

Projects	Estimated Project cost	Notes	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	Unfunded
<b>Downtown Investment Fund</b>														
Opening			-	-	-	1,250,000	1,407,000	3,477,000	3,102,000	3,852,000	494,000	494,000	-	
Debt Funding - 5 year (1% Annual Tax Levy)			-	-	-	2,700,000	2,700,000	2,700,000	2,700,000	-	-	-	10,800,000	
Capital Lending Reserve Allocation (Paid by Downtown Revit Funds)			-	-	1,500,000	-	1,200,000	-	-	-	-	-	2,700,000	
Capital Expenditures			-	-	(250,000)	(2,543,000)	(1,830,000)	(3,075,000)	(1,950,000)	(3,358,000)	-	-	(13,006,000)	
Ending			-	-	1,250,000	1,407,000	3,477,000	3,102,000	3,852,000	494,000	494,000	494,000	494,000	
<b>Cultural Shopping and Finance District</b>														
1) Lower Shoppers Row - St. Ann's to 11th Ave	3,225,000	Design/Construct				330,000	330,000	2,895,000					3,555,000	(330,000)
2) Upper Shoppers Row - 11th Ave to 13th Ave	2,463,000	Design/Construct			250,000	2,213,000							2,463,000	-
3) Roberts Reach to Hwy 19A	1,388,000	Design/Construct											-	1,388,000
4) 11th Ave - Shoppers Row to Cypress Street	1,750,000	Design/Construct						180,000	1,570,000				1,750,000	-
5) Discovery Crescent Hwy 19A	8,213,000	Design/Construct											-	8,213,000
13th Ave extension through Tyee Plaza to Hwy 19A	-	Design											-	-
<b>Marine</b>														
6) Seagull Walkway	1,500,000	Design/Construct					1,500,000						1,500,000	-
7) Pier Street North	3,738,000	Design/Construct							380,000	3,358,000			3,738,000	-
8) Pier Street South	2,888,000	Design/Construct											-	2,888,000
<b>Civic</b>														
Beech Street - Alder Street to Cedar Street	3,025,000	Design											-	-
10th Ave - Cedar Street to Shoppers Row	2,925,000	Design											-	-
Cedar Street to 10th to 11th Ave	1,688,000	Design											-	-
<b>North Downtown</b>														
Cypress Street - 11th Ave to 13th Ave	2,088,000	Design											-	-
9) Cedar Street - 11th Ave to 13th Ave	2,000,000	Design/Construct											-	2,000,000
16th Ave - from Roberts Reach to Dogwood St	3,188,000	Design											-	-
Cedar Street - from 13th Ave thru to 14th Ave	1,888,000	Design											-	-
12th Ave - from Cedar Street to Dogwood Street	2,050,000	Design											-	-
Roberts Reach extension to 14th Ave	TBD	Design											-	-
<b>City Capital Projects</b>	<b>27,165,000</b>				250,000	2,543,000	1,830,000	3,075,000	1,950,000	3,358,000	-	-	13,006,000	14,159,000
Developer Driven Projects	16,852,000												-	16,852,000
<b>Total Cost of Downtown Projects</b>	<b>44,017,000</b>												13,006,000	31,011,000
													5 projects	4 projects

Project costs are based upon \$10,000 per linear meter cost plus a 25% contingency.

# RECOMMENDATION

## ▶ Option 1 – Sustained Investment

A sustainable Downtown Investment fund allows:

1. Planning for **coordinated street improvements** to be identified in 10 year-plan
2. The City to **participate in new development or renovations** in downtown
3. **Drive implementation** of the **Refresh Downtown** project
4. **Coordination** with other capital projects in a time sensitive, proactive manner
5. The ability to capitalize on any **emerging provincial/federal grants**

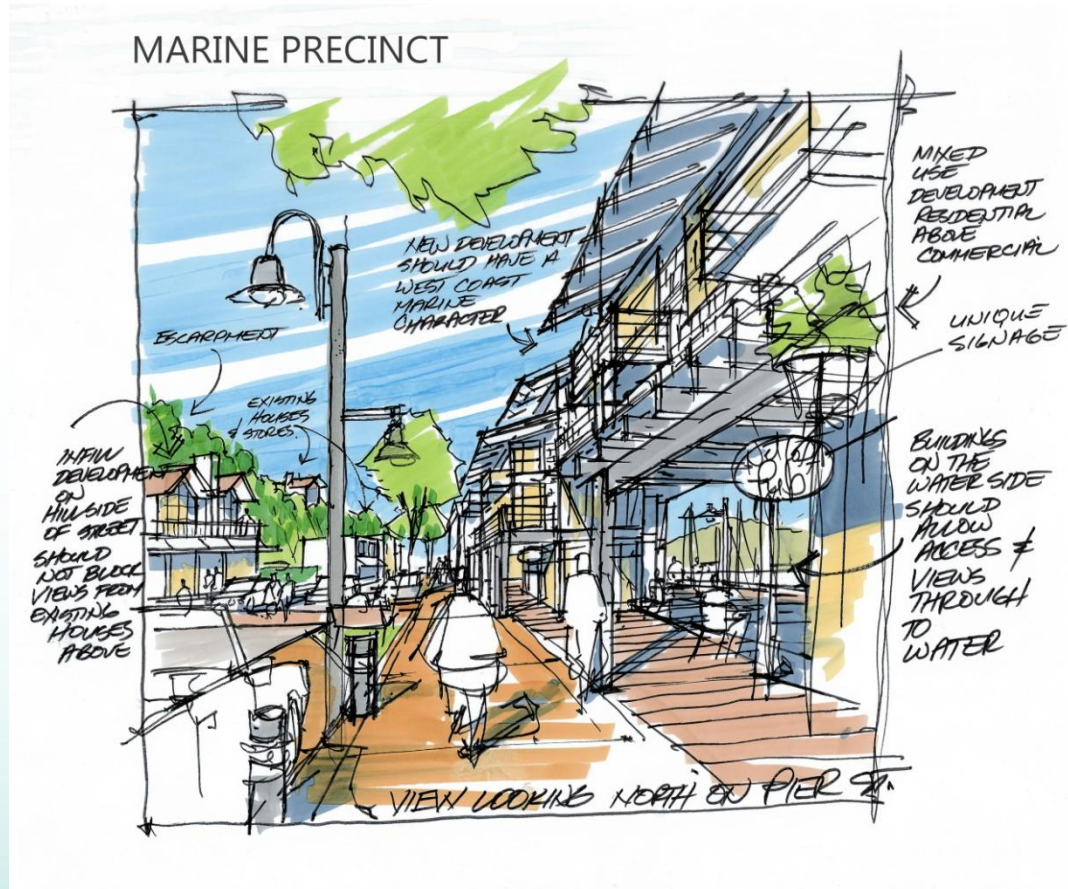
# IMPLEMENTATION PLAN



# IMPLEMENTATION PLAN

- ▶ **\$13.2 million** of funds invested downtown from **2017-2026**
- ▶ Funded from **external grants** and downtown revitalization **tax exemption** revenues
  
- ▶ **5 of 9 City projects** completed in the Downtown Core
  - Possible projects:
    - Upper and Lower Shoppers Row
    - 11<sup>th</sup> Ave – Shoppers Row to Cypress Street
    - Seagull Walkway
    - Pier Street

# IMPLEMENTATION PLAN



# EVIDENCE OF RESULTS

- ▶ Increase in **new development applications** in the Downtown
- ▶ Increased **new business licenses** in the Downtown
- ▶ **Increased occupancy** of current vacant buildings in the Downtown
- ▶ Increase in **festivals/events** in the Downtown
- ▶ Increase in **annual tourism numbers** in the Downtown



# Questions?



**Community Works Fund Reserve**

10-4-481635-4430 G009  
As at November 1, 2016

3,000,000	Council Strategic Priorities (\$300K/year)	4,259,727	Opening balance
10,500,000	Downtown Investment Funds	14,266,042	10 year contributions
2,085,092	Other existing projects	149,053	Interest
821,691	Robron repayment	<u>18,674,822</u>	<b>Available funding - 10 yrs</b>
2,268,039	Remaining funds for other priority projects		
<u>18,674,822</u>	<b>Total CWF</b>		

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Brought Forward	4,259,727	1,768,442	1,702,556	1,748,121	1,793,841	1,841,568	1,889,773	1,938,460	1,987,334	2,116,089
Annual Contribution	1,368,070	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108	1,433,108
Interest at 1% of Y/E Balance	14,737	12,006	12,457	12,612	14,619	15,097	15,579	15,766	17,338	18,842
<b>Total</b>	<b>5,642,534</b>	<b>3,213,556</b>	<b>3,148,121</b>	<b>3,193,841</b>	<b>3,241,568</b>	<b>3,289,773</b>	<b>3,338,460</b>	<b>3,387,334</b>	<b>3,437,780</b>	<b>3,568,039</b>
Funds held for Council Priorities	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Addback other parks and roads community enhancements	580,000	790,000	790,000	820,000	665,000	665,000	665,000	695,000	665,000	665,000
Expenditures (detail below)	(4,154,092)	(2,001,000)	(1,890,000)	(1,920,000)	(1,765,000)	(1,765,000)	(1,765,000)	(1,795,000)	(1,686,691)	(1,665,000)
Carry forward to next year	<b>1,768,442</b>	<b>1,702,556</b>	<b>1,748,121</b>	<b>1,793,841</b>	<b>1,841,568</b>	<b>1,889,773</b>	<b>1,938,460</b>	<b>1,987,334</b>	<b>2,116,089</b>	<b>2,268,039</b>
<b>Dept</b>	<b>Res#</b>	<b>Project Name</b>								
<b>CAPITAL</b>										
		<b>Downtown Investment Strategy</b>								
		1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Roads	CFwd	Transit Bus Shelters 34,396								
IT	CFwd	Municipal Broadband Network Downtown 378,000								
Roads	CFwd	Pedestrian Signals Crossing 30,000								
Facilities	CFwd	Walter Morgan Studio-Rehab 52,844								
Parks	CFwd	Dick Murphy Viewing Platform 45,000								
Parks	CFwd	Ostler Park Redevelopment 333,923								
Parks	CFwd	Marine Foreshore Restoration 83,292								
Parks	CFwd	Seniors Equipment 25,000								
Parks	CFwd	MHC Pocket Beach Upgrades 18,521								
Parks	CFwd	Entrance Sign - Jubilee 100,000								
Roads	CFwd	Sidewalk Infill 90,529								
Roads	CFwd	Willis Rd Sidewalk Improvements 142,587								
Parks		Big Rock Boat Ramp 600,000								
Parks		Entrance Sign - Jubilee 40,000								
Parks		Seawalk Improvements 111,000								
Roads		LED Light Conversion Program 50,000								
Facilities		Energy and Water Consumption Reduction Projects 50,000								
Roads		Sidewalk Infill 125,000								
Roads		Cycling Infrastructure 15,000								
Roads		Transit Bus Shelters 40,000								
Roads		Pedestrian Signals Crossing 30,000								
Roads		Asphalt Overlay 300,000								
Parks		Parks Information and Sign Program 25,000								
Parks		Marine Foreshore Restoration 150,000								
Parks		Parks Irrigation Strategy 35,000								
	<b>Sub-Total (Capital)</b>	<b>4,054,092</b>	<b>1,901,000</b>	<b>1,790,000</b>	<b>1,820,000</b>	<b>1,665,000</b>	<b>1,665,000</b>	<b>1,665,000</b>	<b>1,695,000</b>	<b>1,665,000</b>
Parks	Robron Repayment	100,000	100,000	100,000	100,000	100,000	100,000	100,000	21,691	-
	<b>Sub-Total (Operating)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>21,691</b>	<b>-</b>
	<b>Grand Total</b>	<b>4,154,092</b>	<b>2,001,000</b>	<b>1,890,000</b>	<b>1,920,000</b>	<b>1,765,000</b>	<b>1,765,000</b>	<b>1,765,000</b>	<b>1,795,000</b>	<b>1,686,691</b>
<b>2017-2026 Total Expenditures</b>										<b>20,406,783</b>



**Capital Lending Reserve**

80-6-999997-0000 Z005

As at November 1, 2016

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Brought Forward	2,205,139	699,324	1,399,315	2,106,306	692,332	384,872	1,297,338	2,218,928	2,844,123	3,319,492
Repayment - Robron Park Upgrades (10 years)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	43,922	-
Repayment - 10th Avenue Land Acquisition (5 years)	53,535	53,535	53,535	51,600						
Repayment - Airport Fuel Facility (15 years)		48,006	48,006	48,006	48,006	48,006	48,006	48,006	48,006	48,006
Repayment-Big Rock Boat Ramp (3 years)		85,846	85,846	85,846						
Repayment - Fire Pumper Truck (per truck over 3 years)		305,611	305,611	305,611	305,611	305,611	305,611			
<b>Downtown Investment Repayment - Revitalization Taxes</b>				240,000	320,000	355,000	355,000	355,000	355,000	355,000
Interest at 1% Y/E Balance	40,045	6,993	13,993	44,963	18,923	3,849	12,973	22,189	28,441	33,195
<b>Total</b>	<b>2,498,719</b>	<b>1,399,315</b>	<b>2,106,306</b>	<b>3,082,332</b>	<b>1,584,872</b>	<b>1,297,338</b>	<b>2,218,928</b>	<b>2,844,123</b>	<b>3,319,492</b>	<b>3,755,693</b>
Expenditures (detail below)	(1,799,395)	-	-	(2,390,000)	(1,200,000)	-	-	-	-	-
Carry forward to next year	<b>699,324</b>	<b>1,399,315</b>	<b>2,106,306</b>	<b>692,332</b>	<b>384,872</b>	<b>1,297,338</b>	<b>2,218,928</b>	<b>2,844,123</b>	<b>3,319,492</b>	<b>3,755,693</b>
<b>Res # Project Name</b>										
CFwd Aircraft Fueling Facility	612,250									
CFwd Robron Park Upgrade - Artificial Turf	47,145									
Big Rock Boat Ramp	250,000									
Pumper/Rescue (Replacement)	890,000			890,000						
<b>Downtown Investment</b>				1,500,000	1,200,000					
<b>Grand Total</b>	<b>1,799,395</b>	<b>-</b>	<b>-</b>	<b>2,390,000</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2017-2026 Total Expenditures</b>										<b>5,389,395</b>

## **Business Case Analysis 2017-2026 Financial Planning**

**Project Title:** Stormwater Funding

### **Situation Analysis:**

Currently, stormwater capital funding is significantly under what is required to upgrade failing infrastructure in key areas of the community. The current parcel tax system provides \$165,000 of funding per year or \$1.65 million of capital funding over ten years, however, the storm water capital plan for current needs requires \$8.055 million of capital projects to be undertaken in the next ten years. The lack of adequate funding for stormwater will result in risk to other community and City assets due to the risk of flooding and storm failure that will result in damage to facilities, roads, sewer, and water infrastructure.

In terms of the public perspective on the issue, there is a significant focus from the community on municipal tax increases and the pressure to provide more service with little or no tax increases. With aging infrastructure and continued growth in the community there is a need to provide ongoing capital funding to maintain one of the City's core assets. Given other demands on the City for service increases, there is a lack of opportunity to increase much needed storm water funding within the general taxation model.

There are core areas throughout the City that require significant storm water upgrades including downtown flooding and the Quinsam Heights drainage issues, however, the City does not currently have adequate funding available to address these issues. Flooding in these areas has discouraged both economic and community development. For instance, businesses are currently facing a \$25,000 deductible on flood protection insurance. The cost of insurance, as well as the frequent interruption of business is a deterrent to current and future business in the downtown core and was identified in a recent Campbell River Mirror article which recounted the impact of a recent storm event. Additionally, the Quinsam Heights area is a key area of the City posed for future development; however, the development community has concerns to develop the area due to known drainage issues.

Investment in infrastructure is proven to save money in the long-term according to Asset Management BC. The Canadian Infrastructure Report Card studied 120 municipalities and determined that as assets conditions decrease the rate of deterioration and reinvestment costs both increase substantially.

Ongoing sustainable capital funding for stormwater management would allow the City to proactively maintain and upgrade this critical infrastructure. This would then promote downtown revitalization, support for business and tourism, and foster ongoing residential development. This funding would also protect the City from significant storm failure events that have significant liability and damage to other City assets in the community.

### **Problem Statement:**

The City needs to determine the most cost effective means to obtain sustainable funding levels for required stormwater capital improvements while respecting the needs and perspectives of our community for value for money for services.

## **Business Case Analysis 2017-2026 Financial Planning**

### **Decision Criteria and Measures:**

#### *Relationships:*

- By providing funding for ongoing stormwater capital maintenance and upgrades, it will support the City's focus on being the North Island regional hub, by providing services to being a commercial hub to other communities in the North Island, as well as other governments including Strathcona Regional District and regional First Nations.

#### *Economic Growth:*

- The City is very focused on downtown revitalization, development and growth in the community, including development in Quinsam Heights. The stormwater infrastructure issues in the downtown core and Quinsam Heights impede the success of these initiatives.
- There is a flooding problem in the downtown core which can result in store closures and expensive repairs/inventory replacement during storm events. This inhibits the ability of business owners to remain open and operate businesses in the downtown during the rainy season and also inhibits tourism through lack of shopping and an enjoyable experience in the downtown.
- Quinsam Heights area has much potential for growth and development; however, the stormwater infrastructure issues inhibit investment in this area.

#### *Livability:*

- By providing reliable core infrastructure across the City, this will ensure a safe and livable community.
- By providing ongoing reliable storm, sewer, and water funding, core service levels of the City will be sustainable for the long-term livability of the City.

#### *Management & Governance:*

- Downtown flooding and potential other areas of the City also puts the City at risk due to damage to buildings and potential legal issues.
- Adequate reliable ongoing capital funding for stormwater will ensure that core infrastructure assets are safeguarded against significant failure. Stormwater failure has a significant impact on other assets, particularly roads and facility infrastructure.

### **Alternative Solutions:**

- 1) Fund stormwater through user fees
- 2) Fund stormwater through parcel taxes
- 3) Status quo – stormwater operations funded through general taxation, stormwater capital funded through parcel taxes

## **Business Case Analysis 2017-2026 Financial Planning**

### **Evaluation of Alternatives:**

#### **1) Fund stormwater through user fees**

Pros:

- More flexibility with a user fee system which allows different rates to be determined for different classes and types of properties.
- Stormwater user fee would be a dedicated revenue stream that would be used solely for stormwater management. Any annual surpluses would remain within the stormwater utility fund and used to offset any future operating or capital needs.
- Increased transparency on value for dollar of service for stormwater management.
- Fair assignment of costs; user fee not based on property value or water consumption, which are unrelated to stormwater generation on the property.
- Possibility for economic incentive for consumers to lower stormwater runoff generated to reduce costs on the system such as rebates and credit programs for rain water gardens.
- Any rate increases would be specifically used for community stormwater management.
- Utility user fees for the four core utilities including sewer, water, solid waste, and storm could be determined a comprehensive level with consideration of sustainable funding but to ensure not to overburden the citizens.

Cons:

- New user fee could be mistakenly perceived as a new charge or tax, versus a re-allocation from general taxation and parcel taxes.
- Cost shifts between residential and commercial properties; current system is funded through general taxation and parcel taxes therefore there is expected to be a change in fees for most ratepayers.
- The user fee designed must consider capacity to implement and manage versus benefit to the City; considerations include flat fee, frontage fee,
- Many other communities charge stormwater through a parcel tax; stormwater user fees are a newer concept for sustainable funding.
- Staff resources to determine appropriate fee structure for residential and commercial properties, and subsequently communicate and implement the change.

#### **2) Fund storm through parcel taxes**

Pros:

- Stormwater parcel tax would be a dedicated revenue stream used specifically for stormwater management.

## **Business Case Analysis 2017-2026 Financial Planning**

- The stormwater parcel tax system is already in place at the City; the change would solely be to move stormwater operating from general taxation into the stormwater parcel tax system.
- Any parcel tax increases would be specifically used for community stormwater management.
- Parcel tax system is the primary method for other municipalities in funding stormwater.

**Cons:**

- The parcel tax system does not allow flexibility in cost distribution as each parcel, large or small, business or residential, pay the same.
- Transition from stormwater operations on general taxation could be mistakenly perceived as a new tax rather than a re-allocation of costs.
- If the City were to move to separate utility billings, stormwater would remain on the tax notice as a parcel tax.

### **3) Status quo - stormwater operations funded through general taxation, stormwater capital funded through parcel taxes**

**Pros:**

- The current system of funding stormwater has been in place for many years.
- The City's current system is utilized by many other municipalities.

**Cons:**

- Limited availability for increases in capital funding with other competing needs for general fund services including fire, roads, fleet, facilities, and IT.
- Any surpluses from stormwater operational expenses will continue to fall within the general fund and not maintained for future stormwater capital projects.
- Stormwater will not be managed as an integrated system with ease in prioritization between operating and capital needs given the different funds for operating and capital, and the different funding sources.
- If the City were to move to separate utility billings, stormwater would remain on the tax notice within general taxation and as a parcel tax.

### **Recommendation:**

#### **Alternative 1 - Fund storm through user fees**

Given the limitations within general taxation and even parcel taxes as both are considered a tax increase, the implementation of a storm user fee will provide the most sustainable funding model for storm water. This funding increase is required to provide ongoing safety, development and livability to the City's citizens.

## **Business Case Analysis 2017-2026 Financial Planning**

User fees can put stormwater funding on a more financially stable footing, and it offers greater flexibility to the City in determining appropriate cost distribution to each parcel, with consideration of residential versus commercial, and large or small.

User fees also offer greater flexibility for green incentive programs that benefit the stormwater system such as rebates and credits.

### **Implementation Plan:**

If Council were to support transitioning the City to a stormwater user fee, staff would spend 2017 researching the appropriate fee structure for users, with consideration of other municipalities user fee systems, as well as the specific needs of the City.

This user fee review would also include consideration of the required user fee rates for sewer, water, and solid waste. The sewer and water fees increase bylaw is ending in 2017, therefore appropriate fees for all utilities would need to be a comprehensive review to ensure sustainable funding for all utilities without overburdening the citizens with rate increases.

Staff would also complete full research on the operational impacts to the finance department of operating a new user fee including staffing and software needs. As the user fee would be included on the tax bill, no additional staffing needs are contemplated. Note that if the City were to move to separate utility billings then this would be re-evaluated.

Additionally, the current financial software provides opportunity to add a stormwater user fee within the current system. There could be additional upgrades or transition costs that would be presented to Council for consideration.

Once an appropriate rate structure was developed staff would present the proposed stormwater user fee system to Council by fall of 2017 in anticipation of 2018 financial planning.

Next steps would be to consider the timing of rollout of the new system and related communication to the ratepayers. The communication of the new funding model for stormwater would be integral explaining the funding was not double counted and used for other services within general taxation, but re-allocated to a new user fee system with no net impact to the community.

City of Campbell River  
 2017 - 2026 Capital Plan  
 Stormwater  
 Capital Plan (Above & Below the Line)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Downtown Flooding Mitigation	30,000	250,000	200,000	200,000	200,000	200,000					1,080,000
Nunns Creek/16th Ave		200,000	1,800,000								2,000,000
Nunns Creek Outfall upgrades (Quinsam)		125,000	1,500,000	150,000	150,000	150,000					1,625,000
2nd and 4th Ave Outfall Upgrades			75,000	75,000							150,000
Shoreline Outfall Upgrades			25,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	900,000
Storm Lines											-
Fir	175,000										175,000
Cheviot		125,000									125,000
Hopkins		50,000									50,000
14th (Spruce to Redwood)					300,000						300,000
Redwood (14th to 19th)						1,200,000					1,200,000
<b>Storm Capital Needs</b>	<b>205,000</b>	<b>750,000</b>	<b>3,600,000</b>	<b>550,000</b>	<b>775,000</b>	<b>1,675,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>8,055,000</b>
Current Capital Funding	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,650,000
<b>Capital Funding Deficiency</b>	<b>(40,000)</b>	<b>(585,000)</b>	<b>(3,435,000)</b>	<b>(385,000)</b>	<b>(610,000)</b>	<b>(1,510,000)</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>(6,405,000)</b>



City of  
**Campbell  
River**

# 2017 FINANCIAL PLANNING BUSINESS CASE

## *Stormwater Funding*

*November 8, 2016*





# SITUATION ANALYSIS

- ▶ Stormwater capital funding is **significantly underfunded**; \$165,000 per year with **\$8 million** of upgrades required within 10 years.
- ▶ Lack of adequate funding will result in **damage to assets** as well as **business interruption**.
- ▶ Investment would promote **downtown revitalization**, **support businesses**, and foster ongoing **residential development**.

# SITUATION ANALYSIS



# PROBLEM / OPPORTUNITY

- ▶ *The City needs to determine the most **cost effective** means to obtain **sustainable funding levels** while respecting the needs and perspectives of the community for **value for money for services**.*

# DECISION CRITERIA

- ▶ **Relationships**
  - Support the City's focus on being the **North Island regional hub**
- ▶ **Economic Growth**
  - Issues in the **downtown core** and **Quinsam Heights** impede the success of many other City initiatives
- ▶ **Livability**
  - Investment will help ensure a **safe and livable community**
- ▶ **Management & Governance**
  - Storm failure has a **significant impact on other assets**

# DEFINING ALTERNATIVES

- 1) Fund storm through **user fees**
- 2) Fund storm through **parcel taxes**
- 3) Status quo - storm operations funded through **general taxation**; storm capital funded through **parcel taxes**

# OPTION 1 - User Fee

## ▶ PROS

- More **flexibility**
- **Dedicated revenue stream**; increasing transparency
- **Fair assignment of costs**
- Possibility for **incentives/rebates**
- Comprehensive **utility rate structure**

## ▶ CONS

- Could be perceived as a **new charge or tax**
- **Staff resources** to determine appropriate fee structure and implement the change

# OPTION 2 – Parcel Tax

## ▶ PROS

- **Dedicated revenue stream**; increasing transparency
- **Currently in place** at the City
- **Primary method** of collection for municipalities

## ▶ CONS

- Does **not allow flexibility** in cost distribution
- Could be perceived as a **new tax**
- If the City were to move to **separate utility billings**, storm would **remain on the tax notice** as a parcel tax

# OPTION 3 - Status Quo – General Taxation & Parcel Tax

## ▶ PROS

- **No change** required
- Used by **other municipalities**

## ▶ CONS

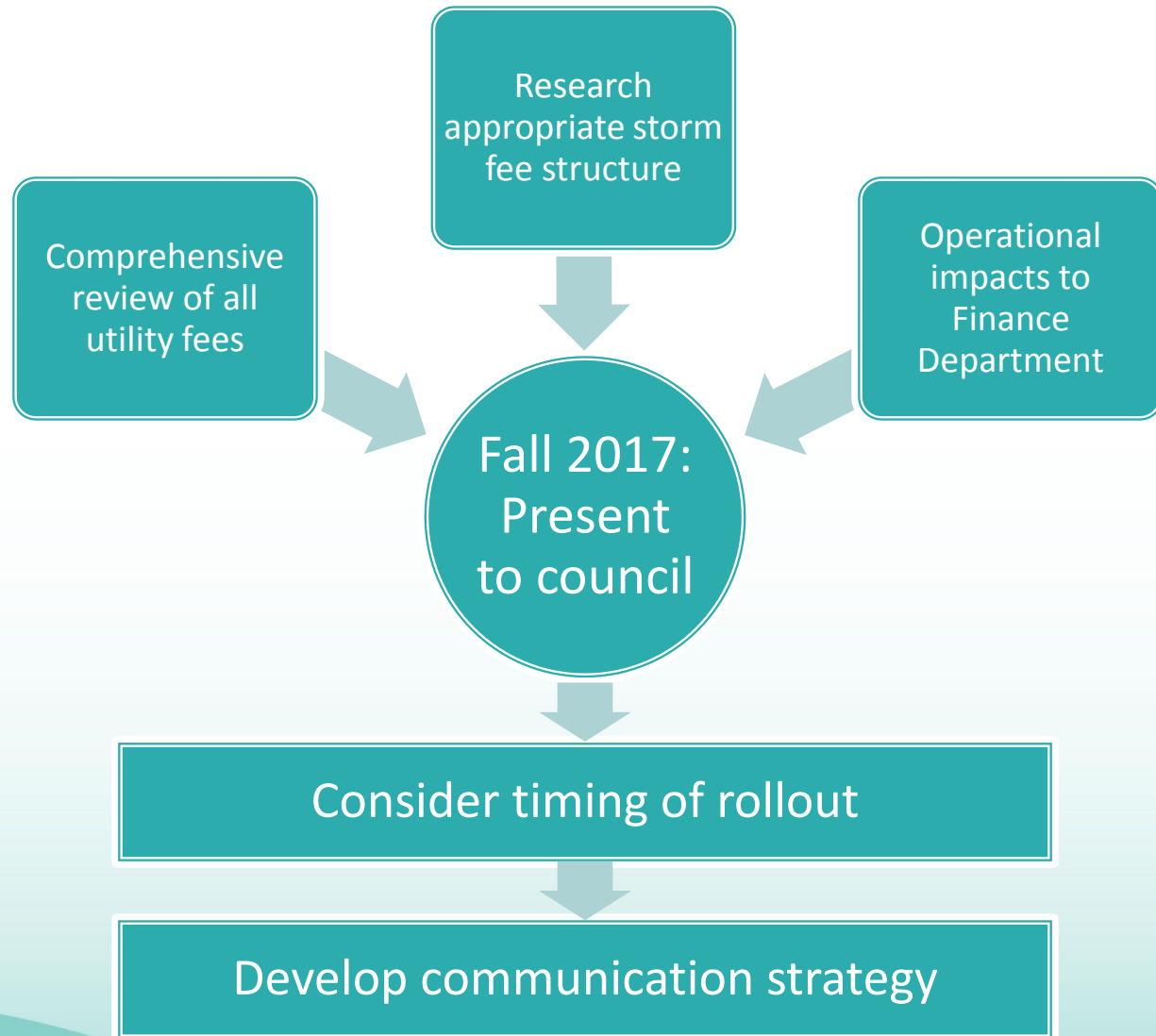
- **Competes** against all other departments in the general fund.
- **No flexibility** in rates
- If the City were to move to **separate utility billings**, storm would remain on the **tax notice** as a parcel tax



# RECOMMENDATION

- ▶ **Option 1 - Fund storm through user fees.**
  - **Greater flexibility** to the City in determining appropriate **cost distribution** to each parcel
  - **Greater flexibility** in **changing rates** as revenues are directly used for stormwater management; ratepayers see **value for services**
  - **Greater flexibility** for **green incentive programs** such as rebates and credits.
  - Would allow for a **comprehensive utility user fee** rate structure including sewer, water, solid waste, and stormwater

# IMPLEMENTATION PLAN



# EVIDENCE OF RESULTS

- ▶ Creation of a **Stormwater fund**
- ▶ Accumulation of **reasonable levels of funding** to meet infrastructure budget
- ▶ Reduction in **stormwater flooding incidents** in the downtown and across the community
- ▶ **Increased satisfaction** from **residential and commercial** property owners
- ▶ **Increased development** in the **downtown** and **Quinsam Heights**

# EVIDENCE OF RESULTS





# *Questions?*





## Reserve and Surplus Policy

### 1 PURPOSE OF POLICY

This policy has been developed to provide guidance and direction for the development, maintenance, and the use of City's reserve and surplus funds.

### 2 DEFINITIONS

**(A) "Annual Surplus"** means the accumulated excess of revenues over expenses for the current year.

**(B) "Accumulated Surplus"** means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

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

**(D) "Mandatory Reserve Funds"** means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

**(E) "Reserves"** means all of the City's reserve funds and mandatory reserve funds.

### 3 POLICY ADMINISTRATION

#### 3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring reserve/surplus funds are established and maintained in compliance with this policy;
- Conducting an annual review of the reserve/surplus funds and reporting the results to City Council;
- On an "as required basis", recommended revisions or amendments to this policy, due to changes in applicable statutes, accounting standards, or economy.

#### 3.2 CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes,
- Eliminating those with redundant or outdated purposes,
- Re-focus departmental reserves to corporate purposes and strategic plans.



## Reserve and Surplus Policy

### 3.3 RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to reserve funds shall be specific to each reserve, as approved by Council through the City's annual financial planning bylaw.

### 3.4 MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the City's guiding principles are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. A review of actual, minimum and optimal fund balances shall be undertaken annually.

### 3.5 INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

### 3.6 INTEREST

All reserve funds will earn interest each year. Interest will be calculated based on the Fund balances at the end of year using the City's average rate of return on investments. Per section 189 (1) of the *Community Charter*, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

### 3.7 GUIDE AND TRANSITION

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the City towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the City's fund balances are not reaching minimum and optimal levels at the time of enacting this policy; however, the City is transitioning towards its optimal targets.

## 4 GUIDING PRINCIPLES AND OBJECTIVES

### GUIDING PRINCIPLES

All reserve and surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or City by-law.



## Reserve and Surplus Policy

The City's management of reserve and surplus funds needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*.

### OBJECTIVES

The primary objectives of the City's reserve and surplus funds are to:

#### **a. Ensure Stable and Predictable Levies**

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

#### **b. Provide for Operating Emergencies**

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

#### **c. Finance New Capital Assets**

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

#### **d. Safeguard and Maintain Existing Assets**

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





## Reserve and Surplus Policy

### e. Focus on Long-Term Financial Stability

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

## 5 RESERVE CATEGORY

Reserve funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the reserve funds. Some reserve funds include more than one category as applicable, mainly the capital reserves that cover both risk mitigation and planned capital spending.

### a. Working Capital

Working capital reserve funds are for cash flow purposes which are the accumulated surplus of each City fund, including general, airport, sewer and water.

### b. Opportunity

Opportunity reserve funds are available to spend on opportunities, outside of regular City maintenance and Community Charter requirements. These reserve funds offer flexibility in the financial planning process.

### c. Dedicated Revenue Source

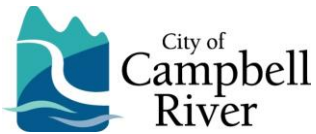
Dedicated revenue source reserve funds have a dedicated revenue source through the *Community Charter*, external grant funding or as directed by Council; this includes the DCC reserve funds and gaming and community works fund reserve funds.

### d. Risk Mitigation

Reserve fund balances in the capital reserves are focused on maintaining adequate levels in these reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the reserve funds.

### e. Planned Capital Spending

Reserve funds are the key mechanism to fund the capital project plan of the City; funding is allocated through the reserve funds from different funding sources. By flowing the funding through reserves, the tracking of spend for each asset category is more efficient.



## Reserve and Surplus Policy

### 6 ACCUMULATED SURPLUSES

The City needs to maintain accumulated surplus balances in its four operating funds (general, airport, sewer, water) for working capital or cash flow purposes. Maintaining minimum working capital funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.

Surplus funds in excess of adequate levels as established by this policy will be transferred to a reserve fund. For general fund, excess will be transferred to the financial stabilization reserve. The airport is funded by general fund therefore the accumulated surplus will be maintained in general accumulated surplus. For sewer and water accumulated surplus; excess funds will be transferred to the respective capital reserves for these funds.

### 7 OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified:

#### 7.1 Carbon Neutral Reserve

This reserve is to provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.

#### 7.2 Community Partnership Committee Reserve

This reserve is to provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.

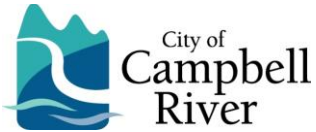
#### 7.3 Community Works Gas Tax Reserve

This reserve is to be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. This reserve will be used for enhancements and betterments to the community and to fund Council's strategic capital projects.

#### 7.4 Financial Stabilization Reserve

The financial stabilization reserve has been established for the following purposes:

**Significant Operating Events and Environmental Emergencies** – these appropriations are for major non-reoccurring costs related to significant operating events and various emergency events or situations, for instance significant legal costs/claims, insurance claims/deductibles, significant RCMP events, inclement weather, environmental hazards, and the like.



## Reserve and Surplus Policy

**Revenue Stabilization and Operating Contingency** – these appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City’s ability to adjust to in the short-term.

**One-Time and Intermittent Projects** – these appropriations are to allow the City the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation.

This reserve can be utilized by the airport fund as necessary.

Any excess of the financial stabilization reserve will be transferred to the capital reserves.

### 7.5 Gaming Reserve

This reserve is to support Council strategic priorities and initiatives; this fund can be used for any municipal purpose however Council has a general policy to use a portion of the funds for social issues and Council contingency.

### 7.6 International Relationship Reserve

This reserve is to fund maintaining international relations with other countries; it includes funds for the Ishikari anniversary relationship and Twinning Asia Pacific relationships.

### 7.7 Legacy Landmark Reserve

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

### 7.8 Solid Waste Reserve

This reserve is to fund solid waste initiatives and to offset solid waste user fee increases using prior year solid waste function surpluses.

## 8 CAPITAL RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified, in addition to any asset related operational expenses:

### 8.1 Airport Reserve

This reserve is to fund airport projects and initiatives including the 5% of City funding used to leverage 95% ACAP (Transport Canada) funding for capital infrastructure projects including heavy equipment.



## Reserve and Surplus Policy

### 8.2 Capital Works Reserve

This reserve is to fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. This reserve can also be used to fund other capital projects as needed.

### 8.3 Facilities Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures, and site services, including pier marine infrastructure.

### 8.4 Fleet and Heavy Equipment Reserve

This reserve is to fund the replacement of City fleet and heavy equipment, excluding fire trucks and airport heavy equipment eligible for ACAP funding.

### 8.5 Fire Reserve

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

### 8.6 Furniture and Equipment Reserve

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

### 8.7 Information Technology Reserve

This reserve is to fund the purchase and replacement of information technology assets and enterprise information system infrastructure and software, including enhancements to those systems. This includes general, airport, sewer and water.

### 8.8 Parks Reserve

This reserve to fund the acquisition and development of parkland as per Council bylaw. This reserve includes funding for rip rap and boat ramp marine infrastructure.

### 8.9 Sewer Reserve

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

### 8.10 Storm Water Reserve

This reserve is to fund storm water infrastructure.

### 8.11 Water Reserve

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.



## Reserve and Surplus Policy

### 9 MANDATORY RESERVE FUNDS

If monies are received from specific sources, certain reserve funds must be established for administering these funds, as per specific legislation. These reserve funds are termed by the City to be mandatory reserve funds, and are as noted below.

#### 9.1 Development Cost Charge (DCC) Reserve Funds

Per subsection 188 (2) (a) of the *Community Charter*, separate reserves need to be established for DCC collections and use, under section 935 of the *Local Government Act*. The following DCC reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition DCC
- Parkland Development DCC
- Roads DCC
- Sewer DCC
- Storm Drain Quinsam DCC
- Water DCC

#### 9.2 Parkland Acquisition Reserve Fund

Per subsection 188 (2) (b) of the *Community Charter*, Funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The parkland acquisition reserve fund has been established for accumulating and expending monies as per this requirement.

#### 9.3 Capital Lending Reserve

Per subsection 188 (2) (e) of the *Community Charter*, except for tax sale proceeds and parkland proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature.

Net proceeds of any land sale (excluding parkland) are transferred to the capital lending reserve for internal borrowing opportunities. Repayment to the reserve must be at a maximum of 15 year term. Repayments must be made in equal annual installments throughout the term of the loan; borrowing can be repaid at any time without penalty. The interest rate will be fixed to Municipal Finance Authority interim financing rates at the time of borrowing, calculated annually.

The fund can be used for general and airport capital projects.



## Reserve and Surplus Policy

### 10 APPENDIX

The reserves/surplus policy appendix includes additional detail on the City's reserve funds including the funding source, minimum and optimum levels and the rationale for levels established.



## DRAFT Long-Term Debt Policy

### 1 PURPOSE OF POLICY

The purpose of the City's long-term debt policy is to establish financial guidelines and appropriate controls for the issuance and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future infrastructure challenges.

### 2 DEFINITIONS

**“Alternative Approval Process”** is one of the two forms of electoral approval to support a bylaw. Pursuant to section 86 of the *Community Charter*, after a specified public notice period, alternative approval is obtained if no more than 10% of eligible electors have signed elector response forms indicating that Council may not proceed with the loan authorization bylaw.

**“Capital Assets”** are the City's physical assets that are used in the delivery of services and have estimated useful lives extending beyond one year.

**“Core Assets”** are the City's infrastructure that provides core service levels to the citizens, primarily linear and related infrastructure including roads and transportation, storm water, sewer, water, in addition to City facilities.

**“Debt Servicing Costs”** are the annual repayment costs of debt which include scheduled principal and interest payments. Debt servicing costs will be funded by the respective fund operating budget revenues, property taxation or user fees.

**“Elector Approval”** is the approval of the electors to support a bylaw which can be obtained by either referendum or with alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

**“Financial Stability & Resiliency Program”** is the program implemented during 2016 financial planning to support strategic long-term planning. The program includes many components to ensure focus is on long-term stable tax rates and ongoing funding to support service levels. The components include ten year financial plan, reserve restructure and policy, net funding model for reserve contributions, waterfall system for reserve balances, and budget parameters providing stable funding for base operating budget, demands for new services, and ongoing capital funding.

**“Long-Term Debt”** is long-term borrowing with an underlying loan authorization borrowing bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt must be used for a capital project and the debt term



## DRAFT Long-Term Debt Policy

cannot exceed the lesser of the estimated useful life of the underlying asset or thirty years.

**“Referendum”** is one of the two forms of elector approval to support a bylaw. Pursuant to section 85 of the *Community Charter*, assent of the electors by referendum is obtained only if a majority of the votes counted are in favour of the loan authorization bylaw.

**“Temporary Borrowing”** is short-term borrowing less than five years that is utilized for the construction period of a capital project. The temporary borrowing bylaw provides financing up to the amount approved under an adopted long-term loan authorization bylaw pursuant to section 181 of the *Community Charter*.

### 3 POLICY ADMINISTRATION

#### 3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring the use of debt funding as a financing tool is utilized in compliance with this policy;
- Ensuring the management and maintenance of existing debt is in compliance with this policy;
- Conducting an annual review of debt and reporting the results to City Council;
- On an “as required basis”, recommend revisions or amendments to this policy due to changes in financial stability, capital financing needs, applicable statutes, accounting standards, or the economy. This policy and its ability to meet the needs of the City in maintaining stable fiscal management under the *Financial Stability & Resiliency Program* will be reviewed on an annual basis and reported to Council during financial planning.

The issuance of new debt must approved by City Council.

#### 3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the capital plan, and related debt servicing costs will be approved by Council through the City’s annual financial planning bylaw. Debt servicing costs must be affordable and sustainable within the City’s *Financial Resiliency & Stability Program*.





## DRAFT Long-Term Debt Policy

Long-term debt requires approval from the electorate, whether through referendum or the use of the alternative approval process.

Pursuant to section 182 of the *Community Charter*, long-term debt must be undertaken by the City's applicable regional district, the Strathcona Regional District.

### 3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*.

### 3.4 INTEREST

All debt issues will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees. Interest rates will be based on stated MFA fixed rates at the time of issuing.

### 3.5 INTERNAL BORROWING

The City has established an internal borrowing reserve under section 189 (4.2) of the *Community Charter*, the capital lending reserve, which provides flexibility to fund capital projects that would not otherwise be affordable given existing reserve balances. The intended use of the capital lending reserve is for less significant discretionary projects under \$2 million dollars. The City's reserve and surplus policy states that each project funded by the capital lending reserve must have clearly defined and attainable payback plans up to a fifteen year term, including payment of foregone interest.

### 3.6 BORROWING LIMITS

Limits shall be established to determine the affordable levels of debt and related debt servicing costs for the City. A review of the borrowing limits shall be undertaken annually with consideration of the flexibility, sustainability, and vulnerability of the City's financial position today and in the future. Intergenerational equity shall be considered which can be defined as achieving a fair, equitable balance of costs and benefits between present and future users for the costs of maintaining City infrastructure.

## 4 GUIDING PRINCIPLES AND OBJECTIVES

### 4.1 GUIDING PRINCIPLES

Incurring debt commits a municipality's revenues several years into the future, and may limit the government's flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to a debt policy ensures that debt is issued and managed sensibly in order to maintain a sound fiscal position and protect credit quality.



## DRAFT Long-Term Debt Policy

The City's management of debt shall conform to the statutory and legal requirements including the *Community Charter and Local Government Act*.

This debt policy has been prepared in accordance with the Government Finance Officers Association (GFOA) Recommended Practices on Debt Management Policies as well as aligned with other local government debt policies.

### 4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

#### a. Provide Funding for the Capital Plan

Debt will be utilized for financing capital projects. Debt will not be utilized to finance operating activities. Short-term debt may be used temporarily, for a financial emergency that was not anticipated, and when the City's financial stabilization reserve has insufficient funds available to fund such events.

#### b. Fairness and Stability for Taxpayers

The use of external debt financing and internal reserves to fund the City's capital plan ensures fairness to both current and future City taxpayers. Debt financing provides long-term payback of significant investment in capital assets, which provides a greater correlation between the lifecycle of the related asset and the payment for that asset. Core facility and infrastructure assets have long useful lives which support long-term debt terms.

The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining stable tax rates for current and future taxpayers. Long-term financial stability is defined in the City's *Financial Stability and Resiliency Program*.

#### c. Maintain Service Levels

In order for the City to maintain its service levels, the core infrastructure assets must be maintained and upgraded to meet the demands of its citizens. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures that the City can continue to provide existing and enhanced service levels.

### 4.3 USE OF DEBT

The primary uses of the City's debt financing are to:

#### a. Safeguard and Replace Existing Core Capital Assets

The primary use of long-term debt in the long-term financial plan is to safeguard and replace existing capital assets. The City has an inventory of specialized machinery,



## DRAFT Long-Term Debt Policy

equipment, facilities, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be upgraded and replaced according to service lifecycle to maintain service levels and to reduce the risk of escalating costs of repair if these assets are not maintained and upgraded as necessary. The City has a significant infrastructure deficit due to the age of its core capital assets which are facilities and linear infrastructure including roads, storm drain, sewer and water. The use of external debt financing with a long-term payback provides funding that the City would otherwise not have access to given its current reserve funds.

### b. Growth and Development Funding Support for Core Capital Assets

A secondary purpose of utilizing long-term debt is to provide funding support for core capital asset infrastructure renewals or upgrades relating to the growth and development of the City. Development cost charges and the City's internal reserve funds do not provide adequate funding to upgrade or enhance these assets due to increasing service level demands due to the ongoing development and growth in the City. Debt financing can be utilized to provide funding support for these necessary upgrades.

### 4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and presented to Council during financial planning. Presentation of the business case shall include the situation analysis, analysis of decision criteria and measures, identification of alternative solutions, evaluation of the alternatives both financially and non-financial, recommendation, and implementation plan. The City has limited funding available for capital maintenance and upgrades; therefore, any project recommended for debt requires a complete analysis by way of a business case to ensure the decision to obtain external borrowing is operationally, strategically, and financially sound.

## 5 BORROWING LIMITS

### 5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of calculated revenues which is a determined formula which includes ongoing core revenues, but excludes one-time or non-reliable revenues. This is set out in the *Community Charter* section 174 and *BC Regulation 254/2004*.

### 5.2 GUIDELINES FOR OVERALL CITY LIMIT

The City has established specific borrowing limits that ensure that the City maintains financial stability and flexibility today and in the future.



## DRAFT Long-Term Debt Policy

In evaluating the City's overall debt capacity, debt servicing costs should generally not exceed 10% of calculated revenues for the previous year; and in no circumstance should they exceed 12.5%.

The maximum limit of debt servicing costs for the City has been established at half of the legislated limitation; this provides adequate debt financing to fund required capital projects without hindering the City's ability to maintain base service levels.

### 5.3 GUIDELINES FOR FUND LIMITS

Debt funding needs for each City fund will vary based on asset conditions and estimated useful lives for respective asset categories in each fund; additional limits have been established to ensure that any one fund does not utilize all debt capacity available to the City and to ensure general fund and utilities infrastructure upgrades can be undertaken as necessary.

#### a. General Fund

For general fund debt, where taxation is the primary source of revenues and there are numerous service levels to be funded, debt servicing costs should generally not exceed 10% of calculated general fund revenues (including airport) for the previous year; and in no circumstance should they exceed 15%.

#### b. Utility Funds

For utility funds, including sewer and water, where user fees are the primary source of revenues and the related services are self-funded with a primary focus on maintaining and upgrading core infrastructure to maintain services, debt servicing costs should generally not exceed 15% of the respective utility fund's calculated revenues for the previous year; and in no circumstance should they exceed 20%.

## 6 DEBT TERM

### 6.1 USEFUL LIFE OF ASSET

Long-term debt terms shall not exceed the lesser of the estimated useful life of the underlying asset or thirty years pursuant to section 179 (5) of the *Community Charter*. It is preferred for the debt term to be less than the expected life of the asset to be less than the expected life of the asset, if it is affordable.



## DRAFT Long-Term Debt Policy

### 6.2 FLEXIBILITY

Commitment to long-term debt should not impede the City's future flexibility and funding availability for future projects. The recommended debt term is fifteen years, with a minimum of ten years up to a maximum of twenty years.

When the City is considering debt terms interest rates should be a consideration with more flexibility on longer terms if interest rates are low, as compared to shorter terms when interest rates are high. Total interest costs for a debt issue should be within 15-45% of the total amount of debt borrowed, with 25-30% as an expected target. As interest rates increase, this ratio will need to be reviewed.

### 6.3 STABILITY

The debt term and related debt servicing costs must be funded by long-term sustainable revenues. The debt servicing costs must fall within the budget parameters for stable tax and user fees increases under the *Financial Stability & Resiliency Program*.

## 7 DEBT RETIREMENT

### 7.1 EARLY RETIREMENT

The decision to retire debt before the originally intended debt term must be completed in consideration of the overall capital plan and funding requirements, as well as the consideration of the long-term stability under the *Financial Stability & Resiliency Program*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.



## Tangible Capital Asset Policy

### PURPOSE

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

### SCOPE

This policy applies to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City, including the Campbell River Economic Development Corporations (Rivercorp).

All tangible property owned by the City, either through donation or purchase and which qualifies as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- i. are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- ii. have useful economic lives extending beyond an accounting period ( 1 year);
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of city operations.

### PRINCIPLES

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

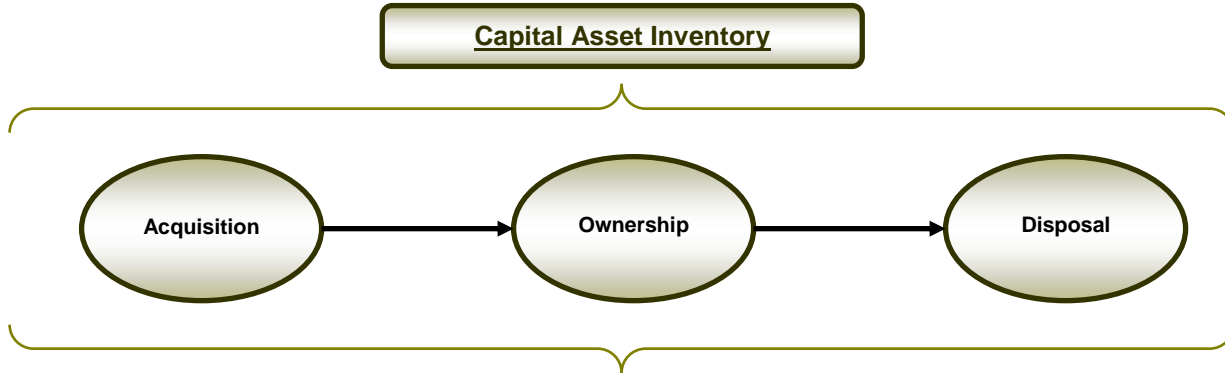
1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold)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

### POLICY

A framework is established for the management and control of the City's capital assets. Included in this framework is proper recognition, measurement, thresholds, aggregation, segregation, amortization, reporting, safeguarding and disposal. Additional guidelines relating to the purchase of assets are found in the City's Procurement Policy.



## Tangible Capital Asset Policy



### ***TCA Inventory - Acquisition***

Tangible Capital Assets are recorded at historical cost. TCA's are recognized as assets on the City's Statement of Financial Position on date of receipt for capital goods or when the asset is put into use for capital projects.

**COST** as defined by PSAB 3150, is the gross amount of consideration given up to acquire, construct, develop or better a TCA, and includes all costs directly attributable to acquisition, construction, development or betterment of the TCA, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed TCA, including a TCA in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related TCA. The cost of a leased TCA is determined in accordance with Public Sector Guidelines for Leased Tangible Capital Assets.

For assets owned by the City but not paid for by the City including contributions gifts, and donations, valuation may be assessed by fair value. **FAIR VALUE** is the amount of the consideration that would be agreed upon in an arms length transaction between knowledgeable, willing parties who are under no compulsion to act.

### ***Thresholds***

Thresholds are established for a minimum dollar value and number of years of useful life. Thresholds help to determine whether expenditures are to be capitalized as assets and amortized or treated as a current year expense. For financial reporting purposes thresholds are set fairly high, however, details may be useful for the City's capital asset management program. Therefore, an optimal threshold for each asset category is a balance between the two. Threshold values should be reviewed periodically and adjusted for inflation.



## Tangible Capital Asset Policy

Asset Category	Threshold
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
IT Infrastructure	\$5,000
Infrastructure (e.g. water, electrical wastewater, roads etc.)	\$50,000

Thresholds apply to capital goods purchased and capital projects constructed with the total cost of the good or project meeting the threshold criteria. Long term assets not individually meeting threshold limits, when purchased in sufficient volume to meet the limit are to be capitalized. Group purchases are purchases that are individually insignificant items but when purchased together, the invoice amount meets or exceeds the threshold for that asset category.

Improvements are capitalized or expensed in accordance with PSAB 3150.

### ***Classification, Aggregation & Segmentation***

The level of detail required in the capital asset inventory is a balance between cost of data collection, tracking and analysis and the beneficial use of the information gathered. The full cost of preparing a TCA for its intended use is considered the aggregate cost of the capital asset. The aggregate cost may be further segmented into elemental components based on useful life.

### **LAND**

Land owned by the City includes parkland, land for City owned facilities and land under roads and sidewalks. All land owned by the City is segmented by each parcel held. City parkland and the land for City facilities and leased facilities is quantified and included in the City's land database. Due to the age of the land under roads and sidewalks, existing City land under roads and sidewalks is considered to have a nominal value of \$1.





## Tangible Capital Asset Policy

### LAND IMPROVEMENTS

Parks infrastructure includes playground equipment, outdoor pools, fencing, trails, irrigation systems, etc. Each asset when capitalized is recorded separately with an attached useful life.

### BUILDINGS

Buildings owned by the City include the City Hall, Community Centre, and any other buildings the City holds or acquires, including leaseholds. New buildings may be segmented by envelope, roof and equipment and other significant component parts based on useful life. This treatment provides for capital replacement of each component over the years of ownership.

### BUILDING IMPROVEMENTS

Building improvements include furniture, fixtures along with interior fit-outs required to make the building ready for use. Furniture, fixtures, equipment and fit-outs are capitalized if purchased in volume and the volume exceeds the threshold limit or if the individual cost of individual items exceeds the threshold.

### WORKS IN PROGRESS

Works in progress contains capital projects underway but not yet complete or in use. Upon completion, these projects are transferred to the appropriate category and amortized based on the date they are put into service.

### VEHICLES, MACHINERY AND EQUIPMENT

Mobile vehicle fleet and all machinery and equipment used in normal city operations.

### IT INFRASTRUCTURE

IT infrastructure includes hardware, infrastructure, computers, printers, scanners, photocopiers and the telephone network. This IT infrastructure is capitalized if each purchase, group purchase, or project meets threshold limits.

### INFRASTRUCTURE

#### *WATER*

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

#### *SEWER AND DRAINAGE*

The sewer and drainage system components may be segmented by sewer mains, lift stations, manholes, catch basins and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

#### *TRANSPORTATION*

Transportation assets includes all linear assets associated with roads and may be segmented by roads, lanes, sidewalks, traffic intersections, street lights, signage and structures. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.



## Tangible Capital Asset Policy

### ***TCA Inventory – Ownership***

Ownership of assets requires safeguarding, maintenance, amortization for replacement and possibly write-downs. These requirements are addressed in this section.

It is the responsibility of department managers to ensure capital assets assigned to his or her custody are maintained and safeguarded in coordination with the asset management and facilities department.

Amortization is an annual charge to expenditures for the use of a capital asset. The City sets amortization rates on a straight line basis based on the number of years in service. The asset categories are amortized as follows:

<b>Asset Category</b>	<b>Amortization of Cost</b>
Land	Not amortized
Land Improvements	Straight line over useful life of each asset unit
Buildings	Straight line over useful life of each asset unit
Building Improvements	Straight line over useful life of each asset unit
Works in progress	Not amortized
Vehicles, Machinery and Equipment	Straight line over useful life of each asset unit
Infrastructure (e.g. water, wastewater, roads etc.)	Straight line over average useful life of each segment

Amortization is calculated at 50% of the rate for the first year the asset is placed in service and at the full annual rate thereafter. Economic useful life is used for amortization rather than physical useful life.

Appendix I provides a general guide for useful life.

A write down of assets occurs when reduction in future economic benefit is expected to be permanent and the value of future economic benefit is less than the TCA's net book value. A write down should not be reversed.

### ***TCA Inventory – Disposal***

Disposal procedures for capital assets are in accordance with the City's Procurement Policy. All disposals of TCAs are recorded in the City's financial statements in accordance with accounting standards.



## Tangible Capital Asset Policy

## APPENDIX I – ASSET USEFUL LIFE (GENERAL GUIDELINES)

ASSET TYPE	DEPRECIABLE LIFE IN YRS
<b>Land Improvements</b>	
Playground Equipment	15
Washrooms, Concessions, Picnic Shelters	40-50
Outdoor pools, Splash pads	50-60
Tennis Courts	15
Fencing	15
Irrigation System	20
Other Land Improvement Structures	15-60
<b>Buildings</b>	20-75
<b>Building Improvements</b>	
Exterior Envelope	30-40
HVAC systems	10-12
Roofs	15-20
Electrical/Plumbing/Fire	15-20
Site works - Asphalt, water/sewer lines	10-100
Other Building Improvements	10-100
<b>Machinery &amp; Equipment</b>	
General Equipment	5-10
Ground Machinery & Equipment	10-15
Heavy Construction Equipment	5-10
Other Machinery & Equipment	5-20
<b>Vehicles</b>	
Cars and Light Trucks	5-10
Vehicles - Medium	8
Vehicles - Heavy	15
Fire Trucks	15-25
Other Vehicles	5-25
<b>IT Infrastructure</b>	
Hardware	3-5
Software	3-5
Telephone System	5-7
Other IT Infrastructure	3-7
<b>Infrastructure</b>	
Water/Sewer/Drainage/Transportation	10-100
Other Infrastructure	10-100



# ASSET MANAGEMENT STRATEGY FOR CAMPBELL RIVER – 2016



Prepared by: AIM Committee (Ron Bowles, Jennifer Peters, Drew Hadfield, Alaina Maher & Jason Decksheimer)

Presented on: April 27, 2016



# ASSET MANAGEMENT STRATEGY

## EXECUTIVE SUMMARY

The Federation of Canadian Municipalities (FCM) stunned the government world in 2007 with its release of the report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure*.<sup>1</sup> Since then, a new term “infrastructure deficit” has become synonymous with municipal governance. The *Canadian Infrastructure Report Card*<sup>2</sup> - a collaboration of the FCM and industry trade and professional associations, first published in 2012 and updated early in 2016, outlines the state of Canadian municipal infrastructure. More importantly, the 2016 report lays out a path for success. The report's major findings are:

- 1) Municipalities own 60% of Canada's core infrastructure with an estimated value of \$80,000 per household;
- 2) One third of municipal infrastructure is in fair, poor and very poor condition, with 35% in need of attention;
- 3) Increasing infrastructure investment will reduce deterioration, with critical areas being roads, sidewalks, storm, water and recreation;
- 4) Reinvestment will save money in the long-term as one dollar invested in the first 75% of the asset's life eliminates or delays spending of six to ten dollars on future rehabilitation; and
- 5) Communities will benefit from increased asset management capacity. 56% of medium-sized municipalities have a formal asset management plan in place, 40% have a computer-based management system and 19% have a formal mechanism to factor climate change into decision-making.

Given these findings, the Asset Infrastructure Management (AIM) Committee was formed to develop a framework for how the City of Campbell River can achieve an active and functional asset management program. The formulated Asset Management (AM) strategy identifies how the City can address current shortcomings, safeguarding City assets, assisting in decision making, and achieving a fully integrated AM plan by 2021.

<sup>1</sup> [https://www.fcm.ca/Documents/reports/Danger\\_Ahead\\_The\\_coming\\_collapse\\_of\\_Canadas\\_municipal\\_infrastructure\\_EN.pdf](https://www.fcm.ca/Documents/reports/Danger_Ahead_The_coming_collapse_of_Canadas_municipal_infrastructure_EN.pdf)

<sup>2</sup> [http://canadainfrastructure.ca/downloads/Canadian\\_Infrastructure\\_Report\\_2016.pdf](http://canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf)



## ASSET MANAGEMENT STRATEGY

Locally, the City of Campbell River views asset management as an opportunity to use industry best-practices to tackle the looming infrastructure deficit problem. In its 2015 Strategic Plan, City Council adopted a priority “We will plan proactively for the long-term costs of maintaining our critical infrastructure.” To support this strategic item, the Asset Infrastructure Management (AIM) Committee has been created. The Committee’s long range goal is to establish an active and functional asset management program for the City. The AIM Committee will be taking a leadership role in the City to manage an enormous capital asset portfolio and tackle the growing infrastructure deficit.

Campbell River is not alone and Asset Management B.C. has produced a roadmap for a successful implementation of a municipal asset management program; the *Guide for using the Asset Management B.C. Roadmap*.<sup>3</sup> This roadmap has been incorporated as the guiding document for Campbell River’s asset management program. It will be a long-term endeavor for the City and the first task is to adopt an Asset Management strategy.

The goals of the Asset Management strategy are to:

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

Together, let’s take AIM.

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<sup>3</sup> [https://www.civicinfo.bc.ca/Library/Asset\\_Management/AM\\_Roadmap/Guide\\_for\\_using\\_the\\_Roadmap%20--AMBC--Sept\\_23\\_2011.pdf](https://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Guide_for_using_the_Roadmap%20--AMBC--Sept_23_2011.pdf)



# ASSET MANAGEMENT STRATEGY

## AIM COMMITTEE MISSION

The City of Campbell River will be a leader in asset management to maintain our community assets to meet current and future service needs. To lead this charge, the Asset Infrastructure Management (AIM) Committee will be tasked with meeting the ultimate goal of an integrated asset management plan by 2021. The AIM Committee will develop a strategy and execute a process towards establishing, implementing, auditing, refining and communicating a corporate-wide asset management system.

## AIM COMMITTEE MANDATE (GOALS)

To develop a process for:

- Defining and recording information on physical assets
- Understanding replacement costs and condition assessments
- Defining acceptable risk and service levels
- Ensuring a corporate-wide, integrated asset replacement process
- Supporting the development of a stable long-term financial plan
- Communicating the steps, the obstacles and the successes of the asset management program internally

## AIM COMMITTEE CHARTER (TERMS OF REFERENCE)

The AIM Committee is a cross-departmental, staff led group of technical and financial professionals committed to Council's strategic objective – *we plan proactively for the long-term costs of maintaining our critical infrastructure*. All decision making will be by consensus. All policy and budget recommendations will be to Council, through the City Manager. All operational decisions will be through the City Manager.



# ASSET MANAGEMENT STRATEGY

## STRENGTHS

- Council strategic objective to improve infrastructure management
- Some departments have started developing components of an Asset Management program
- Good GIS system
- Asset experts on staff
- PSAB 3150 Tangible Capital Asset database for baseline asset register information
- Some risk and condition assessments started
- Ability to raise funding
- AIM Committee
- Access to other municipal and industry best practices
- Eagerness at staff and department level to improve processes

## WEAKNESSES

- Lack of accurate and complete asset registers for all asset categories
- High proportion of assets at or beyond expected lifespan
- No standardization of Asset Management practices or protocols between departments
- Capital planning decisions frequently made by professional judgement, not knowledge based condition/risk assessment
- Limited condition assessment information on many assets
- Undefined community service needs relating to asset condition
- Lack of clarity on AM benefits/outcomes
- Limited defined service levels for municipal services

## OPPORTUNITIES

- Improved capital renewal decision making process
- Surety and consistency in future service levels
- Stable taxes and fees
- Improved maintenance practices resulting in extended asset lifespan
- Community/Council defined service levels
- Funding dictated by renewal needs, not vice versa
- Most efficient use of scarce financial and staff resources
- Risk levels defined for all asset categories
- Most accurate asset registers / condition information available

## THREATS

- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management program
- Unstable and unforeseen tax/fee increases for capital renewal
- Decisions made without formal risk/condition assessment information

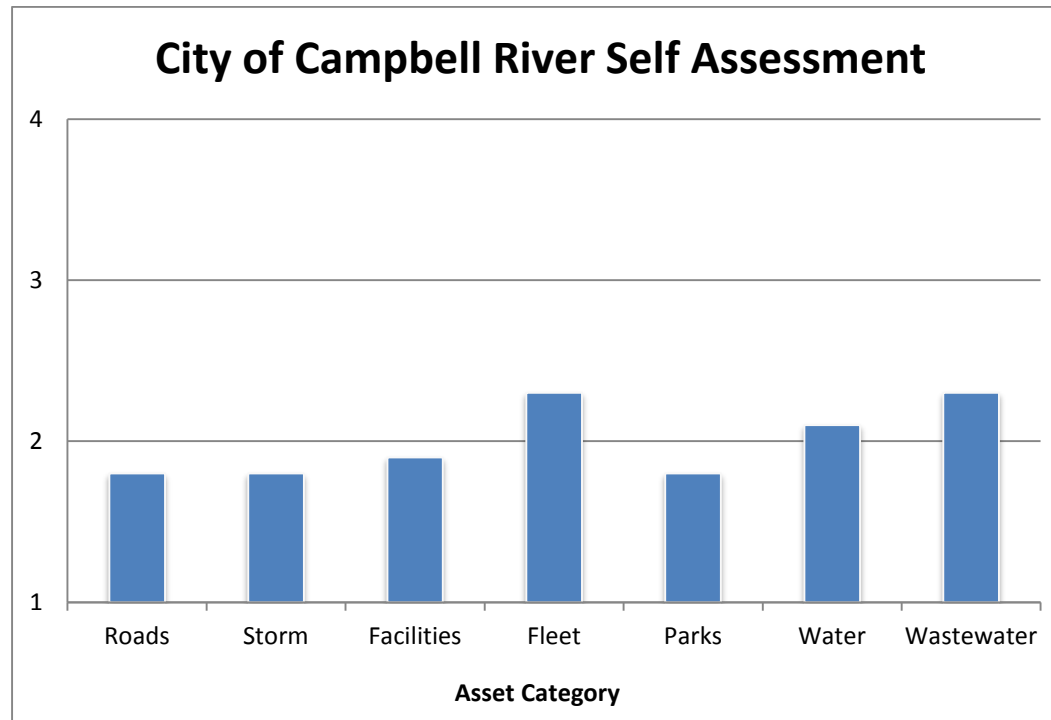




# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. PREPAREDNESS SELF-ASSESSMENT<sup>4</sup>

Major asset categories were scored from 1 to 4 on 21 different criteria, ranging from key attribute data to decision making. The City of Campbell River self-assessment results are:



1 = No capacity      2 = Fair capacity      3 = Good capacity      4 = High capacity

<sup>4</sup> [http://www.civicinfo.bc.ca/Library/Asset\\_Management/Tools\\_and\\_Resources/AssetSMART\\_2%20-\\_A\\_Local\\_Government\\_Self\\_Assessment\\_Tool--LGAMWG--September\\_2015.pdf](http://www.civicinfo.bc.ca/Library/Asset_Management/Tools_and_Resources/AssetSMART_2%20-_A_Local_Government_Self_Assessment_Tool--LGAMWG--September_2015.pdf)



# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. GAP ANALYSIS<sup>5</sup>

A comparison between current practise at the City of Campbell River and the Asset Management B.C. Roadmap identified the following gaps in AM practices:

### 1.0 Know Your Assets

- Gap 1 No master asset list including asset type, location, quantity/size, material, useful life, install date and remaining life.
- Gap 2 No componentized asset inventories for all asset categories.
- Gap 3 No formal decision making tools, consistent data/asset management database for all asset categories. Varied data sources.
- Gap 4 No linkage or consistency between various data sources, GIS and financial information.
- Gap 5 No single department or person responsible for asset management data management, accuracy and process.

### 2.0 Know Your Financial Situation

- Gap 6 No list of depreciated and replacement costs for all asset classes.
- Gap 7 No componentized or fully reliable historical operations or repairs and maintenance costs.
- Gap 8 Future capital planning based on historical spending and not on a data supported replacement plan.

### 3.0 Understand Decision Making

- Gap 9 Very limited formal (written) decision making processes, across the whole organization.
- Gap 10 No improvement plan or consideration of desired decision making process.

<sup>5</sup> [http://www.civicinfo.bc.ca/Library/Asset\\_Management/AM\\_Roadmap/Roadmap\\_Diagram--AMBC--Sept\\_23\\_2011.pdf](http://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Roadmap_Diagram--AMBC--Sept_23_2011.pdf)



# ASSET MANAGEMENT STRATEGY

## 4.0 Manage Your Asset Lifecycle

- Gap 11 Almost no current condition information or rating across all asset classes.
- Gap 12 Other than regulatory, very little stated levels of service. Applies across organization, particularly relating to assets.
- Gap 13 Minimal formal renewal or replacement decision process, particularly regarding maintenance practices.

## 5.0 Know the Rules

- Gap 14 Limited proactive stakeholder engagement.
- Gap 15 Very limited internal/operational goals, performance measures and strategic priorities.

## 6.0 Sustainability Monitoring

- Gap 16 Sustainability (Financial/Environmental/Social) reporting is at a high-level and without measurable, direct and operational action plans.
- Gap 17 Renewal coordination is done on a project by project basis, not on a whole system asset class basis.



# ASSET MANAGEMENT STRATEGY EXECUTION 2015 - 2017

## 2015

- AM strategy
- Reserve restructure
- 10 year financial plan

## 2017

- Central asset registry
- Replacement values



## 2016

- Implementation & resourcing plan
- Debt policy
- Identify electronic data platform



# ASSET MANAGEMENT STRATEGY EXECUTION 2018 – 2021

## 2018

- Condition assessments & ratings
- Service levels (current & future)

## 2020

- AIM policy

COMMUNICATION & STAKEHOLDER ENGAGEMENT

## 2019

- Risk assessments
- First draft AIM plan (beta)

## 2021

- Long term financial plan (20+ years)
- Integrated AIM plan

# ASSET MANAGEMENT STRATEGY

## ASSET MANAGEMENT B.C. FRAMEWORK<sup>6</sup>



<sup>6</sup> <http://www.assetmanagementbc.ca/framework/>

## Report To Council

**To:** City Manager  
**From:** Ron Bowles, GM Corporate Services  
**Authored By:** Alaina Maher, Finance Reporting Supervisor  
**Date:** October 24, 2016  
**Subject:** **Corporate Progress Report – Q3 2016**

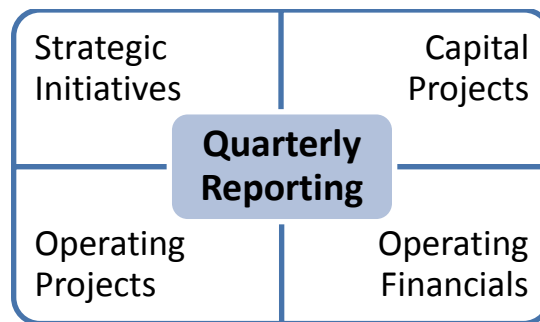
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**Recommendation:**

THAT the Corporate Progress Report for the third quarter (July 1-September 30) of 2016 be received for information.

**Background:**

In an effort to support Council's strategic plan and commitment towards long-term financial planning, staff will provide regular progress updates to Council. The quarterly Corporate Progress Report provides an update to Council on all City initiatives, which include ongoing strategic initiatives, capital and operating projects, and operating financials.



Ongoing strategic initiatives (Appendix 1) report on initiatives that support Council's 2015-2019 Strategic Plan. These initiatives are foundational ongoing endeavors focused on achieving Council's strategic long-term goals. They are not necessarily 'business as usual' tasks, they are critical initiatives which are key to improving the City's delivery of Council's Strategic Plan. As such, capital and operating projects, as well as minor tasks, are excluded from this appendix. Appendix 1 provides specific tasks, measures, and results of strategic initiatives to ensure Council is apprised of progress made towards its strategic plan.

Capital and operating projects are discussed in Appendix 2 and 3 respectively. Included are project status updates, current comments, and financials as of the end of the quarter.

Staff have used the following legend to identify status updates for phases of an initiative and/or project lifecycle (see Appendices 1-3):

<b>Project Status</b>	<b>Description</b>
<b>A</b>	Not Started
<b>B</b>	Planning / Request for Proposal / Design
<b>C</b>	In Construction / In Progress
<b>D</b>	Completed / In Use
<b>X</b>	Cancelled
<b>Z</b>	Delayed Until Next Year

---

As a prudent means of fiscal management and good financial controls, quarterly financial reporting is provided to Council. Appendix 4 provides operating results for the City and is included to give Council an overview of how operating revenue and expenses have been managed. It is important to note that the report does not include financial information that provides minimal value on quarterly basis. Excluded data includes: tax revenue, cost allocations/internal administration charges, debt servicing and amortization.

**Discussion:**

**Strategic Overview from the City Manager**

The third quarter of 2016 has been very active, especially with construction projects as City crews worked diligently to complete projects before the rainy season began. This quarter was marked by community and Council engagement including consultations for the Downtown Refresh program, tourism restructuring, Official Community Plan update, zoning bylaw changes, recreation facility space assessment and two park master plans (Frank James and Nunns Creek).

Twenty-two strategic projects and initiatives were completed in the third quarter, including an airport master plan, installing free public Wi-Fi at four city facilities, pavement improvements throughout the community, Cedar Street water main renewal, municipal broadband network business plan and a building department review, to name a few. 39% of strategic projects and initiatives have been completed from our ambitious work plan and the projection for the end of the year is 60%. Other milestones in Q3 include:

- The large-scale and technical water supply project, which is progressing well with one of the riskiest components – drilling a 130-meter-long intake line into John Hart Lake – being completed without issue.
- A five-year tourism strategy, marketing plan and submission of a hotel tax application to the Province, all with positive endorsement from the hotelier sector.
- The Downtown Refresh program, which has been active and with many touch points with the public and Council.
- The City being recognized for two videographer awards of distinction.
- A citizen satisfaction survey reporting 96% of people are satisfied with services, up from 85% in 2013 and a customer service rating of “excellent.”

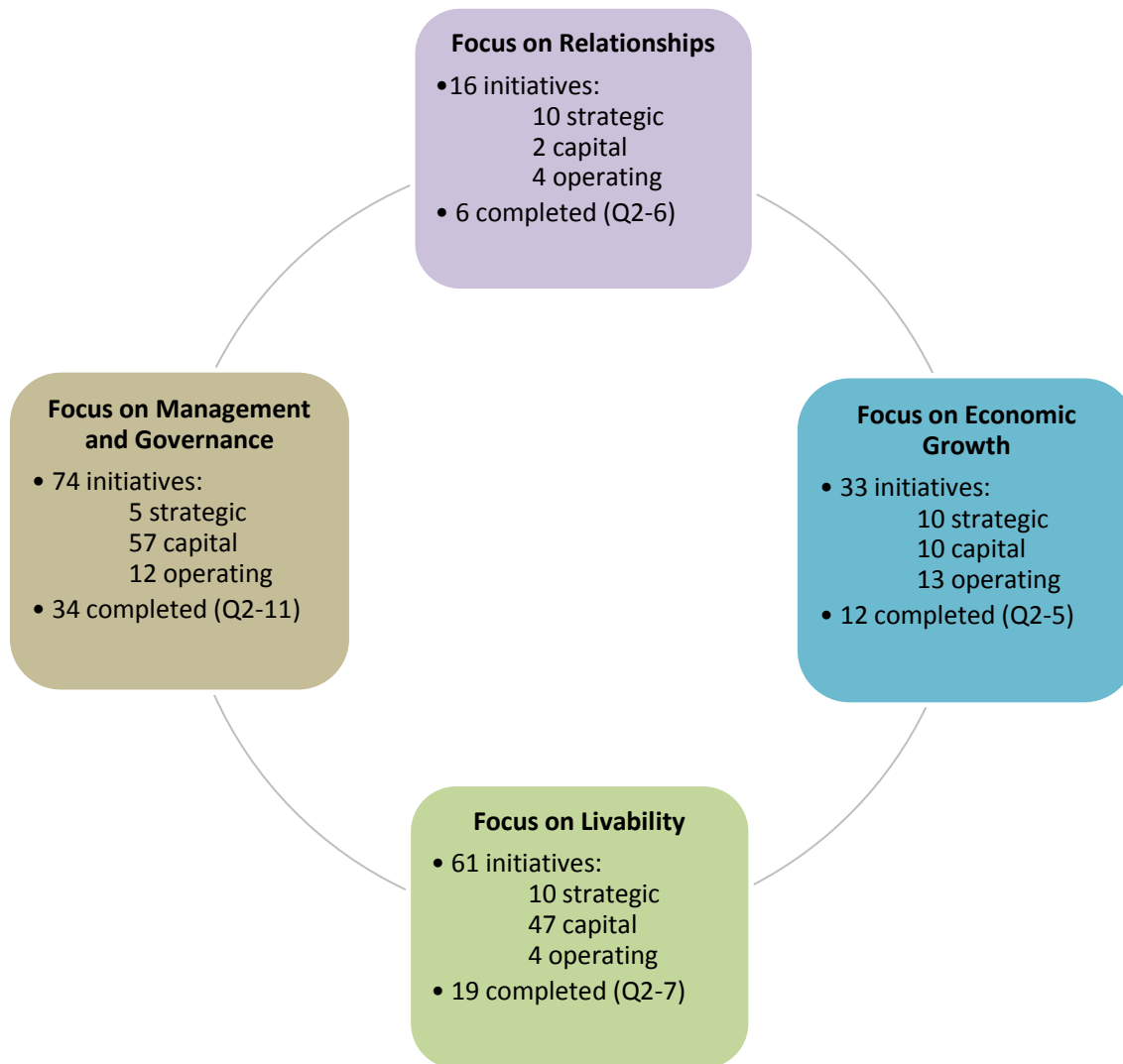
As the leaves fall, we enter the planning phase of our year. The final quarter will see many projects through to fruition, while at the same time Council will aim to build a sustainable ten-year plan during Financial Planning, setting the City up for a great start to 2017.

As City Manager, I am truly proud of the progress towards our corporate goals and objectives. The leadership of our now-seasoned Council and the prevalent teamwork amongst our professional staff is paving the way for improved and sustainable service delivery. I look forward to continued success throughout the remainder of the year.

Deborah Sargent, City Manager

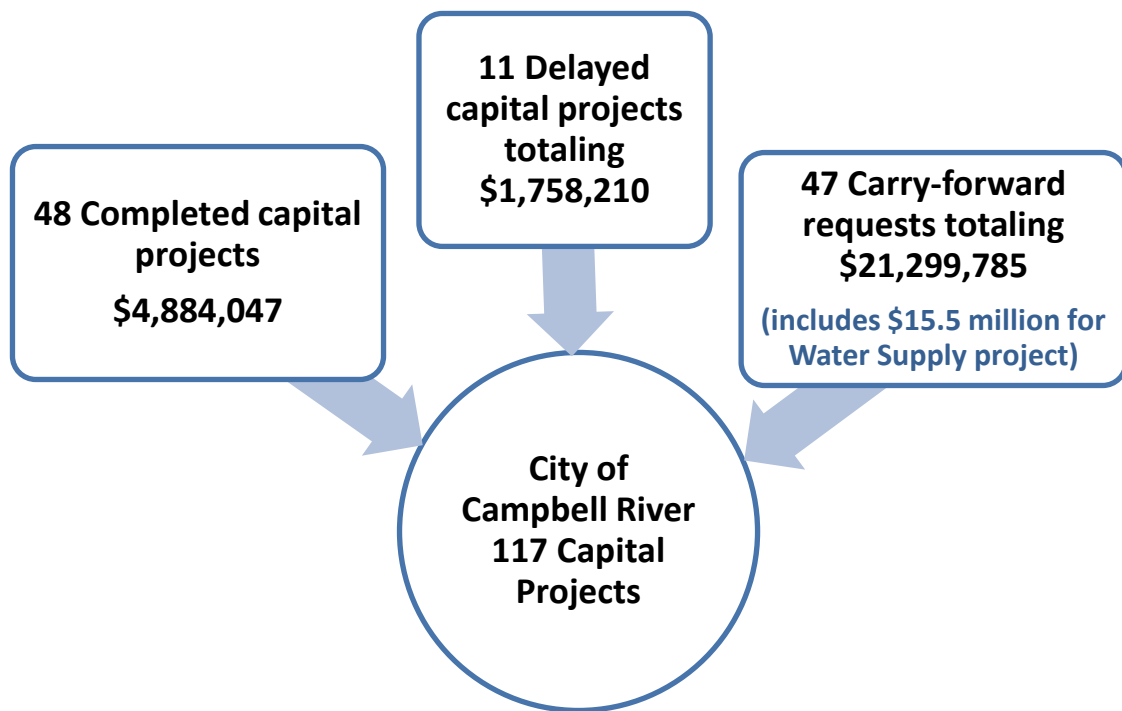


Reporting for strategic initiatives, as well as operating and capital projects, is segmented into Council's four strategic pillars (see Appendices 1-3). The diagram below summarizes the number of initiatives in each pillar and identifies how many of the initiatives have been completed to date (as the end of the third quarter of 2016).



**Capital Overview - Celebrating Successes and Preparing for 2017**

The City has made great strides to successfully complete 48 capital projects to date with many more projects to be completed in the fourth quarter. Projects delayed until next year or cancelled have occurred due to unforeseen circumstances or changes in activity that have prevented these projects from taking place in 2016. The City has identified 47 carry-forward requests that will be required for 2017 due to commitments and external factors (e.g. third party contractors, weather, changes in project scope, as well as multi-year projects including the Water Supply Project); these requests will be reviewed during 2017 financial planning. Detailed information on each project is available in Appendix 2.



### **Capital Projects (Appendix 2)**

As at September 30<sup>th</sup>, the total capital spend is at \$10,846,813 compared to the approved budget of \$44,535,198 (24% of the 2016 capital plan). Third quarter capital expenditures in 2016 are overall trending lower than 2015 where 34% of the 2015 capital plan was expended (\$9,216,146 spent from a total budget of \$27,000,560).

As noted in the first quarter, Fire's ladder truck replacement went over budget by \$401,949 (see Appendix 2, index 21); however, the majority of this variance has been covered by offsetting foreign exchange gains as the City purchased USD in 2014 when the truck was ordered. This gain is identified in the Corporate Services revenue analysis. Canadian public sector accounting standards require the truck to be recorded at the cost when acquired; as such, the 2016 capital expense is higher than budget due to the rapid decline in the Canadian dollar with an offsetting foreign exchange gain in operations (see Appendix 4).

The majority of construction for capital projects occurs during the summer months, resulting in an active second and third quarter. Current third quarter financials may not reflect all of the summer season work completed due to timing differences; however, this will be reflected in the fourth quarter. Please see Appendix 2 for further comments in regards to project activity.

<b>Fund</b>	<b>Q3</b>	<b>Budget</b>	<b>Q3 % of Budget</b>	<b>Q2 % of Budget</b>	<b>Q1 % of Budget</b>
General	\$4,303,275	\$16,496,526	26%	20%	14%
Airport	136,663	1,465,584	9%	5%	2%
Sewer	1,852,469	5,358,163	35%	19%	5%
Water	4,554,405	21,214,925	21%	17%	1%
<b>Total</b>	<b>\$10,846,813</b>	<b>\$44,535,198</b>	<b>24%</b>	<b>18%</b>	<b>6%</b>

2017 carry-forwards have been identified in Appendix 2. Those that are known are noted and highlighted in red, those that are related to funds being held for maintenance periods are highlighted in blue and possible carry forwards that may or may not be required, depending on if work can be completed in 2016, are outlined in grey.

### ***Operating Projects (Appendix 3)***

As at September 30<sup>th</sup>, the total spend from service level change requests (SLCRs) is \$461,301 from an approved budget of \$1,684,670 (approximately 27% of budgeted SLCRs as compared to 15% in the second quarter).

<b>Fund</b>	<b>Q3</b>	<b>Budget</b>	<b>Q3 % of Budget</b>	<b>Q2 % of Budget</b>	<b>Q1 % of Budget</b>
General	\$397,086	\$1,204,170	33%	19%	5%
Airport	28,783	130,000	22%	9%	5%
Sewer	25,279	295,000	9%	4%	4%
Water	10,153	55,500	18%	3%	0%
<b>Total</b>	<b>\$461,301</b>	<b>\$1,684,670</b>	<b>27%</b>	<b>15%</b>	<b>5%</b>

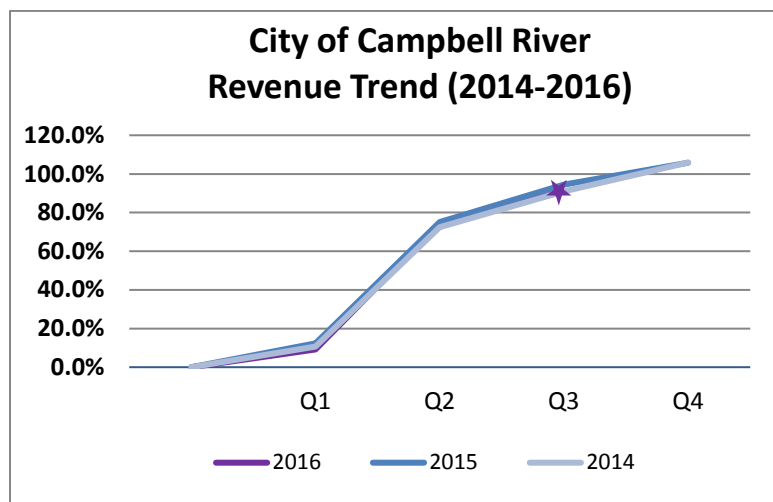
2017 carry-forwards are identified in Appendix 3. These will be discussed further during 2017 Financial Planning deliberations.

### ***Operating Financial Report (Appendix 4)***

Appendix 4 provides operating results for the City and contains 2016 budget figures, 2016 and 2015 actual results as at September 30<sup>th</sup>, as well as budget variance percentages. There is the general expectation that approximately 75% will be earned and expended in the third quarter. This is an approximation and variance may occur based upon unanticipated changes to operations, as well as the cyclical nature of revenue and expenses; therefore, a trend analysis between 2015 and 2016 is also provided for comparison.

#### *Revenues:*

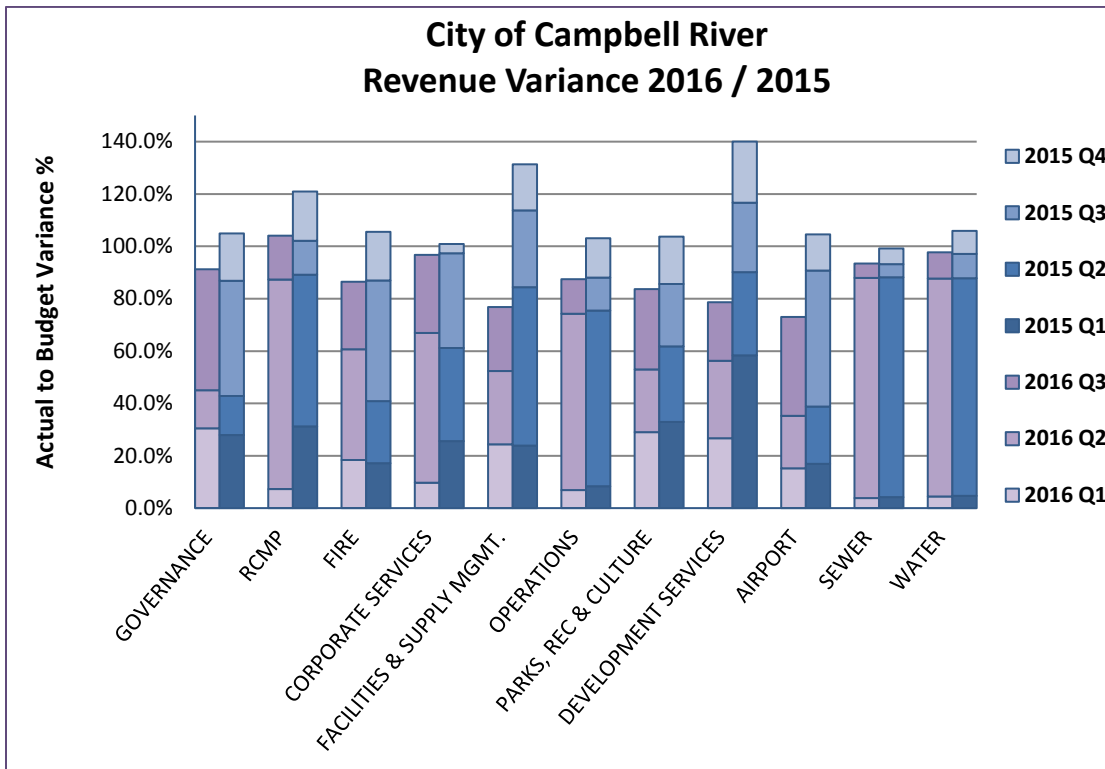
As at September 30, 2016 91% of the annual budget has been collected (compared with 94% in the third quarter of 2015). Revenue is on trend and within expectation as a result of the collection of levied user fees in the second quarter (e.g. Sewer and Water has collected approximately 94% and 98% of its budgeted revenue). The below chart compares how actual to budget variance percentage for City revenue has trended from 2014 to 2016; as depicted by the star, revenue is on trend with previous years.



Operating revenues with a variance greater or less than 5% have been analyzed below:

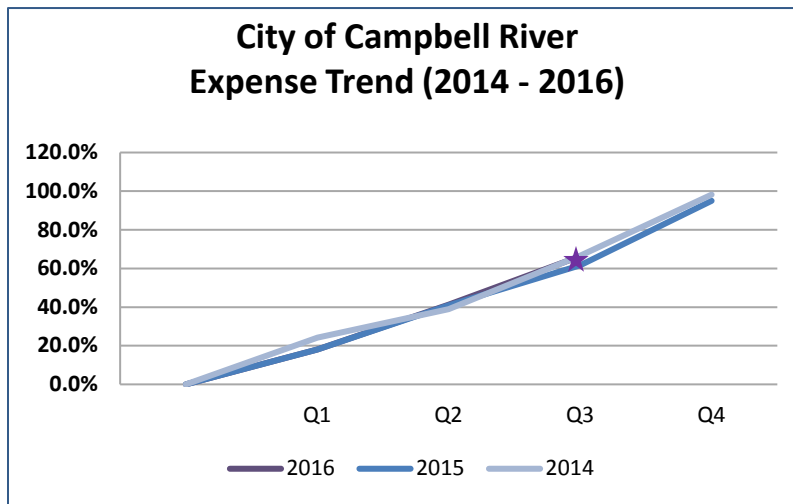
- Governance is on trend and has collected the majority of expected revenue for bylaw enforcement and the City's animal control.
- The RCMP has collected approximately \$114,000 more than budget from Provincial traffic fine revenue sharing (the strategic community investment fund). Funds received are trending approximately \$28,000 less than what was collected in 2015.
- Fire revenue is trending similarly to 2015 with 87% of its revenue collected for 2016 for services provided to First Nations and the Strathcona Regional District. It is anticipated that revenue will be on budget by year end.
- Corporate Services is on trend with 2015, despite receiving less revenue from the Strathcona Regional District Information Technology contract. Revenue collected as of the third quarter is higher than anticipated due to USD foreign exchange gains, Campbell River Indian Band servicing agreement fees, legal settlements, and investment interest which is to be allocated to reserve funds in the fourth quarter.
- Facilities and Supply Management revenue is on budget, but trending less due to cash proceeds from a 2015 land swap being recognized and then transferred to reserve, per policy, in the fourth quarter. It is anticipated that revenue will be on budget at year end.
- Operations' revenue is on trend and higher than anticipated due to the majority of solid waste user fees being collected in the third quarter, as in prior years.
- Parks, Recreation and Culture is trending similarly to 2015 and is anticipated to be on budget by year end, despite the collection of fewer Sportsplex rentals and program fees.
- Development Services revenue is within expectation and is anticipated to be on budget by the end of the year. It is trending lower in 2016 due to additional revenue collected in 2015 from the hospital building permit.
- Airport revenue is trending lower than 2015 due to a decrease in aircraft movement, impacting expected landing fees, general services, and parking revenue. Jet fuel sales has also decreased due to fewer forest fires this summer. Revenue is currently on budget; however, is expected to be lower than budgeted at year end since most of the Airport's revenue is earned in the summer months.
- Revenue is on trend and higher than anticipated for Sewer and Water, as the majority of flat rate user fees were collected in the second quarter, as in prior years.

The below chart compares how revenue is trending as of the third quarter in 2016 and 2015. As depicted below, 2016 is trending similarly to 2015; therefore, it is anticipated that the City will meet and/or exceed budgeted revenue by the end of the fiscal year.



*Expenses:*

Overall, operating expenses are low to date at 66% of the annual budget (compared with 62% as of the third quarter in 2015). There are several expenses related to timing differences and planned future activity in the fourth quarter. Additionally, the City budgets its labour in full; consequently, labour vacancies have caused operating budgets to be underspent. Expenses are on trend with previous years, as depicted by the star in the below graph.

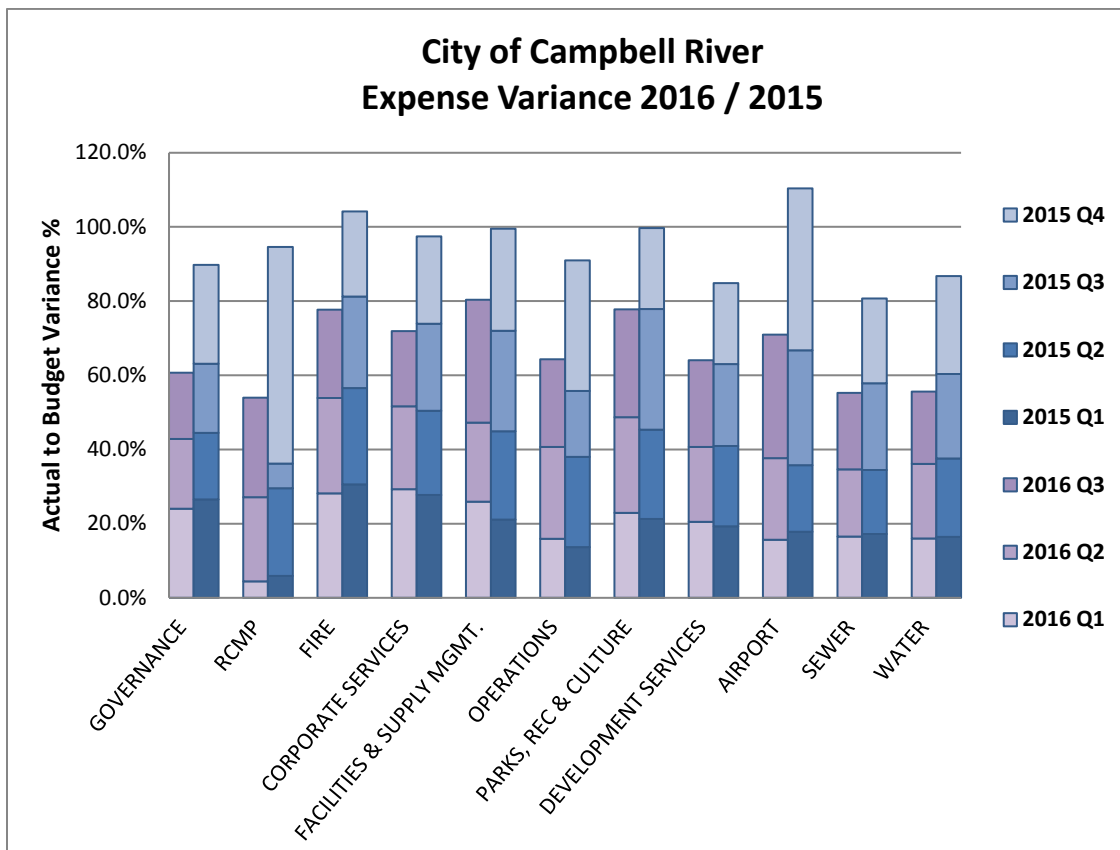


Operating expenses with a variance greater or less than 5% have been analyzed below:

- Governance is on trend; however, expenses are lower than anticipated due to MIA insurance being less than budgeted, as well as operating projects and carry forward projects that are expected to start in the fourth quarter. The segment is expected to be under budget at year end from the community land development fund not being fully expended in the fiscal year.
- RCMP is trending higher in 2016 due to timing differences with the Province's 2015 billing. This budget is being monitored closely as retroactive settlements have not yet been finalized and could result in the contract going over budget.
- Fire is over budget due to the auxiliary firefighter training program requirements and additional overtime incurred from required shift coverage. The department is trending similarly to 2015; therefore, it is anticipated to be over budget by year end, as it was in 2015. There will be 2017 budget requests to address this issue.
- Facilities and Supply Management is trending higher than 2015 due to higher expenses related to City properties and an increase in fleet related expenses. Fleet has experienced more major repairs in 2016 and is facing higher costs for loaders, graders and sweepers.
- The Operations segment has timing differences for Transit and Solid Waste contract services; this is on trend with 2015. Labour vacancies and weather are also contributing to the variance. Roads and Storm Drains are on trend to be under budget, as they were in 2015.
- Development Services is on trend with 2015; however, expenses are lower than anticipated due to labour vacancies and SLCRs that are expected to start in the fourth quarter (e.g. the Power Down program with BC Hydro).
- Airport expenses are slightly below budget. The Airport is trending higher than 2015 and is therefore at risk of going over budget, as it did in the prior year. This is a result of misaligned profit margins where fuel sale budgets were increased without a proportionate increase to expense; this will be reviewed during 2017 financial planning.
- Sewer is trending under budget as a result of operational projects that are underway, but not yet completed or invoiced (e.g. Downtown Readiness Review, Chemical Grouting, CCTV Inspections, Biosolids Land Application and Receiving Environment Monitoring). The Liquid Waste Management Plan is being deferred to 2018 due to uncertainty around the future of the biosolids management program and the resulting impacts to treatment requirements. Staff vacancies and absences have also challenged the department to complete its annual workplan. It is anticipated that the department will be under budget at year end, as in 2015.
- Water is under budget due to multiple labour vacancies, which has impacted the department's ability to complete its annual workplan. The department is on trend to be under budget, as it was in 2015.

Financial results are within expectation and expenses are trending similarly to 2015 (unless otherwise identified above), as depicted in the below graph. If expenses continue with this trend, it is anticipated that the City will be under budget by the end of the fiscal year, which is mainly a result of labour vacancies and related delays in completing work plans as anticipated.

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**Conclusion:**

It is important for Council to be kept apprised of City initiatives on a regular basis. The quarterly report provides Council with a comprehensive overview of the City’s progress towards strategic initiatives and projects, including financial results, for the third quarter. The report is a good source of project specific information, provides financial management by comparing actual results against approved budgets, and measures the City’s performance on its progress towards achieving Council’s strategic priorities.

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**Attachment:** Appendix 1 – Ongoing Strategic Initiatives (Q3)  
Appendix 2 – Capital Projects (Q3)  
Appendix 3 – Operating Projects (Q3)  
Appendix 4 – Operating Financials (Q3)



Index	Dept	Strategic Action	Status	Measures	Results (as at October 17, 2016)
<b>Focus on Relationships</b>					
1	City Manager	Improved Communications with First Nations	C	Shared information sources.	Initiated discussions on updating service agreements. Council to Council Meeting with Wei Wai Kum in June. Ongoing dialogue regarding community planning and servicing with First Nations. Council will have a special meeting with Homalco on October 25th.
2	Finance	Grant Policy	B	Develop a corporate grant policy; include social grants.	Completed some preliminary planning on types of grants provided by the City and reviewing other local government policies for best practice. Scheduled for November COW. Expected completion in early 2017.
3	City Manager	Community Health Network	C	Maintain representation and ensure City interests are heard. Establish relationships and partnerships.	Attended the January Community Health Network meeting. SRD secured \$160,000 in funding. SRD advertising for committee membership.
4	Property Management	Sobering Assessment Centre	B	Identify suitable location and provide land. Operational facility.	VIHA RFP closes October 21st.
5	Multi - Department	User Fee Review	D ✓	<b>RCMP fees reviewed.</b>	<b>Fees reviewed; Council motion passed that current fees and charges remain in effect.</b>
			C	Sport field user fees reviewed.	Updated report, ready for presentation at October 24th special COW.
			A	Parks and outdoor facility fees reviewed.	2017 initiative.
			A	Indoor recreation facility fees reviewed.	2017 initiative.
			A	Recreation program and membership fee review.	2017 initiative.
			A	Water user fees reviewed.	2017 initiative.
			A	Sewer user fees reviewed.	2017 initiative.
			B	Storm user fees reviewed.	Staff are reviewing possible alternatives for sustainable funding for storm water and plan to present to Council in Q4.
			A	Solid Waste user fees reviewed.	Contract extension approved until end of 2017. Fee review will be completed with new contract in 2018.
			D ✓	<b>Airport fees reviewed.</b>	<b>Review completed in February, rates to remain the same.</b>
A	Recreation – resident vs. non-resident user fees reviewed.	2017 initiative.			

Index	Dept	Strategic Action	Status	Measures	Results (as at October 17, 2016)
6	Multi - Department	Municipal Service & Maintenance Agreements	B	Servicing Agreements with First Nations.	In discussions.
			B	Area D Water Supply.	In discussions.
			B	Area D Water Maintenance.	In discussions.
			B	Area D Transit.	In discussions.
			B	Area D Fire Services.	In discussions.
			<b>D ✓</b>	<b>SRD IT Support.</b>	<b>1 year term contract renewed in March 2016.</b>
			B	Pacific Regeneration Technologies (PRT) Growing Services.	Planning taking place, agreement to be reviewed in Q4.
			<b>D ✓</b>	<b>Capital Power.</b>	<b>Agreement approved by Council; completed.</b>
7	RCMP	First Nations Engagement	<b>D ✓</b>	<b>Update letter of expectations with Bands.</b>	<b>Letters have been updated.</b>
			C	Involvement with Bands in youth activities / presentations / programs.	RCMP continue to participate in youth activities, such as soccer matches. In addition, in late October, members of the RCMP will participate in the Peacemaking Circle Training here in Campbell River.
			C	Ongoing communication with Bands (First Nations Policing member and Detachment Management).	RCMP continue to provide each of the 3 District First Nation Bands within Campbell River with monthly written reports outlining police interaction within the community. In addition, Insp. Preston attends Council meetings on a quarterly basis to provide updates on police activity within the community.
8	Rec & Culture	Recreation Infrastructure – Financial Inequities	A	Recreation delivery model review completed. Develop financing strategy.	2017 initiative.
9	Rec & Culture	Collaboration with Wei Wai Kum Youth Programs	C	One combined activity per month.	Wei Wai Kum representation on Youth Action Committee in process.
10	Rec & Culture	Community Centre Risk Management Working Group	<b>D ✓</b>	<b>Reduce number of incidents involving vulnerable sector from prior month.</b>	<b>Working Group still engaged. Monitoring situation at CRCC. Furniture and front office modifications complete. Situation improving. New bylaw submitted for approval.</b>

Index	Dept	Strategic Action	Status	Measures	Results (as at October 17, 2016)
<b>Focus on Economic Growth</b>					
11	Airport	Airport Master Plan Review	D ✓	Plan endorsed.	Council approved in September.
12	Economic Development	Economic Development Restructure	D ✓	Recruit new Economic Development Officer (EDO). Bring function in-house. Develop budget. Transition planning with Campbell River Economic Development Corporation.	The EDO presented a strategic framework to Council October 11, 2016. The framework identifies five key areas of focus: Business Retention and Expansion, Investor Readiness (Marketing), Collaboration, Opportunities (i.e. tech sector growth) and communication. The EDO will issue its first newsletter October 2016 and is working on a number of other marketing initiatives including presentation folders, USB business cards and upgraded information on the city's website.
13	Economic Development	Restructure Tourism Function	C	Identify options for service delivery. MRDT application.	5-year tourism strategy adopted, MRDT Hotel Tax application sent to Province, Tourism Transition plan approved by Council. Cadence Strategy is actively working on tourism transition.
14	Roads	Graffiti Control	D ✓	Bylaw amendment. Increase responsiveness for graffiti removal.	<b>Bylaw amendment completed to include graffiti removal from dumpsters on private property. Seasonal staff currently undertake greater removal in the Spring and Summer.</b>
15	Planning & Development	Sign Bylaw Update	C	Bylaw endorsed by Advisory Planning and Environment Commission (APEC) & adopted by Council. Guidebook developed. Sign incentive program developed in 2017.	Community survey complete and project underway in conjunction with Downtown Refresh. Project to continue into 2017.
16	Planning & Development	Development & Building Application Processing Review	C	Building development and community engagement. Survey Completed. Analyze data. Amend processes.	Building applications currently being revamped based on review. Planning applications updated. Building Function review commencing with external building consultant.
17	Planning & Development	Business Licence Review	C	Survey sent to 2,200 businesses. Determine appropriate fee structure. Report to Council.	Survey completed. Report in progress; expected to be ready for Council in Q4.
18	Planning & Development	Building Bylaw Update	C	Align bylaw with Building Act. Reviews City processes. Identifies resource management strategy.	Bylaw review scheduled for 2017, Q1. Internal consultant report received on resource management.

Index	Dept	Strategic Action	Status	Measures	Results (as at October 17, 2016)
19	Planning & Development	Builders & Developers Forum	C	Quarterly forums with 10 or more participants.	Held two forums in Q2; Realtors discussed development processes and an Environmental Protection Bylaw forum was held with QEP and some builders. Q4 will have power down forum.
20	Planning & Development	Downtown Revitalization Tax Exemption Application	D ✓	One new development application per year.	<b>Discovery Sound Investment Holdings Inc. application received for Tye Plaza Residential; Council has resolved to enter into agreement for tax exemption.</b>
<b>Focus on Livability</b>					
21	Parks	Urban Forest Management Plan	C	Action plan developed and adopted.	Plan approved in principle by Council. 2017 budget submission for implementation plan.
22	Parks	Bike Park	B	Supply land. Review plans. Support society.	Continuing to work with Bike Society on design. Bike Society currently fundraising.
23	Planning & Development	Soil Deposition Bylaw Update	B	Technical review. Engagement through advisory commissions. New Bylaw is approved and easily understood by the community.	Draft Soil Deposition Bylaw has been reviewed by APEC. Will go to Council Q1 2017.
24	Planning & Development	OCP/Zoning updates	D ✓	<b>Active community involvement in consultation process (4 public consultation events for OCP and 3 for Zoning Bylaw). Proposed amendments reviewed and endorsed by APEC.</b>	<b>Three public consultation meetings completed and presentations to Council and APEC completed. Further engagement with Public, Council and APEC in Q3. Consideration by Council for adoption in Q4.</b>
25	Planning & Development	Campbellton Riverfront Viewing Platform	D ✓	<b>Plan completed.</b>	<b>Plan completed by Campbellton Neighbourhood Association. Additional consultation is required.</b>
26	Planning & Development	Waterfront Development Permit Guidelines (3.5 acre site)	B	Waterfront Task Force to review Waterfront Development Permit Guidelines. Staff to present to CRIB for review (2017).	Draft guidelines completed and needs to be incorporated into the SOCP. General guidelines have been incorporated into the Downtown DP Guidelines.
27	Rec & Culture	Age-Friendly Steering Committee	C	Age-Friendly Assessment and Action Plan.	Consultant has been selected. Community survey closed Oct. 16. Data entry and analysis scheduled for next month. Action plan to be developed by end of Q4.
28	Rec & Culture	Move for Health and Active Age Programs	C	Obtain data to measure baseline activity level and mobility in senior program participants. Obtain research final results.	Participating in third cycle of research program. Due to be complete in December 2016.

Index	Dept	Strategic Action	Status	Measures	Results (as at October 17, 2016)
29	Sewer	Odour Control Study	D / X ✓	Odour Control Study complete. <b>Recommendations for improvement incorporated into budget and work plan.</b>	<b>In preparation for the study, gas monitors were purchased and installed. Based on the early monitoring results, staff have determined that results can be achieved through regular monitoring and operational adjustments.</b> Study will no longer be completed.
30	Water	Formalize Cross-Connection Control Program	D / Z ✓	<b>Formalized program developed.</b> City facilities completed.	<b>Formalized program developed.</b> Plumber registered, standardized documentation completed and existing City devices in compliance. DOC Cross-connection control deferred to 2017.
<b>Focus on Management and Governance</b>					
31	Finance	Financial Stability and Resiliency Program	D ✓	<b>Develop a debt policy.</b>	<b>Substantially complete. Draft debt policy presented to Council in July; approved in principle. Final draft will be presented in early 2017 following budget deliberations.</b>
			B	Review City's investment policy	Research of other local government policies completed, have had discussions with MFA on investment options to manage cash flows. Investment strategy and cash flow management will be completed in early 2017 following financial planning with expected spending and cash flow needs based on 10 year plan.
32	Fire	Fire Services Review	D ✓	<b>Fire Services Review received by Council (1st Stage); individual Strategic Issues with plans endorsed by Council (2nd Stage).</b>	<b>Full day workshop held to clarify findings of staff review. Fire Services Review document forwarded to Council for receipt.</b>
33	GM Corporate Services	Asset Management Plan	C	AM strategy adopted. Implementation plan adopted. Identified centralized data storage platform.	Asset management strategy approved. Implementation projects going to budget deliberations. Platform decision in Q4.
34	City Manager	Community Engagement	D ✓	<b>Develop recognition process. Host annual awards event.</b>	<b>Community builder awards presented.</b>
35	Communications	Pursue Customer Service Improvement program	B	Review customer service certification options. Recommendations for implementation.	No suitable off-the-shelf programs for local government have been confirmed. Research on options continues.

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
<b>Focus on Relationships</b>						
1	IT	Recreation Management Software	C	Signing contract for implementation in early 2017. Phase 1 - Discovery and Phase 2 - Organization Survey are complete. Phase 3 - System Administrator training scheduled for Oct. 24-28. Phase 4 - Data entry scheduled for November and December. Phase 5 - End User training scheduled for Jan.-Feb. 2017. Phase 6 - Go Live scheduled for March 2017. <b>2017 Carry Forward request.</b>	20,556	206,119
NEW	IT	Municipal Broadband Network	B	Phase one funding approved. Marketing plan, service providers agreements and civil design under development. <b>2017 Carry Forward request.</b>	-	378,000
					<b>\$ 20,556</b>	<b>\$ 206,119</b>
<b>Focus on Economic Growth</b>						
2	Airport	Airport Sign	D ✓	<b>Completed.</b>	34,089	77,000
3	Airport	Fueling Facility	B	In design phase; \$903,000 grant received from BC Air Access Program. <b>2017 Carry Forward request.</b>	15,878	1,205,000
4	Airport	Parking Machine	B	RTC has been drafted, RFP for machine under review. <b>2017 Carry Forward request.</b>	-	20,000
5	Planning & Development	Building Inspector Vehicle	D ✓	RTC has been drafted, RFP for machine under review.	27,745	30,000
6	Facilities	Abatement and Demo of Two 10th Ave Houses	D ✓	<b>Completed; houses demolished and site backfilled.</b>	18,385	45,000
7	Parks	Big Rock Boat Ramp	B	Pending response from Canada 150 grant application. <b>2017 Carry Forward.</b>	-	1,000,000
8	Parks	Logger Mike	D ✓	<b>Carving completed and installed.</b>	16,931	25,000
9	Parks	Frank James Park Design	B	Initial public consultation completed. Conceptual design in progress. <b>2017 Carry Forward request.</b>	3,066	35,000
10	Sewer	Lift Station #10 Upgrades	C	Tender awarded. Construction is expected to be completed by the end of the year. \$35k budget moved from Sewer Main Replacement, per Council 16-0357. <b>2017 Carry Forward request for maintenance.</b>	6,682	165,000
11	Water	Walworth Booster Pump Station	B	Pending water system strategic action plan update; location, size, and timing to be confirmed in Q4.	-	496,278

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
					\$	\$
					<b>122,776</b>	<b>3,098,278</b>
<b>Focus on Livability</b>						
12	Airport	Reduced Visibility Lighting	D ✓	Completed; final report submitted.	15,822	103,584
13	Facilities	Discovery Pier/MHC Main Sign Replacement	Z	Project deferred per Council cw16-0012; budget allocated to City Hall space planning.	-	-
14	Facilities	Discovery Pier Structural Repairs and Refurbishment	B / C	Furniture and deck repairs completed; structural repairs, concession and washroom renovations, and roof replacement all in design/tender phase with construction in late 2016 or early 2017. Possible 2017 Carry Forward request.	22,568	225,000
15	Facilities	Big House Pavilion Structural Repairs	Z	Received structural report back; engaging First Nations on project. Project is bigger than anticipated, awaiting consultant information for next steps. Defer to 2017.	4,870	60,000
16	Facilities	Electrical Operating Permit Repairs	C	Significant repairs completed and will continue into Fall.	22,036	50,000
17	Facilities	DOC 2 Post Hoist Replacement	D ✓	Completed; mobile hoists purchased and in service.	53,580	60,000
18	Facilities	Video Surveillance Cameras	Z	Project deferred per Council resolution 16-0012; budget allocated to City Hall space planning.	-	-
19	Facilities	Dick Murphy Park Viewing Platform Construction	B	MOU to have Rotary construct the Platform is in process of being signed, construction in late 2016 or early 2017. Possible 2017 Carry Forward request.	-	45,000
20	Facilities	Library Air Handler Replacement	D ✓	Design completed. Ready for construction; 2017 capital request for replacement.	12,140	15,000
21	Fire	Ladder Truck Replacement	D ✓	Truck in service, supplier addressing minor deficiencies. 10% holdback not paid at this time.	1,552,318	1,150,369
22	Fire	#1 Fire Station Replacement	B	Radio & Environment studies completed. Awaiting seismic study on Telus Tower adjacent to site and Geotechnical Study of sub-surface ground conditions. 2017 Carry Forward request.	4,282	269,181
23	Fire	Refurbish Existing Ladder Truck	Z	RFP Closed, Two submissions received, additional funding required to complete project. 2017 Carry Forward request.	-	180,000

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
24	Fire	Pumper Rescue Replacement	C	RFP/Design Build will be released by end of October.	14,315	-
25	Parks	Ostler Park Redevelopment	B	Preliminary Design Completed. Council Update Required. <b>2017 Carry Forward request.</b>	66,078	400,000
26	Parks	Dog Park Developments	C	Construction to start in November. <b>2017 Carry Forward request.</b>	-	20,093
27	Parks	Hwy 28 Elk Falls Cemetery Expansion	C	Detailed design completed; phase one scheduled to be completed by end of October. Construction delay to Columbaria issue. <b>2017 Carry Forward request.</b>	67,320	196,969
28	Parks	<b>Robron Park Upgrade - Artificial Turf</b>	D ✓	<b>2017 Carry Forward request for maintenance.</b>	<b>127,406</b>	<b>174,551</b>
29	Parks	<b>Ostler Park Playground Replacement</b>	D ✓	<b>Completed.</b>	<b>145,175</b>	<b>100,000</b>
30	Parks	<b>Maryland Linear and Park Construction</b>	D ✓	<b>Completed.</b>	<b>11,827</b>	<b>12,633</b>
31	Parks	Nunns Creek Master Plan	B	Report to Council on October 24 agenda; combined with Frank James master planning process, delayed due to soil testing. <b>2017 Carry Forward request.</b>	56,035	89,347
32	Parks	<b>Robron Park Upgrade - Equipment Purchase</b>	D ✓	<b>Completed.</b>	<b>17,193</b>	<b>20,372</b>
33	Parks	Shade Sails Installation	Z	Rotary funding committed; in process of purchasing sails, deferred to 2017. <b>2017 Carry Forward request.</b>	-	29,000
34	Parks	Baikie Island Permanent Washroom	Z	Project delayed as there were no bids received. <b>2017 Carry Forward request.</b>	-	16,000
35	Parks	<b>Campbellton Swing Set</b>	D ✓	<b>Completed.</b>	<b>10,343</b>	<b>10,000</b>
36	Parks	<b>Pave Robron Parking Lot</b>	D ✓	<b>Completed.</b>	<b>137,305</b>	<b>140,000</b>
37	Parks	Maritime Heritage Centre Property (Pocket Beach Upgrades)	A	Waiting on coordination with other MHC projects. <b>2017 Carry Forward request.</b>	-	20,000
38	Parks	Nunns Creek Park Electric Upgrade	C	Electrical upgrades underway. <b>2017 Carry Forward request.</b>	6,696	60,000
39	Parks	Entrance Sign Jubilee	B	Planning underway, RFQ to go out in November, to be completed at the end of March 2017. <b>2017 Carry Forward request.</b>	-	100,000
40	Parks	<b>Seawalk Improvements</b>	D ✓	<b>Completed.</b>	<b>34,764</b>	<b>97,000</b>
41	Parks	Incorporate 503 Island Highway into Sequoia Park	B	Concept analysis underway. <b>2017 Carry Forward request.</b>	2,233	25,000
42	Parks	Seniors Equipment	A	Planning and looking for funding is underway. <b>2017 Carry Forward request.</b>	-	50,000



Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
43	Property Mgmt	Waterfront Property Purchase	D ✓	Completed.	56,827	58,400
44	Rec & Culture	Public Art Funding	B / C / D ✓	Inventory is complete and ready to make public. Canada 150 Mosaic Mural Community Public Art project is complete and will be hung in the Community Centre. <b>Crosswalk installation completed.</b> 2017 Carry Forward request for remaining funds to be used for future projects.	14,692	47,500
45	Rec & Culture	Walter Morgan Studio - Rehabilitation	A / B	Received grant for \$13,500 from Heritage BC. Scope of work currently being reviewed. 2017 Carry Forward request.	-	75,000
46	Rec & Culture	Recreation Equipment	C	Equipment order to be placed. 2017 Carry Forward request.	2,199	17,272
47	Roads	Cycling Infrastructure	B	Under construction on Willis.	2,747	25,000
48	Roads	Sidewalk Infill	C	Part of the work is taking place on Willis. Possible 2017 Carry Forward request.	68,942	250,000
49	Roads	Transit Bus Shelters	B	3 Glass Shelters ordered to be installed in 2017. 2017 Carry Forward request.	37,749	72,145
50	Roads	Seagull Walkway Repairs	Z	Deferred to 2017 for review and design.	-	594,778
51	Roads	Pedestrian Signal Crossing Lights	B	To be installed fall, 2016. 2017 Carry Forward request.	-	30,000
52	Roads	Parking Lot Improvements	D ✓	Lights and paving completed on Cedar St	-	48,308
53	Roads	Traffic Control Upgrades - Replacement	B	16th & Dogwood RFP to be awarded this fall. Possible 2017 Carry Forward request.	-	197,459
54	Roads	Sidewalk Improvements - Willis Road	C	Construction underway. Possible 2017 Carry Forward request.	2,413	100,000
55	Storm	Annual Drainage Improvements	C	Part of the Willis Road work. Construction underway.	-	125,000
56	Water	CR Water Supply	D ✓ C B	<b>Phase 1 completed.</b> Phase 2 : Contract 1 (Lake Intake) 75% Complete. Contract 2 (Building) Pre Qualification completed and Tender currently open with outcomes currently scheduled for Nov.21/16 Council Meeting. 2017 Carry Forward request.	4,205,302	19,635,963
57	Water	Dogwood Operations Centre Backflow/Meter	Z	Deferred to 2017.	-	125,000

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
58	Water	Beaver Lodge Reservoir Security	C	In construction. Cameras still to be completed.	50,356	100,000
					<b>\$ 6,825,531</b>	<b>\$ 25,220,924</b>
<b>Focus on Management and Governance</b>						
59	Airport	Aircraft Tug	D ✓	Completed.	51,285	40,000
60	Airport	Airport Forklift	D ✓	Completed; awaiting final invoice.	19,589	20,000
61	Facilities	City Hall Emergency Power Generator	D ✓	Completed; wraps to be finalized.	30,595	77,125
62	Facilities	RCMP Front Counter	D ✓	Completed.	28,525	20,000
63	Facilities	Tidemark Catwalk	D ✓	Project and upgrades completed.	33,615	60,519
64	Facilities	Tidemark Theatre Lower Roof Replacement	B	In tendering phase. Construction to take place in late 2016 or early 2017. Possible Carry Forward Request.	-	20,000
65	Facilities	MHC Railing Replacement	D ✓	Completed.	10,500	10,500
66	Facilities	DOC Washout Bay	Z	Project deferred to future years based on uncertainly around current location.	-	40,000
67	Facilities	Roof Replacement 1180 Fir Street	B	In tendering phase. Construction in late 2016 or early 2017. Possible Carry Forward request.	-	13,000
68	Facilities	Council Chambers Renovations Design	D ✓	Conceptual design substantially complete. Minor revisions to be updated.	8,500	23,000
69	Facilities	City Facilities Fall Protection Audit	B	RFP closed and in evaluation stage. Consulting work to be completed late 2016. <b>2017 Carry Forward request.</b>	-	40,000
70	Facilities	Small Equipment	D ✓	Various minor equipment including a scissor lift, traffic control equipment, and small gas powered equipment replaced.	27,398	30,000
71	Facilities	Energy and Water Consumption Reduction Projects	B / C / D ✓	Various projects completed and in planning stages including hands free fixtures at CRCC/Sportsplex.	9,833	50,000
NEW	Facilities	City Hall Space Planning	B	Project still in design phase. Construction in late 2016. Possible 2017 Carry Forward request.	1,518	70,000
72	Fire	Small Equipment Replacement	C	Equipment Quotes being sourced with purchasing to occur in Q4.	3,426	15,000
73	Fleet	Fleet Replacement Plan	C / Z / D ✓	7/7 replacements tendered. 1 deferred to 2017. 4 in use. <b>2017 Carry Forward request.</b>	656,144	944,576
74	IT	Printer/Peripheral Replacement	C	To be completed at the end of the year.	9,727	15,000
75	IT	Workstation/Laptop Replacement	C	To be completed at the end of the year.	27,160	36,000

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
76	IT	PRI Phone System - Sportsplex	D ✓	Completed; awaiting final invoice.	19,930	25,000
77	IT	Dogwood DOC Phone System	B	Scheduled for Q4.	-	35,000
78	IT	Plotter Replacement	D ✓	Completed.	30,692	32,000
79	IT	Vadim E3 Upgrade	D ✓	E3 Foundations implemented.	4,973	6,000
80	IT	Scheduled Photocopier Replacement	D ✓	Completed.	6,992	9,000
81	IT	GIS Orthophotos	D ✓	Completed.	17,500	17,000
82	IT	Wi-Fi at MHC, Museum, Spirit Square & Sportsplex	D ✓	Completed.	7,946	7,310
83	Parks	Marine Foreshore Restoration	C	Spring planting and Baikie Island restoration to be done. Possible 2017 Carry Forward request.	66,708	150,000
84	Parks	Stairway between Dogwood and Cedar	D ✓	Completed.	17,084	20,000
85	Parks	Flag Poles - Spirit Square	D ✓	Completed.	10,356	15,000
86	Roads	LED Light Conversion	D ✓	Completed.	110,578	100,000
87	Roads	Ferry Terminal Access Improvements	C	RFP awarded - work to begin late 2016 into 2017. <b>2017 Carry Forward request.</b>	-	25,000
88	Roads	Pier Street and MHC Entrance Improvements	B	To be re-budgeted in 2017 to tie into planning and design work associated with the Downtown Refresh programs.	-	25,000
89	Roads	Street Light Infill	C	Still waiting for BC hydro to complete the work. Part of the project, where the City had little to no cost associated with the work, has been completed. Possible 2017 Carry Forward request.	2,500	90,000
90	Roads	Asphalt Overlays	D ✓	Completed.	520,343	500,000
91	Sewer	Waterfront Sewer Forcemain	B	Report being reviewed. Scheduled for November COW. <b>Completed.</b>	-	169,825
92	Sewer	Lift Station #11 Upgrade	D ✓	<b>2017 Carry Forward request for maintenance.</b>	403,661	520,877
93	Sewer	NWEC Upgrade Phase 2	C	Construction nearing completion with Substantial Performance anticipated by end of October. <b>2017 Carry Forward request for maintenance.</b>	917,921	2,354,669
94	Sewer	NWEC Upgrades Phase 3	Z	Deferred. Options to be assessed in 2017.	-	300,000
95	Sewer	Lift Station Generators	B	Detailed design complete and updated project budget included in 2017 Capital Plan for Council review. <b>2017 Carry Forward request.</b>	21,033	100,000

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
96	Sewer	NWEC Clarifier Upgrade	C	Construction underway anticipated completion October 2016.	97,837	110,832
97	Sewer	NWEC Online Analyzers	D ✓	<b>Completed.</b>	<b>72,721</b>	<b>79,595</b>
98	Sewer	MHC Sewer Chamber Replacement and Aesthetic Improvements	B	Tender awarded for construction with commencement October and complete by December 2016. \$50K budget moved from Sewer Main Replacement per Council resolution 16-0393. <b>2017 Carry Forward request.</b>	35,515	280,000
99	Sewer	NWEC Boiler / DDC Replacement	B	Design underway. Award anticipated before year-end. Possible 2017 Carry Forward request.	-	60,000
100	Sewer	Sewer Main Replacement	D ✓	<b>Construction Complete. \$35K budget moved to LS#10 Upgrade, per Council resolution 16-0357. \$50K budget moved to MHC Sewer Chamber replacement per Council resolution 16-0393.</b> <b>2017 Carry Forward request for maintenance.</b>	<b>232,416</b>	<b>1,015,000</b>
101	Solid Waste	Organics Facility	B	Strategic Priorities Fund grant was denied in February; CVRD has submitted an application for funding under the New Building Canada Fund. The CVRD has not received any update on the grant application as of the middle of Oct.	-	7,000,000
102	Water	Water Service Truck	D ✓	<b>Purchased and in use.</b>	<b>29,074</b>	<b>34,838</b>
103	Water	Hwy 28 Water Service Renewal	D ✓	<b>Completed.</b>	<b>-</b>	<b>20,481</b>
104	Water	Leak Detection Equipment	D ✓	<b>Completed.</b>	<b>27,156</b>	<b>35,000</b>
105	Water	Area D Backflow Prevention	Z	Awaiting discussions with SRD. Deferred to 2017.	-	20,000
106	Water	Petersen PRV	B	RFP to be issued in Q4. <b>2017 Carry Forward request.</b>	-	40,000
107	Water	WM Cathodic Protection	Z	Difficulty resourcing expertise. Deferred to 2017.	-	35,000
108	Water	Fire Hydrant Renewal	C	Ongoing annual project.	7,595	50,000
109	Water	Water Service Renewal	C	Ongoing annual project.	11,104	50,000
110	Water	Watermain Renewal	B / D ✓	Detailed design of Fir Street 90% complete and scheduled for construction in 2017. <b>Cedar Street completed.</b> <b>2017 Carry Forward request for maintenance.</b>	159,135	300,000



**Appendix 2 - Capital Projects**  
**July 1 - September 30, 2016 (Q3)**

**Appendix 13**

Index	Dept	Capital Project Name	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
111	Water	Evergreen Reservoir Lining	Z	Deferred to coordinate with 2019 project.	-	70,000
112	Water / Sewer	SCADA Platform	B	Purchased, requires programming of equipment. RFP in Q4. <i>2017 Carry Forward to complete the installation.</i>	-	229,730
113	Water	Meter Renewal	C	Ongoing annual project.	78,402	100,000
114	Water	PLC Replacement Program	D ✓	Completed.	12,075	15,000
115	Water / Sewer	Service Truck	D ✓	Completed.	38,890	60,000
					<b>\$ 3,877,950</b>	<b>\$ 15,631,877</b>
<b>TOTAL ANNUAL PROJECT COSTS</b>					<b>\$ 10,846,813</b>	<b>\$ 44,535,198</b>

Index	Dept	Project Name	Project Type	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
<b>Focus on Relationships</b>							
1	Mayor & Council	2014 & 2015 Council Contingency Projects	CFwd	C	Dependent on community organizations to complete projects or invoice on last year's projects. Staff are following-up with organizations.	21,116	80,000
2	Planning & Development	Development Advisory Task Force	CFwd	Z	Delayed until 2017.	-	10,000
3	Property Mgmt	Forestry Task Force	SLCR	C	Task force formed and regular meetings being held. <b>2017 Carry Forward request.</b>	2,357	35,000
4	Planning & Development	Campbellton Neighbourhood Association	SLCR	C	Project has commenced with student, Vancouver Island University and Campbellton project will be completed in Q2 2017. <b>2017 Carry Forward request.</b>	-	15,000
						<b>\$ 23,473</b>	<b>\$ 140,000</b>
<b>Focus on Economic Growth</b>							
5	Airport	Business Development Opportunity Fund	SLCR	B	Advertising underway; silver sponsor for BC Aviation Council; sponsoring electrical workshop. Hosted Wings and Wheels in July.	28,783	100,000
6	IT	<b>Downtown Fibre Optics</b>	CFwd	<b>D ✓</b>	<b>Business Plan completed.</b>	<b>20,000</b>	<b>20,000</b>
7	Facilities	<b>Increased Security for Downtown Core</b>	SLCR	<b>D ✓</b>	<b>Increased security hours in effect Jan 1, 2016.</b>	<b>15,000</b>	<b>15,000</b>
8	Planning & Development	Waterfront Task Force - 3 1/2 Acre Site	SLCR	B	Call for membership out. RFP for consultant issued. <b>2017 Carry Forward request.</b>	-	25,000
9	Planning & Development	Downtown Façade Improvement Program	CFwd	B	Two funding requests received.	-	19,000
10	Planning & Development	<b>Building Review</b>	CFwd	<b>D ✓</b>	<b>Consultant has submitted final report and presented to Council at COW in Q3.</b>	<b>19,487</b>	<b>18,000</b>
11	Planning & Development	<b>Fire Separation Building Code Compliance</b>	CFwd	<b>D ✓</b>	<b>Construction completed in Q3. Final invoice being processed.</b>	-	<b>30,000</b>
12	Planning & Development	OCP/Zoning Bylaw Update - Part A and B	CFwd	C	Community consultation completed. Council received draft in Q3 and provided comments. Council Q4 consideration.	60,978	77,500
13	Planning & Development	Downtown Revitalization Concept Plan & Design	SLCR	C	Changed Consultants, draft plan to Council in Q4 . One more community consultation and meeting with APEC and CSRCC. May have invoices in Q1 2017. Possible 2017 Carry Forward request.	68,622	125,000

Index	Dept	Project Name	Project Type	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
14	Planning & Development	Community Energy Efficiency Projects	SLCR	C	Realtor and builders workshops held and rebate program launching in June. Power Down program to begin in Q4. Community Energy Advisor hired and started in Q4. <b>2017 Carry Forward request required to meet commitments with BC Hydro.</b>	1,600	110,000
15	Sewer	Downtown Readiness Review - Sewer	SLCR	C	Project underway. Completion anticipated by end of year.	12,572	40,000
16	Storm	Downtown Readiness Review – Storm Drainage	SLCR	C	Final report to staff Oct 18. Completion anticipated by end of year.	5,990	30,000
17	Water	Downtown Readiness Review - Water	SLCR	C	Project underway. Completion anticipated by end of year.	9,413	30,000
						<b>\$ 242,444</b>	<b>\$ 639,500</b>
<b>Focus on Livability</b>							
18	Finance	Beautification Grants - Cleanliness	SLCR	C	Willow Point BIA and Downtown BIA were approved at Oct.11 meeting. Pier Street and Campbellton have recently been contacted by staff but have not yet applied; staff will follow up in Q4.	9,762	40,000
19	Finance	Social Grants	SLCR	B	Draft guidelines presented to Committee of the Whole in April; further review and discussion for November COW.	-	25,000
20	Planning & Development	Downtown Small Initiatives Fund	SLCR	C	Projects almost complete. Parklet installed and still have wayfinding signs to install. Invoices may come in Q1 2017. <b>2017 Carry Forward request.</b>	33,295	50,000
21	Rec & Culture	Sportsplex Space Assessment - Conceptual Design	SLCR	C	Final report being presented at Nov 23 COW meeting. <b>2017 Carry Forward request.</b>	19,539	25,000
						<b>\$ 62,596</b>	<b>\$ 140,000</b>
<b>Focus on Management and Governance</b>							
22	Airport	Flight Way Clearing	SLCR	C	First phase completed; after second survey another cut will take place in the fall.	-	30,000
23	Facilities	Facilities Master Plan / Condition Assessment	SLCR	B	RFP in evaluation scoring phase. Consulting work to be undertaken in late 2016/early 2017. <b>2017 Carry Forward request.</b>	-	225,000
24	Facilities	MHC Deck Repairs	CFwd	D ✓	<b>Completed.</b>	<b>26,918</b>	<b>30,000</b>
25	IT	Network Security Audit	SLCR	B	RFP complete. Scheduled for Q3.	-	25,000
26	Leg Services	Records Management Review Complete Stage 1	SLCR	B	To take place in Q4.	-	10,000
27	Roads	Surface Improvement - Asphalt Patching	CFwd	D ✓	<b>Work is completed for 2016.</b>	<b>81,866</b>	<b>120,000</b>



**Appendix 3 - Operating Projects**  
**July 1 - September 30, 2016 (Q3)**

**Appendix 13**

Index	Dept	Project Name	Project Type	Status	Comments (as at October 17, 2016)	YTD	2016 Budget
28	Roads	Bridge Inspection Program	CFwd	C	Work is complete, awaiting final report from consultant.	-	19,670
29	Sewer	Liquid Waste Management Plan	CFwd	Z	Project deferred until biosolids strategy confirmed in 2017.	-	200,000
30	Sewer	Reclaimed Water Study	SLCR	C	Consultant is engaged, but consultant's staffing turnover has delayed the project with completion now expected early in the new year. <i>2017 Carry Forward request.</i>	-	30,000
31	Sewer	Lift Station Auto - Cleaning	SLCR	C	Installation contract awarded. Work expected to be completed in Q4.	12,708	25,000
32	Storm	ISWMP Update	CFwd	B	Some work completed on the update. Staff will review the project in 2017; therefore, is a <i>2017 Carry Forward request.</i>	10,557	25,000
33	Water	Water Conservation Plan	SLCR	C	Public engagement to occur in October/November. Plan is expected to be completed in early 2017. <i>2017 Carry Forward request .</i>	741	25,500
						<b>\$ 132,788</b>	<b>\$ 765,170</b>

**TOTAL ANNUAL OPERATING PROJECT COSTS:**

**\$ 461,301   \$ 1,684,670**



	2015 Q3	2016 Q3	2016 Budget	2016 Variance \$	2016 Variance %	2015 Variance %
<b>Revenue</b>						
GOVERNANCE	(107,475)	(119,861)	(131,350)	(11,489)	91.3%	86.9%
RCMP	(672,082)	(694,413)	(667,345)	27,068	104.1%	102.2%
FIRE	(1,338,506)	(1,391,118)	(1,608,689)	(217,571)	86.5%	87.0%
CORPORATE SERVICES	(2,188,133)	(2,404,980)	(2,485,260)	(80,280)	96.8%	97.3%
FACILITIES & SUPPLY MANAGEMENT OPERATIONS	(380,436)	(299,043)	(389,599)	(90,556)	76.8%	113.7%
PARKS, RECREATION & CULTURE	(2,886,144)	(2,888,227)	(3,303,413)	(415,186)	87.4%	88.1%
DEVELOPMENT SERVICES	(791,016)	(754,687)	(901,850)	(147,163)	83.7%	85.7%
AIRPORT	(1,122,475)	(802,474)	(1,020,300)	(217,826)	78.7%	116.7%
SEWER	(1,910,168)	(1,537,271)	(2,106,630)	(569,359)	73.0%	90.8%
WATER	(5,441,949)	(5,767,804)	(6,166,421)	(398,617)	93.5%	93.3%
<b>Revenue Total</b>	<b>(22,403,990)</b>	<b>(22,848,952)</b>	<b>(25,115,064)</b>	<b>(2,266,112)</b>	<b>91.0%</b>	<b>94.4%</b>
<b>Expense</b>						
GOVERNANCE	1,337,195	1,445,349	2,383,041	937,692	60.7%	63.1%
RCMP	3,162,698	4,801,487	8,890,820	4,089,333	54.0%	36.2%
FIRE	4,064,377	3,980,234	5,125,175	1,144,941	77.7%	81.2%
CORPORATE SERVICES	2,435,806	2,550,882	3,550,190	999,308	71.9%	73.3%
FACILITIES & SUPPLY MANAGEMENT OPERATIONS	2,181,412	2,705,828	3,365,778	659,950	80.4%	72.0%
PARKS, RECREATION & CULTURE	3,823,720	4,597,718	7,149,078	2,551,360	64.3%	55.8%
DEVELOPMENT SERVICES	4,313,598	4,506,948	5,794,892	1,287,944	77.8%	77.9%
AIRPORT	1,472,320	1,780,680	2,776,819	996,139	64.1%	63.1%
SEWER	1,259,856	1,401,083	1,974,669	573,586	71.0%	66.7%
WATER	1,423,914	1,390,450	2,514,236	1,123,786	55.3%	57.8%
<b>Expense Total</b>	<b>27,042,847</b>	<b>30,861,188</b>	<b>46,581,807</b>	<b>15,720,619</b>	<b>66.3%</b>	<b>61.6%</b>
<b>Grand Total</b>	<b>4,638,856</b>	<b>8,012,236</b>	<b>21,466,743</b>	<b>13,454,507</b>	<b>37.3%</b>	<b>23.0%</b>

**Financial Report Legend**

**Governance** - City Manager, External Committees, Mayor & Council, Legislative Services, Risk Management, Bylaw Enforcement, Animal Control

**RCMP** - RCMP, Police Protection, Victim Services

**Fire** - Fire Protection, E911

**Corporate Services** - GM Corporate Services, Communications, Human Resources, Finance, Information Technology, Corporate Fiscal Services

**Facilities & Supplies Management** - GM Facilities & Supply Management, Supply Management, Property Management, Fleet, Capital Works,

**Operations** - GM Operations, Transportation, Roads, Public Transit, Storm Drains, Solid Waste

**Parks, Recreation & Culture** - GM Parks, Recreation & Culture, Parks, Recreation & Culture, Cemeteries

**Development Services** - Economic Development, Community Planning & Development Services

**Airport**

**Sewer**

**Water**

**CITY OF CAMPBELL RIVER**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2015

**CITY OF CAMPBELL RIVER  
CONSOLIDATED FINANCIAL STATEMENTS  
For the Year Ended December 31, 2015**

**Independent Auditors' Report**

**Financial Reporting Responsibility** **1**

**Financial Statements**

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**CITY OF CAMPBELL RIVER  
FINANCIAL REPORTING RESPONSIBILITY  
For the Year Ended December 31, 2015**

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

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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, 2015 and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies, schedules 1 to 3 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 financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

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

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

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

### *Opinion*

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2015 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 9, 2016

*MNP LLP*

Chartered Professional Accountants

**CITY OF CAMPBELL RIVER  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
As at December 31, 2015**

	2015	2014
<b>FINANCIAL ASSETS</b>		
Cash and investments (note 3)	56,953,153	54,848,836
Accounts receivable (note 5)	7,502,670	4,745,545
Inventory held for sale	67,516	98,203
Tax sale properties	-	63,356
	<b>64,523,339</b>	<b>59,755,940</b>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities (note 6)	7,751,257	7,535,090
Deposits and holdbacks	2,397,818	2,222,928
Deferred revenue (note 7)	16,000,065	16,141,322
Short-term debt (note 8)	1,300,000	1,300,000
Capital lease (note 9 & schedule 1)	31,940	68,065
Long-term debt (note 10 & schedule 1)	2,704,156	3,598,982
	<b>30,185,236</b>	<b>30,866,387</b>
<b>NET FINANCIAL ASSETS</b>	<b>34,338,103</b>	<b>28,889,553</b>
<b>NON FINANCIAL ASSETS</b>		
Inventory of supplies	276,310	292,152
Prepays	153,568	92,552
Tangible capital assets (schedule 2)	230,873,603	225,710,975
	<b>231,303,481</b>	<b>226,095,679</b>
<b>ACCUMULATED SURPLUS (note 12)</b>	<b>265,641,583</b>	<b>254,985,237</b>

See Contingent liabilities Note 13.



Myriah Foort, CPA, CA  
Finance Manager



Ron Bowles  
General Manager, Corporate Services / CFO

**CITY OF CAMPBELL RIVER**  
**CONSOLIDATED STATEMENT OF OPERATIONS**  
For the Year Ended December 31, 2015

	2015 Budget (see note 16)	2015 Actual	2014 Actual
<b>REVENUE</b>			
Taxes & parcel taxes	28,103,863	<b>28,391,778</b>	27,227,568
Payments in lieu of taxes	517,764	<b>590,540</b>	569,140
Sale of services	19,678,569	<b>20,710,274</b>	19,287,076
Services provided to other governments	1,567,449	<b>1,624,517</b>	1,510,112
Transfers from other governments	9,326,862	<b>7,392,526</b>	4,156,238
Investment and other income	521,408	<b>905,236</b>	1,080,288
Other revenue	328,744	<b>865,134</b>	572,162
Development cost charges recognized	2,273,514	<b>1,200,316</b>	286,628
Contributed tangible capital assets	-	<b>382,907</b>	5,294,573
Gain/(loss) on disposal of tangible capital assets	-	<b>268,994</b>	(24,925)
	<b>62,318,173</b>	<b>62,332,222</b>	59,958,860
<b>EXPENSES</b>			
General government	5,865,563	<b>5,693,530</b>	5,529,108
Protective services	15,182,892	<b>14,753,271</b>	14,941,469
Transportation services	12,203,250	<b>12,110,793</b>	12,140,483
Environmental health services	2,308,143	<b>2,264,760</b>	2,051,050
Public health services	162,120	<b>151,203</b>	152,762
Development services	1,430,495	<b>1,573,849</b>	1,454,792
Parks, recreation and cultural services	7,459,166	<b>7,437,259</b>	7,312,246
Sewer utility services	4,045,332	<b>3,728,203</b>	3,531,645
Water utility services	4,293,304	<b>3,963,008</b>	3,796,049
	<b>52,950,265</b>	<b>51,675,876</b>	50,909,604
<b>ANNUAL SURPLUS</b>	9,367,908	<b>10,656,346</b>	9,049,256
Accumulated Surplus, Beginning of Year	254,985,237	<b>254,985,237</b>	245,935,981
<b>ACCUMULATED SURPLUS (note 12)</b>	264,353,145	<b>265,641,583</b>	254,985,237

See Budget legislative compliance Note 16.

**CITY OF CAMPBELL RIVER**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
For the Year Ended December 31, 2015

	2015	2014
<b>OPERATING ACTIVITIES</b>		
Annual surplus	10,656,346	9,049,256
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(178,922)	(302,067)
Contributed tangible capital assets	(382,907)	(5,294,573)
(Gain)/loss on tangible capital assets	(268,994)	24,925
Writedown of tangible capital assets	173,104	-
Amortization expense	8,801,988	8,820,951
(Increase)/decrease in inventory of supplies	15,842	(30,546)
(Increase)/decrease in prepaids	(61,016)	245,128
Changes in financial assets and liabilities:		
Accounts receivable	(2,757,125)	(702,280)
Inventory held for resale	30,687	(22,750)
Tax sale properties	63,356	(63,356)
Accounts payable and accrued liabilities	216,167	(1,401,445)
Deposits and holdbacks	174,890	34,976
Deferred revenue	(141,257)	1,705,102
	<b>16,342,159</b>	<b>12,063,321</b>
<b>CAPITAL ACTIVITIES</b>		
Proceeds on sale of tangible capital assets	777,448	249,297
Acquisition of tangible capital assets	(14,263,262)	(9,222,793)
	<b>(13,485,814)</b>	<b>(8,973,496)</b>
<b>FINANCING ACTIVITIES</b>		
Debt and lease proceeds	-	700,000
Debt and lease principal repaid	(752,029)	(946,683)
	<b>(752,029)</b>	<b>(246,683)</b>
<b>INCREASE IN CASH AND INVESTMENTS</b>	<b>2,104,317</b>	<b>2,843,142</b>
<b>CASH AND INVESTMENTS BEGINNING OF YEAR</b>	<b>54,848,836</b>	<b>52,005,694</b>
<b>CASH AND INVESTMENTS, END OF YEAR</b>	<b>56,953,153</b>	<b>54,848,836</b>
<b>INTEREST RECEIVED</b>	<b>448,400</b>	<b>548,344</b>
<b>INTEREST PAID</b>	<b>384,631</b>	<b>560,684</b>



**CITY OF CAMPBELL RIVER**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**  
**For the Year Ended December 31, 2015**

	2015 Budget (see note 16)	<b>2015 Actual</b>	2014 Actual
<b>ANNUAL SURPLUS</b>	9,367,908	<b>10,656,346</b>	9,049,256
<b>TANGIBLE CAPITAL ASSETS</b>			
Acquisition of tangible capital assets	(27,000,562)	<b>(14,263,262)</b>	(9,222,793)
Contributed tangible capital assets	-	<b>(382,907)</b>	(5,294,573)
Proceeds on disposal of tangible capital assets	-	<b>777,448</b>	249,297
(Gain)/loss on tangible capital assets	-	<b>(268,994)</b>	24,925
Write-off of tangible capital assets	-	<b>173,104</b>	-
Amortization	8,479,350	<b>8,801,988</b>	8,820,951
	(18,521,212)	<b>(5,162,623)</b>	(5,422,193)
<b>OTHER NON-FINANCIAL ASSETS</b>			
(Increase)/decrease in inventory of supplies	-	<b>15,842</b>	(30,546)
(Increase)/decrease in prepaids	-	<b>(61,016)</b>	245,128
	-	<b>(45,174)</b>	214,582
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(9,153,304)	<b>5,448,549</b>	3,841,645
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	28,889,553	<b>28,889,553</b>	25,047,910
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	19,736,249	<b>34,338,102</b>	28,889,553

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 4).

**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 15) are not included in these financial statements.

ii) Sale of services

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

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 7.

**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 3 are reported at market value which is also cost on December 31, 2015.

**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.

**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 5.

**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.

**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, 2015.

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

**k) Recent accounting pronouncements**

**i) Related party disclosures**

In March 2015, as part of the CPA Canada Public Sector Accounting Handbook Revisions Release No. 42, the Public Sector Accounting Board (PSAB) issued a new standard, PS 2200 Related Party Disclosures. This new Section defines related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on

PS 2200 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

ii) Assets

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

- Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.
- Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.
- The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.
- A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.
- A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.
- An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

PS 3210 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

iii) Contingent Assets

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

- Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur. Resolution of the uncertainty will confirm the existence or non-existence of an asset.
- Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.
- Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.
- Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.
- When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

PS 3320 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

iv) Contractual Rights

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this Standard are as follows:

- Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.
- Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.
- Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.
- Disclosures should include descriptions about nature, extent, and timing.

PS 3380 is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

v) Restructuring Transactions

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this Standard are as follows:

- A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.
- A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.
- Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.
- The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.
- Restructuring-related costs are recognized as expenses when incurred.
- Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.
- The financial position and results of operations prior to the restructuring date are not restated.
- Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

PS 3430 is effective for fiscal years beginning on or after April 1, 2018. Early adoption is encouraged. The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2015**

**Appendix 14**

**2. Change in Accounting Policy**

Effective January 1, 2015, the City adopted the recommendations in PS 3260 Liabilities for Contaminated Sites, as set out in the Canadian public sector accounting standards. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

Previously, no accounting policy existed to account for a liability for contaminated sites. Under the new recommendations, the City is required to recognize a liability for contaminated sites when economic benefits will be given up, as described in Note 1, Significant Accounting Policies.

There was no effect on the City's financial statements from adopting the above-noted change in accounting policy.

**3. Cash and investments**

	<b>2015</b>	<b>2014</b>
General operating fund	<b>46,804,067</b>	43,071,253
Development cost charges deferred revenue	<b>7,174,116</b>	7,859,660
Capital lending reserve fund	<b>2,043,282</b>	2,538,438
Parks acquisition & development reserve fund	<b>514,808</b>	866,225
Parkland acquisition reserve fund	<b>416,879</b>	494,605
Facility reserve fund	-	18,655
	<b>56,953,153</b>	54,848,836

**4. 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, 2014</b>	<b>Collections</b>	<b>Expenses</b>	<b>December 31, 2015</b>
CR Municipal Cemetery	313,949	3,295	2,682	<b>314,562</b>
Elk Falls Memorial Cemetery	206,937	7,435	1,768	<b>212,604</b>
	520,886	10,730	4,450	<b>527,167</b>

**5. Accounts receivable**

	<b>2015</b>	<b>2014</b>
Property taxes	<b>1,945,903</b>	1,613,927
Utilities	<b>26,973</b>	16,240
Airport	<b>71,035</b>	77,431
Due from other governments	<b>4,268,740</b>	1,955,682
Other	<b>973,702</b>	1,053,401
Development cost charges	<b>216,317</b>	28,864
	<b>7,502,670</b>	4,745,545

Other receivables includes from one customer an amount of \$750,255 (2014 - \$796,031) 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.



**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2015

**Appendix 14**

**6. Accounts payable and accrued liabilities**

	<b>2015</b>	<b>2014</b>
Trade accounts payable	1,370,124	1,194,916
Due to other governments	2,314,513	2,092,046
Accrued liabilities	650,383	6,801
Accrued wages and benefits	3,364,026	4,162,314
Accrued interest	52,211	79,013
	<b>7,751,257</b>	<b>7,535,090</b>

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, 2015 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:

	<b>2015</b>	<b>2014</b>
Employee future benefits	1,532,300	1,478,100
Vacation liability	1,056,208	1,001,243
Banked overtime liability	194,593	180,816
Wages and other accruals	580,925	1,502,155
	<b>3,364,026</b>	<b>4,162,314</b>

	<b>2015</b>
Accrued benefit obligation - beginning	1,478,100
Current service cost	122,300
Interest cost	47,800
Benefits paid	(123,200)
Recognition of Actuarial loss/gain	7,300
	<b>1,532,300</b>

Assumptions used:

Discount rate	3.10%
Inflation rate	2.50%

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2015**

**Appendix 14**

**7. 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 5 (2015 - \$216,317, 2014 - \$28,864). The funded DCC's are disclosed as short-term investments in Note 3 (2015 - \$7,174,116, 2014 - \$7,859,660).

	<b>December 31, 2014</b>	<b>Transfers</b>	<b>Collections</b>	<b>December 31, 2015</b>
Development cost charges				
Park development	516,747	773	52,836	<b>568,810</b>
Parkland acquisition	1,076,574	1,118,422	108,221	<b>66,374</b>
Roads	3,013,607	85,175	173,142	<b>3,101,574</b>
Sanitary sewer	502,024	1,635	117,777	<b>618,165</b>
Storm drains	555,890	8,817	61,594	<b>608,667</b>
Water	2,223,682	2,693	205,854	<b>2,426,843</b>
	<b>7,888,523</b>	<b>1,217,515</b>	<b>719,425</b>	<b>7,390,433</b>
Deferred revenue				
Future local improvements	2,559,968	7,394	20,892	<b>2,573,468</b>
Prepaid property taxes	914,786	1,685,138	2,135,306	<b>1,364,953</b>
Community Works Fund	3,946,145	1,544,703	1,359,300	<b>3,760,742</b>
Parkland acquisition	502,055	89,336	4,161	<b>416,879</b>
Other	329,844	305,893	469,639	<b>493,590</b>
	<b>8,252,799</b>	<b>3,632,464</b>	<b>3,989,298</b>	<b>8,609,632</b>
	<b>16,141,322</b>	<b>4,849,979</b>	<b>4,708,723</b>	<b>16,000,065</b>

**8. 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 2015 the rate was 1.59%. Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate.

**9. Capital leases**

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

<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
18,872	13,139	-	-	-

The net book value of leased tangible capital assets at December 31, 2015 is \$85,072 (2014 - \$100,540).

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2015**

**Appendix 14**

**10. Long-term debt**

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

Year	General	Sewer	Total
2016	457,781	49,891	507,672
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

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 13b).

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

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

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

	2015	2014
General	<b>80,702</b>	114,546
Sewer	<b>11,671</b>	11,405
	<b>92,373</b>	125,950

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the Year Ended December 31, 2015

**Appendix 14**

**12. Accumulated surplus**

	<b>2015</b>	<b>2014</b>
Unappropriated surplus		
General	<b>7,067,379</b>	5,418,936
Sewer	<b>12,339,728</b>	9,443,402
Water	<b>6,688,619</b>	5,131,410
	<b>26,095,726</b>	19,993,748
Non-statutory reserves		
General	<b>8,536,375</b>	9,184,042
Airport	<b>441,704</b>	441,440
Sewer	<b>901,724</b>	928,614
Water	<b>270,459</b>	270,143
	<b>10,150,262</b>	10,824,240
Statutory reserves		
Capital lending	<b>2,043,282</b>	2,538,438
Parkland acquisition & development	<b>514,808</b>	866,225
Facility	-	18,655
	<b>2,558,090</b>	3,423,318
Investment in tangible capital assets		
General	<b>136,979,685</b>	134,652,191
Airport	<b>11,742,498</b>	12,099,682
Sewer	<b>36,689,229</b>	37,477,159
Water	<b>41,426,093</b>	36,514,900
	<b>226,837,505</b>	220,743,931
<b>Total</b>	<b>265,641,583</b>	254,985,237

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.

### **13. 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, 2014, the plan has about 185,000 active members and approximately 80,000 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, 2012, indicated a \$1.370 billion funding deficit for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,668,571 (2014 - \$1,354,268) for employer contributions, which represents 0.0974% of the total plan contributions, while employees contributed \$1,362,208 (2014 - \$1,119,370) to the Plan in fiscal 2015. The City of Campbell River expects to pay \$1,693,600 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2015, with results available in 2016.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and 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 2015 Audited Financial Statements for specific information and detail.

#### **c) Claims for damages**

In the course of a year, the City is faced with lawsuits and other claims for damages and management assesses the exposure to be insignificant. This year a significant claim has also been made against the City. The lawsuit remains at an early stage and, as litigation is subject to many uncertainties, it is not possible to predict the outcome of the lawsuit or to estimate the loss, if any, which will result.

#### **d) Property assessment appeals**

As at December 31, 2015, there was one assessment appeal pending. The outcome of this appeal is not known however the amount is insignificant. The City has a non-statutory reserve for the provision for tax refunds totaling \$260,359 (2014 - \$258,169) which is part of the Non-statutory reserves in Note 12.

**CITY OF CAMPBELL RIVER**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the Year Ended December 31, 2015**

**Appendix 14**

**14. 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 \$576,180 (2014 - \$576,180) as funding contributions from the City which have been eliminated upon consolidation of Rivercorp into the City's financial statements.

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

	<b>2015</b>	<b>2014</b>
BC Assessment Authority	<b>329,178</b>	328,352
Comox Strathcona Regional Hospital District	<b>4,228,900</b>	4,074,200
Comox Strathcona Regional Solid Waste Board	<b>173,958</b>	145,204
Municipal Finance Authority	<b>1,017</b>	976
Provincial School Levy	<b>14,558,045</b>	14,319,955
Strathcona Regional District	<b>3,957,625</b>	3,927,839
Regional Library	<b>1,317,247</b>	1,239,113
	<b>24,565,970</b>	24,035,639

**16. Budget legislative compliance**

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

The budget amounts presented throughout these financial statements are based on the Five Year Financial Plan bylaw adopted by Council on April 20, 2015, to the exception of the amounts noted below.

Adjustments to the 2015-2019 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	<b>9,367,908</b>
Adjustments for non-cash item:	
Amortization offset	<b>8,479,350</b>
Debt proceeds	<b>350,000</b>
Debt principal repayments	<b>(795,895)</b>
Capital expenses	<b>(27,000,562)</b>
Net transfer (to)/from reserves & unappropriated surplus	<b>9,599,199</b>
	-

**17. Segmented reporting**

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

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

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

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

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

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

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

**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.

**18. Comparative figures**

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

**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES  
As at December 31, 2015**

## SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2014	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2015
<b>Long-term debt</b>								
General								
2964	Issue #92	06/04/15	4.55	1,245	-	875	370	-
2966	Issue #92	06/04/15	4.55	1,008	-	708	300	-
2967	Issue #92	06/04/15	4.55	5,455	-	3,833	1,622	-
2968	Issue #92	06/04/15	4.55	3,259	-	2,289	970	-
3071	Issue #92	06/04/15	4.55	30,467	-	21,406	9,061	-
3073	Issue #92	06/04/15	4.55	251,621	-	176,786	74,835	-
3074	Issue #92	06/04/15	4.55	3,319	-	2,332	987	-
2967	Issue #99	19/10/16	5.00	268,349	-	96,118	35,426	136,805
3073	Issue #99	19/10/16	5.00	324,973	-	116,399	42,901	165,673
2964	Issue #102	12/01/17	4.82	59,875	-	14,576	4,605	40,694
2966	Issue #102	12/01/17	4.82	51,322	-	12,494	3,947	34,881
2967	Issue #102	12/01/17	4.82	37,636	-	9,162	2,895	25,579
3303	Issue #103	23/04/23	4.65	130,057	-	9,713	2,577	117,767
2964	Issue #104	20/11/18	5.15	266,059	-	49,516	13,138	203,405
2966	Issue #104	20/11/18	5.15	293,805	-	54,681	14,508	224,616
3074	Issue #104	20/11/18	5.15	107,408	-	19,990	5,304	82,114
3301	Issue #104	20/11/23	5.15	458,422	-	34,235	9,083	415,104
3302	Issue #104	20/11/23	5.15	334,370	-	24,971	6,625	302,774
3302	Issue #106	10/13/24	4.13	97,403	-	6,668	1,445	89,290
3301	Issue #112	06/10/25	3.73	146,095	-	9,260	1,573	135,262
				<u>2,872,148</u>	-	<u>666,012</u>	<u>232,172</u>	<u>1,973,964</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	354,567	-	22,474	3,817	328,276
3345	Issue #117	10/11/26	3.25	463,413	-	27,418	3,423	432,572
				<u>817,980</u>	-	<u>49,892</u>	<u>7,240</u>	<u>760,848</u>
Accrued actuarial adjustment				(91,146)	-	-	(60,490)	(30,656)
<b>Total long-term debt</b>				<u>3,598,982</u>	-	<u>715,904</u>	<u>178,922</u>	<u>2,704,156</u>
<b>Capital leases</b>								
Equipment		05/28/17	2.00	10,000	-	4,109	-	5,891
Equipment		12/28/17	2.00	33,586	-	11,035	-	22,551
Equipment		02/01/16	0.00	24,477	-	20,981	-	3,496
<b>Total capital lease</b>				<u>68,065</u>	-	<u>36,125</u>	-	<u>31,940</u>
<b>Total long-term liabilities</b>				<u>3,667,047</u>	-	<u>752,029</u>	<u>178,922</u>	<u>2,736,096</u>



**CITY OF CAMPBELL RIVER  
FINANCIAL STATEMENTS  
CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE  
As at December 31, 2015**

## SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2015	Total 2014
<b>COST</b>							
Opening balance	32,399,283	34,286,718	17,968,125	306,256,086	3,003,792	<b>393,914,003</b>	379,861,010
Additions	1,239,663	1,367,598	135,879	3,011,723	8,891,306	<b>14,646,169</b>	14,517,366
Construction completed	-	10,686	42,603	1,433,133	(1,659,522)	<b>(173,104)</b>	-
Disposals	(487,178)	-	(171,890)	(179,724)	-	<b>(838,792)</b>	(464,372)
Closing balance	33,151,768	35,665,002	17,974,716	310,521,218	10,235,576	<b>407,548,279</b>	393,914,003
<b>ACCUMULATED AMORTIZATION</b>							
Opening balance	-	17,947,142	12,542,530	137,713,354	-	<b>168,203,026</b>	159,572,226
Amortization current year	-	953,337	735,973	7,112,679	-	<b>8,801,988</b>	8,820,951
Amortization from disposals	-	-	(160,526)	(169,813)	-	<b>(330,338)</b>	(190,150)
Closing balance	-	18,900,479	13,117,977	144,656,220	-	<b>176,674,676</b>	168,203,027
<b>NET BOOK VALUE</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>	<b>230,873,603</b>	<b>225,710,975</b>
<b>NET BOOK VALUE (2014)</b>	<b>32,399,283</b>	<b>16,339,575</b>	<b>5,425,594</b>	<b>168,542,732</b>	<b>3,003,792</b>		

Included in the disposals of tangible capital assets is \$173,104 of write downs (2014 - \$13,410).

CITY OF CAMPBELL RIVER  
 FINANCIAL STATEMENTS  
 CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
 For the Year Ended December 31, 2015

SCHEDULE 3  
 (page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>												
Taxes & parcel taxes	26,942,532	25,951,862	-	-	179,816	180,120	-	-	-	-	62,254	58,532
Payments in lieu of taxes	590,540	569,140	-	-	-	-	-	-	-	-	-	-
Sale of services	348,428	305,063	1,639,459	1,712,705	3,008,210	2,900,522	2,349,120	2,140,308	60,491	67,043	1,315,057	963,088
Services provided to other governments	1,137,794	1,100,976	426,690	349,580	-	-	-	-	60,032	59,556	-	-
Transfers from other governments	697,301	1,079,816	450,417	313,585	2,185,015	1,884,238	9,502	379	-	-	-	-
Investment and other income	647,012	878,846	-	-	134,444	96,113	-	-	-	-	-	-
Other revenue	352,101	-	-	-	188,985	184,987	-	12,900	-	-	151,563	360,485
Development cost charges recognized	-	-	-	-	83,285	286,628	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	296,637	3,809,223	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	276,832	(24,925)	-	-	-	-	-	-
	<b>30,715,708</b>	<b>29,885,702</b>	<b>2,516,566</b>	<b>2,375,870</b>	<b>6,353,224</b>	<b>9,316,906</b>	<b>2,358,622</b>	<b>2,153,587</b>	<b>120,523</b>	<b>126,599</b>	<b>1,528,874</b>	<b>1,382,106</b>
<b>EXPENSES</b>												
Amortization	252,842	281,043	375,406	361,839	4,548,924	4,507,977	-	-	689	534	3,870	5,220
Interest & debt issue expenses	(19,267)	(7,807)	-	-	350,849	520,585	-	-	-	-	-	-
Operating expenses	629,761	599,121	7,879,321	7,761,024	5,243,914	5,060,785	2,190,013	1,983,614	30,640	49,185	973,854	1,018,921
Wages & benefits	4,830,194	4,656,751	6,498,544	6,818,606	1,967,106	2,051,135	74,747	67,436	119,874	103,043	596,125	430,651
	<b>5,693,530</b>	<b>5,529,108</b>	<b>14,753,271</b>	<b>14,941,469</b>	<b>12,110,793</b>	<b>12,140,483</b>	<b>2,264,760</b>	<b>2,051,050</b>	<b>151,203</b>	<b>152,762</b>	<b>1,573,849</b>	<b>1,454,792</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>25,022,178</b>	<b>24,356,595</b>	<b>(12,236,705)</b>	<b>(12,565,599)</b>	<b>(5,757,569)</b>	<b>(2,823,577)</b>	<b>93,862</b>	<b>102,537</b>	<b>(30,680)</b>	<b>(26,163)</b>	<b>(44,975)</b>	<b>(72,686)</b>

See Note 17 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER  
 FINANCIAL STATEMENTS  
 CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING  
 For the Year Ended December 31, 2015

SCHEDULE 3  
 (page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
<b>REVENUE</b>										
Taxes & parcel taxes	504,717	339,150	27,689,319	26,529,665	700,379	697,903	2,080	-	28,391,778	27,227,568
Payments in lieu of taxes	-	-	590,540	569,140	-	-	-	-	590,540	569,140
Sale of services	962,618	1,019,130	9,683,383	9,107,858	4,997,616	4,665,827	6,029,275	5,513,391	20,710,274	19,287,076
Services provided to other governments	-	-	1,624,516	1,510,112	-	-	-	-	1,624,517	1,510,112
Transfers from other governments	4,762	54,639	3,346,997	3,332,656	-	-	4,045,529	823,582	7,392,526	4,156,238
Investment and other income	-	-	781,456	974,959	85,224	79,508	38,556	25,822	905,236	1,080,288
Other revenue	169,485	10,790	862,134	569,162	3,000	3,000	-	-	865,134	572,162
Development cost charges recognized	1,117,031	-	1,200,316	286,628	-	-	-	-	1,200,316	286,628
Contributed tangible capital assets	-	-	296,637	3,809,223	28,069	752,130	58,200	733,220	382,907	5,294,573
(Gain)/loss on disposal of tangible capital assets	-	-	276,832	(24,925)	-	-	(7,838)	-	268,994	(24,925)
	<b>2,758,613</b>	<b>1,423,708</b>	<b>46,352,130</b>	<b>46,664,477</b>	<b>5,814,288</b>	<b>6,198,368</b>	<b>10,165,802</b>	<b>7,096,015</b>	<b>62,332,222</b>	<b>59,958,860</b>
<b>EXPENSES</b>										
Amortization	1,264,155	1,226,341	6,445,886	6,382,954	1,181,363	1,075,948	1,174,740	1,171,626	8,801,989	8,820,951
Interest & debt issue expenses	-	-	331,582	512,778	34,628	34,628	18,422	11,530	384,631	558,935
Operating expenses	2,569,990	2,526,971	19,517,493	18,999,621	1,615,221	1,572,727	1,565,474	1,451,173	22,698,187	21,833,098
Wages & benefits	3,603,114	3,558,934	17,689,704	17,686,556	896,991	848,342	1,204,372	1,161,721	19,791,068	19,696,619
	<b>7,437,259</b>	<b>7,312,246</b>	<b>43,984,665</b>	<b>43,581,909</b>	<b>3,728,203</b>	<b>3,531,645</b>	<b>3,963,008</b>	<b>3,796,049</b>	<b>51,675,875</b>	<b>50,909,604</b>
<b>ANNUAL SURPLUS (DEFICIT)</b>	<b>(4,678,646)</b>	<b>(5,888,538)</b>	<b>2,367,465</b>	<b>3,082,568</b>	<b>2,086,085</b>	<b>2,666,723</b>	<b>6,202,794</b>	<b>3,299,966</b>	<b>10,656,347</b>	<b>9,049,256</b>

See Note 17 for description of Segment Reporting categories.



**TO:** Mayor and Council  
**FROM:** City Manager  
**AUTHORED BY:** Communications Advisor  
**DATE:** October 12, 2016  
**SUBJECT:** 2016 Citizen Satisfaction Survey Results

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**Recommendation:**

That the City Manager's report regarding 2016 citizen satisfaction survey results, be received.

**Purpose:**

This report is to provide Council with an update on the results of the 2016 citizen satisfaction survey.

**Background:**

Council budgets for a statistically-valid citizen satisfaction survey every three years to gather comprehensive community feedback on a wide range of topics. This year's survey took place from Sept. 7 through 21 to complement budget preparation and deliberation.

Discovery Research conducted 400 telephone surveys of randomly-selected residents aged 18 or older.

People who were not interviewed by telephone could share their opinion by completing the online survey from a link on the home page of the City's website.

The cost of conducting the survey was \$8,920, plus GST (total \$9,366).

In 2013, the City of Campbell River participated in the syndicated Ipsos Reid citizen satisfaction survey, which conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. The cost was approximately \$9,200 plus GST (total \$9,660). These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research at a cost of approximately \$10,000. Compared against results of the 2006 survey, 2013 responses indicated that Campbell River residents were generally more satisfied with City services – and that people in Campbell River also had a keen interest in economic stability.

**Discussion:**

Residents were asked to rate their satisfaction with the quality of life and services provided by the City of Campbell River. The results indicate that satisfaction levels are higher in 2016 than in 2013 and 2006.

Key issues explored in the 2016 satisfaction survey included:

- quality of life and favourite things about living in Campbell River
- most important issue facing the community
- ranking the importance of Council's priorities
- most important environmental concern
- satisfaction levels with various City services and overall quality of services
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- information needs, methods and quality rating



While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

### **Highlights of 2016 survey results**

#### ***Quality of life in Campbell River given high ratings***

96% rate the overall quality of life in Campbell River as good (57%) or very good (39%).

95% rated Campbell River a good place to raise children and a good place to retire.

*In 2013, 93% rated good/very good*

*In 2006, 88.1% were satisfied with Campbell River as a place to live*

#### ***Most important issue facing Campbell River – Economic Concerns***

29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/increasing costs (10%) and the aging infrastructure (10%).

##### *Top 2013 priorities*

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

##### *Top 2006 priorities:*

- *roads maintenance and repair 20.8%*
- *police protection: 29.5%*
- *public washrooms: 14.8%*
- *recreation facilities and services for families: 13.8%*

#### ***Favourite thing about Living in Campbell River - Ocean***

54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was easy access to outdoor recreation.

#### ***Residents Satisfied with City Services and Programs***

96% were satisfied with overall services and programs provided by the City.

*In 2013, 85% were satisfied with level and quality of City services*

*In 2006, 64.1% were satisfied*

#### ***Majority feel City of Campbell River is doing a good job***

86% agreed that "In general, I believe the City of Campbell River is doing a good job."

*In 2013, the level of satisfaction with Council and administration decisions was 53%.*

#### ***Higher Satisfaction***

The highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).



### **Lower Satisfaction**

The lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

### **Customer service provided by City Employees - Excellent**

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are courteous, knowledgeable and accessible – with overall service satisfaction at 88%.

*In 2013, 68% said they were satisfied with customer service.*

*In 2006, 58.8% were satisfied.*

Satisfaction with specific aspects of contact experience

- *Staff's courteousness: 95% (88% in 2013)*
- *Ease of reaching staff: 93% (83% in 2013)*
- *Staff's helpfulness: 92% (80% in 2013)*
- *Speed and timeliness of service: 86% (79% in 2013)*
- *Staff's knowledge: 93% (74% in 2013)*
- *Staff's ability to resolve issue: 79% (65% in 2013)*

### **Preferred source of information about City issues – Local Newspaper**

57% feel the best source of information about City issues is news articles in the local newspapers, and 76% of respondents received news that way.

29% would prefer to learn about issues through online sources, including social media.

*In 2013, preferred methods for City to communicate information to citizens were:*

- *Newspaper: 45%*
- *Mail: 11%*
- *Internet (unspecified): 8%*
- *Email: 8%*
- *City website: 6%*
- *Newsletter/pamphlet/brochure: 5%*
- *Social media: 4%*

In general, people felt the amount of information provided by the City was adequate (78%), and that the quality of information was satisfactory (86%). (These were not rated in 2013.)

### **Other comparisons**

- In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
  - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- Rating value of services for tax dollars, 73% of respondents said they received good value.
  - In 2013, 61% of respondents said they received good value for tax dollars.
- On the question of preference for balancing taxation and service levels, 46% supported increasing taxes to maintain services; 30% want services reduced to maintain current tax level.
  - In 2013, 37% said increase taxes and 44% said cut services.
- 30% of respondents would like to see expanded or new services introduced (41% aged 18 to 44; 26% aged 45-64; 19% aged 65+)



### Demographics information

- 400 people interviewed (50% female, 50% male)
- 86 per cent owned their home
- 35 per cent had children in the household under age 18
- 42 per cent of respondents were between the age of 45 and 64
  - 18 to 44 = 37%
  - 65 or older = 21%
- Length of residency in Campbell River: 46% had lived in Campbell River 11 to 30 years

The detailed report on survey findings is attached as an appendix to this report and includes online survey data as well as satisfaction levels for a range of departmental services.

Statistics generated from a sample size of 400 are considered to be accurate within  $\pm 4.9\%$ , at the 95% confidence interval (19 times out of 20).

### Communications:

City staff will prepare a news release documenting highlights of the survey findings, with complementary online postings (website, Facebook).

### Conclusion:

Monitoring and measuring stakeholder satisfaction is a key part of successful service-delivery, and a truly random, statistically-valid survey of community opinion offers a reliable method for gauging support and concerns related to City services – and helps staff and Council clarify and focus on community priorities. Regular follow-up surveys will continue to provide accurate measurement and ongoing guidance re: service provision to local citizens.

Council may wish to use the survey findings to influence future decisions for community service delivery as outlined in Council's financial and strategic plans.

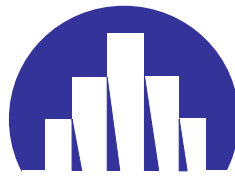
Respectfully submitted,

Report reviewed / endorsed by,

Julie Douglas  
Communications Advisor

Deborah Sargent  
City Manager

Attachment: 2016 Citizen Satisfaction Survey



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DISCOVERY RESEARCH

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## 2016 Campbell River Citizen Survey

### Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

*Date: September 2016*



## *Executive Summary*

A telephone survey was conducted with a random sample of 400 Campbell River residents in September 2016. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River.

### **Quality of life in Campbell River given high ratings**

Ninety-six percent rate the *overall quality of life in Campbell River* as good (57%) or very good (39%). Similarly, 95% rated Campbell River a *good place to raise children* and a *good place to retire*.

### **Most important issue facing Campbell River – Economic Concerns**

Twenty-nine percent indicated that a *poor economy/lack of jobs* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (10%) and the *aging infrastructure* (10%).

### **Favourite thing about Living in Campbell River - Ocean**

Fifty-four percent felt their favourite thing about living in Campbell River is being *close to the ocean* and 42% felt it was easy *access to outdoor recreation*.

### **Residents Satisfied with City Services and Programs**

Ninety-six percent were satisfied with the *overall services and programs provided by the city of Campbell River*.

### **Majority feel City of Campbell River is doing a good job**

Eighty-six percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

### **Higher Satisfaction**

The highest satisfaction ratings were given for *City trails* (99% satisfied); *water supply* (97%); *sewage system* (96%); and *recreation programs* (96%).

### **Lower Satisfaction**

The lowest satisfaction ratings were given for *economic development* (64% satisfied); *land use planning* (67%); *public washrooms* (67%); and *snow and ice removal* (68%).

### **Customer service provided by City Employees - Excellent**

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are *courteous, knowledgeable* and *accessible*.

### **Preferred source of information about City issues – Local Newspaper**

Fifty-seven percent feel the best source of information about City issues is *news articles in the local newspapers* and 29% would prefer to learn about issues through *online sources*.

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## *Introduction*

In September of 2016, the City of Campbell River conducted a comprehensive telephone survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budgeting decisions for the upcoming years.

**Discovery Research**, an independent consulting firm, was retained to conduct the 2016 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's telephone survey.

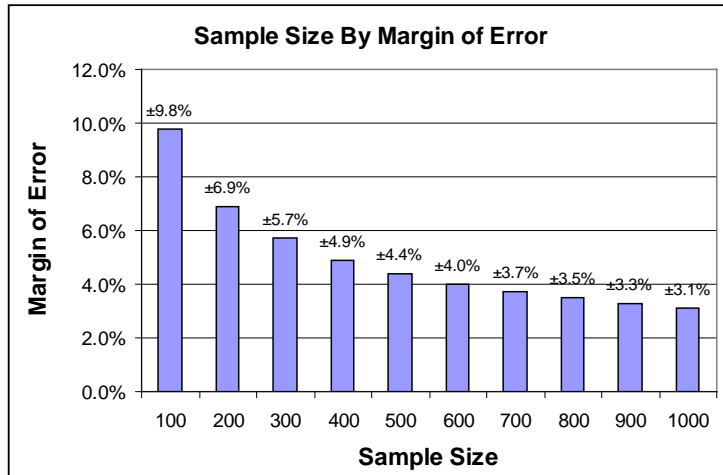
## *Objectives*

The 2016 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**

## Methodology

A random sample of 400 Campbell River residents completed a telephone survey in September 2016. The random sample was generated such that each household in Campbell River had an equal opportunity of being selected for the research.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 400 will be accurate within ±4.9%, at the 95% confidence interval (19 times out of 20).

## Weighting

Campbell River’s actual population distribution by age was taken from the 2011 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

Age	Population from 2011 Census	Unweighted Sample	Weighted Sample
18-44	37%	21%	37%
45-64	42%	49%	42%
65+	21%	30%	21%

## Online Survey

While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

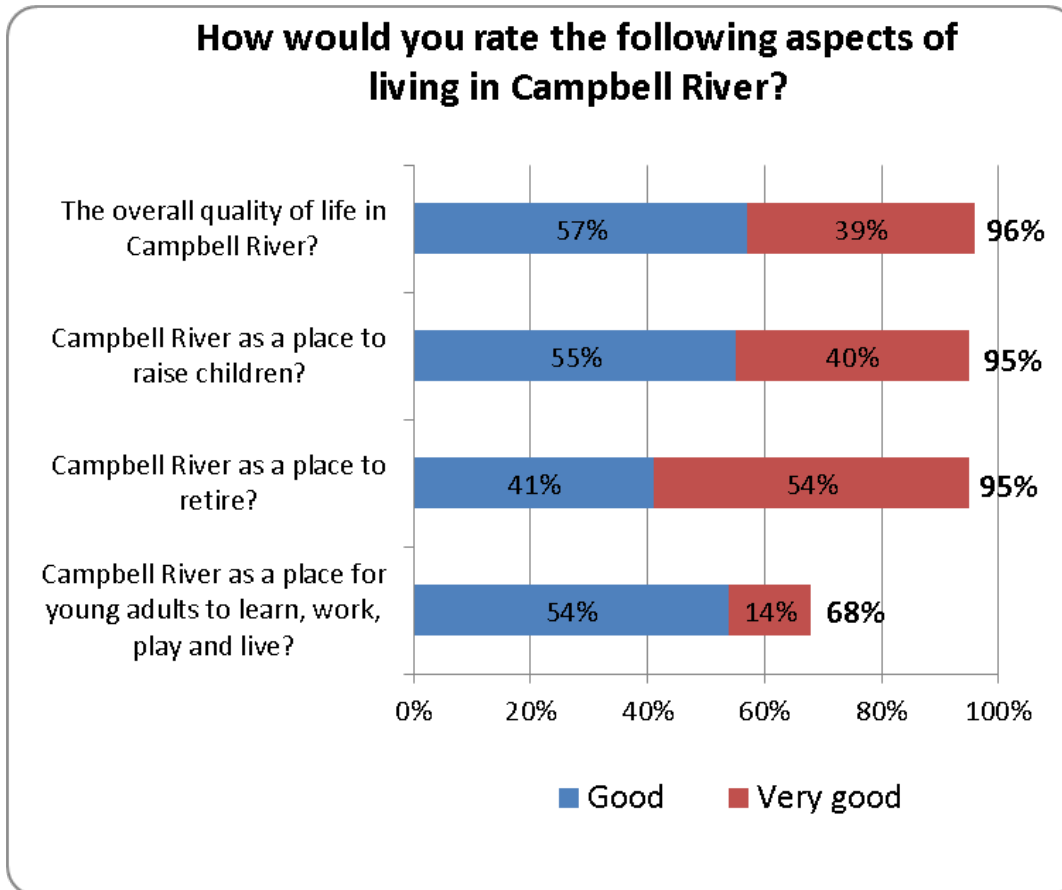
As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

Online results can be seen in *Appendix 2*.

## Section 1 – Overall Quality of Life in Campbell River

### Q2. Quality of life in Campbell River

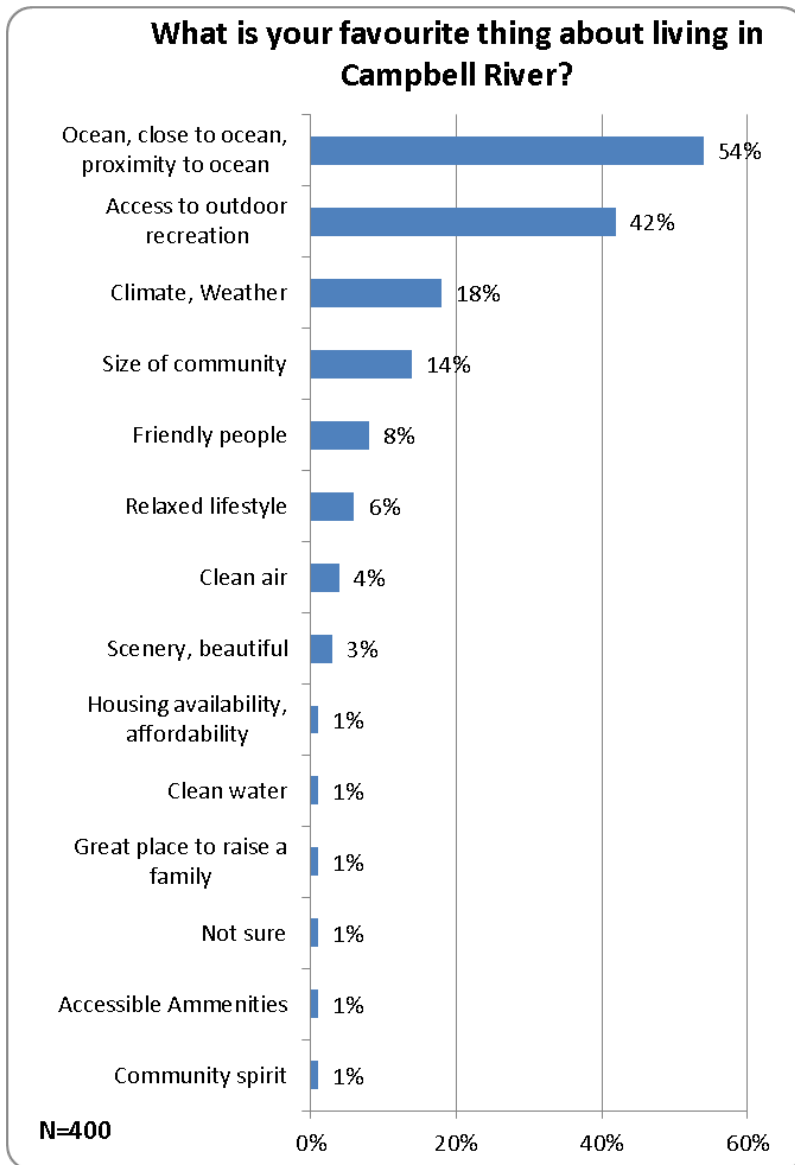


Residents provided high ratings (**96%**) for the *overall quality of life in Campbell River* (very good=**57%** and good=**39%**)

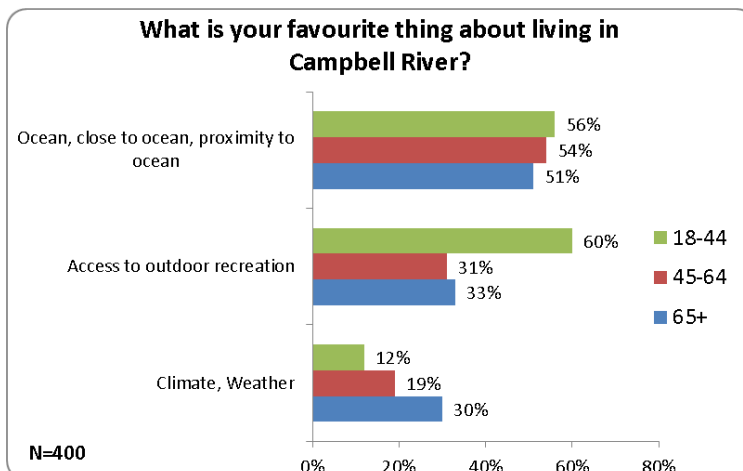
Campbell River was also rated highly (**95%**) as a *place to raise children* and a *place to retire*.

The majority of Citizens (**68%**) gave a good rating for *Campbell River as a place for young adults to learn, work, play and live*.

Q3. Favourite thing about living in Campbell River

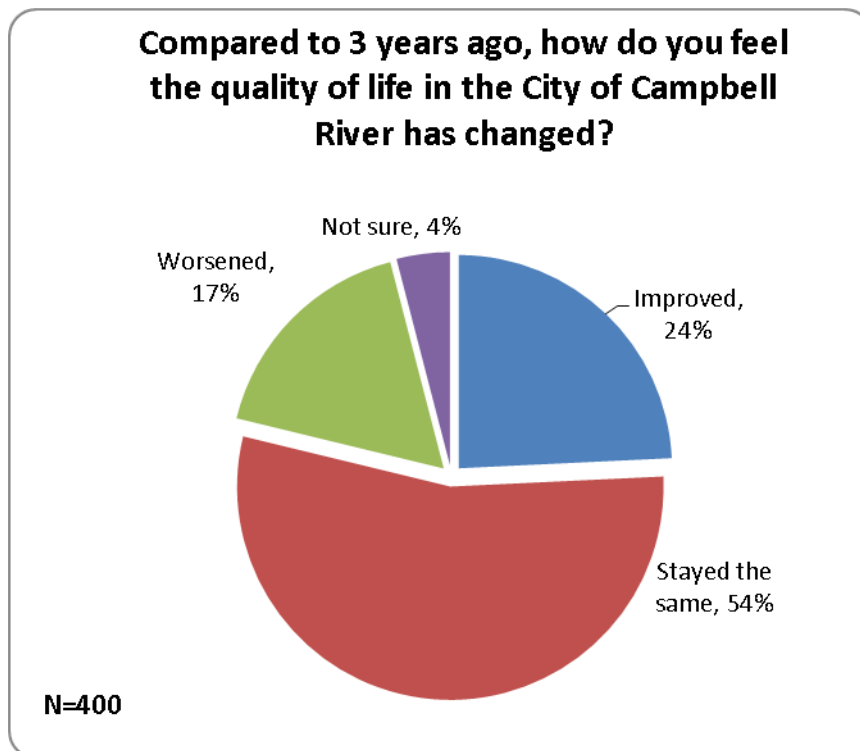


Over half of respondents (54%) felt their favourite thing about living in Campbell River was being close to the ocean and a further 42% indicated their favourite thing was access to outdoor recreation.



Among Citizens 18-44 years old, 60% listed access to outdoor recreation as one of their favourite things about living in Campbell River. Older respondents were more likely to appreciate the weather.

*Q4. Quality of life in Campbell River compared to 3 years ago*

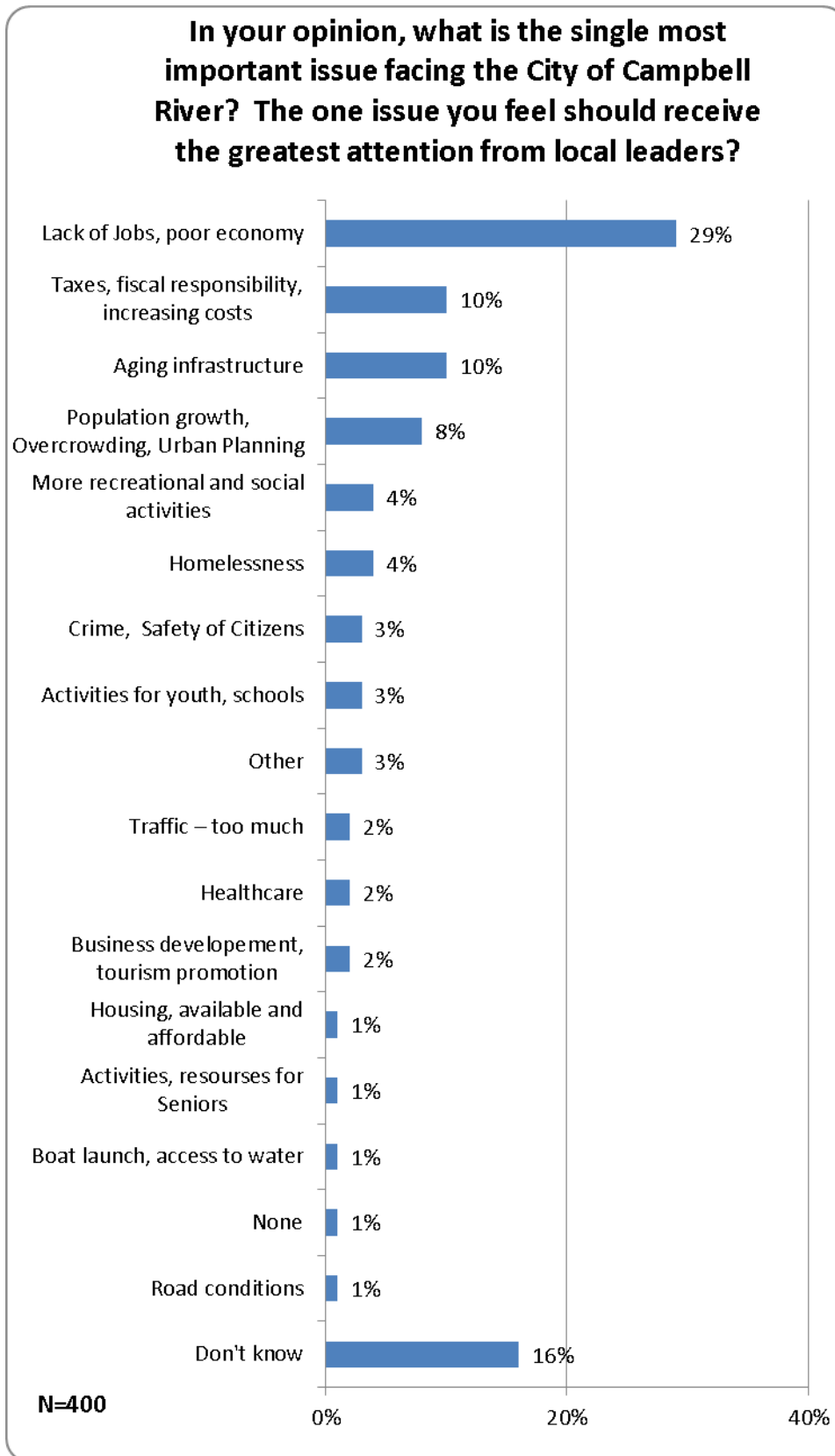


The majority of respondents (**54%**) felt that the quality of life in Campbell River has *not changed* in the past 3 years. Twenty-four percent felt the quality of life has *improved* and **17%** felt the quality of life has *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.



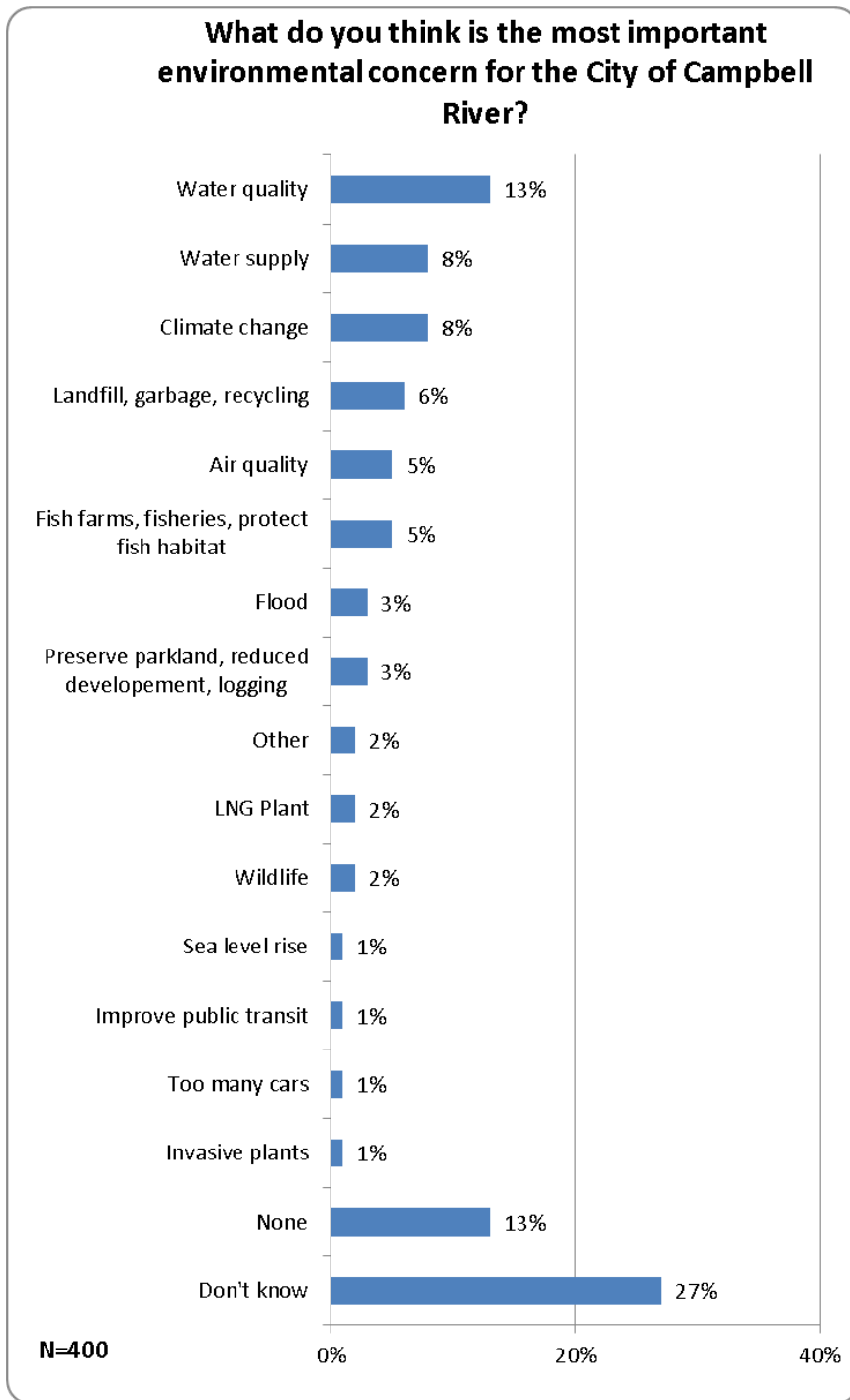
Q5. Most important issue facing Campbell River



Twenty-nine percent of residents feel the single most important issue facing the City of Campbell River is *lack of jobs, and poor economy*. Ten percent feel the most important issue is related to both an *aging infrastructure* and *increasing taxes, costs and fiscal responsibility*.

*Population growth, overcrowding and urban planning* were the most important issues for **8%** of respondents.

Q6. Most Important Environmental Concern

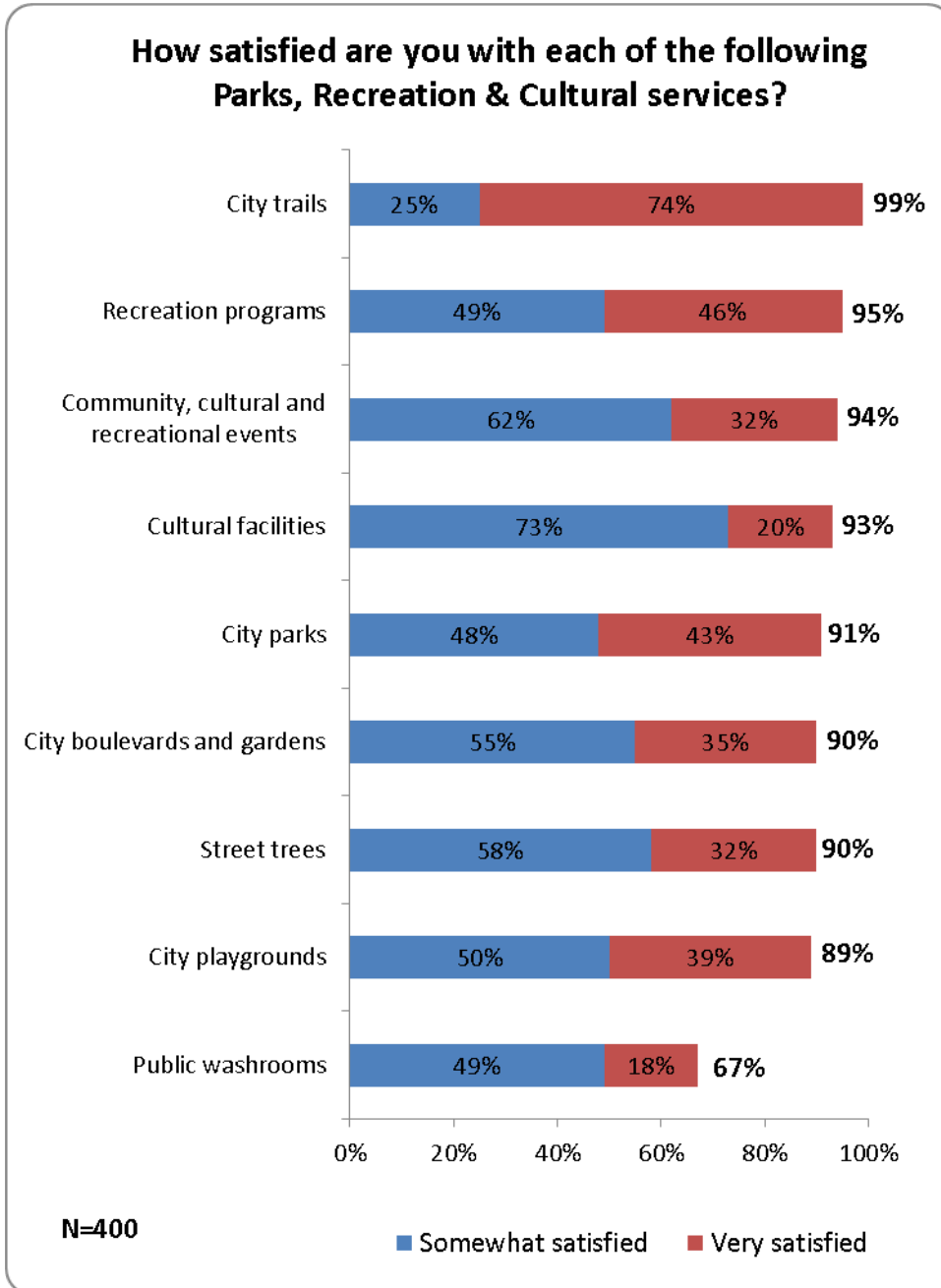


The most important environmental issues were *water quality (13%)*; *water supply (8%)* and *climate change (8%)*.

Thirteen percent did not think there was an environmental concern in Campbell River and 27% could not think of a concern.

**Section 2 – Satisfaction with City Services and Programs**

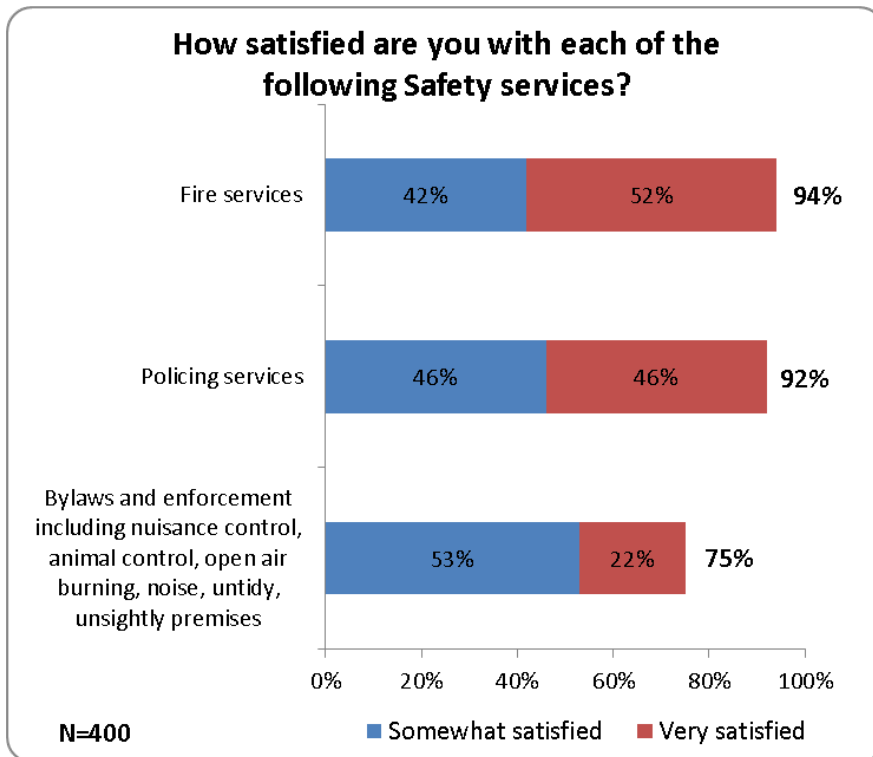
*Q7. Parks Recreation and Cultural Services*



Ninety-nine percent of Citizens are satisfied with *City trails*, **95%** are satisfied with *Recreation programs* and **94%** are satisfied with *Community, cultural and recreational events*.

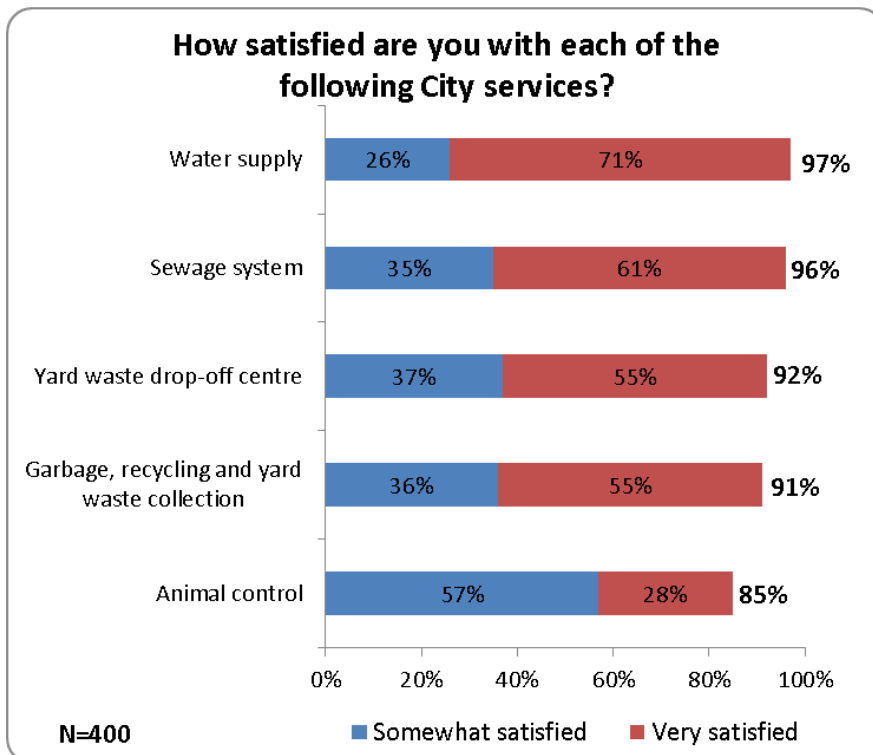
*Public washrooms* received the lowest satisfaction rating with **67%** satisfied.

Safety Services



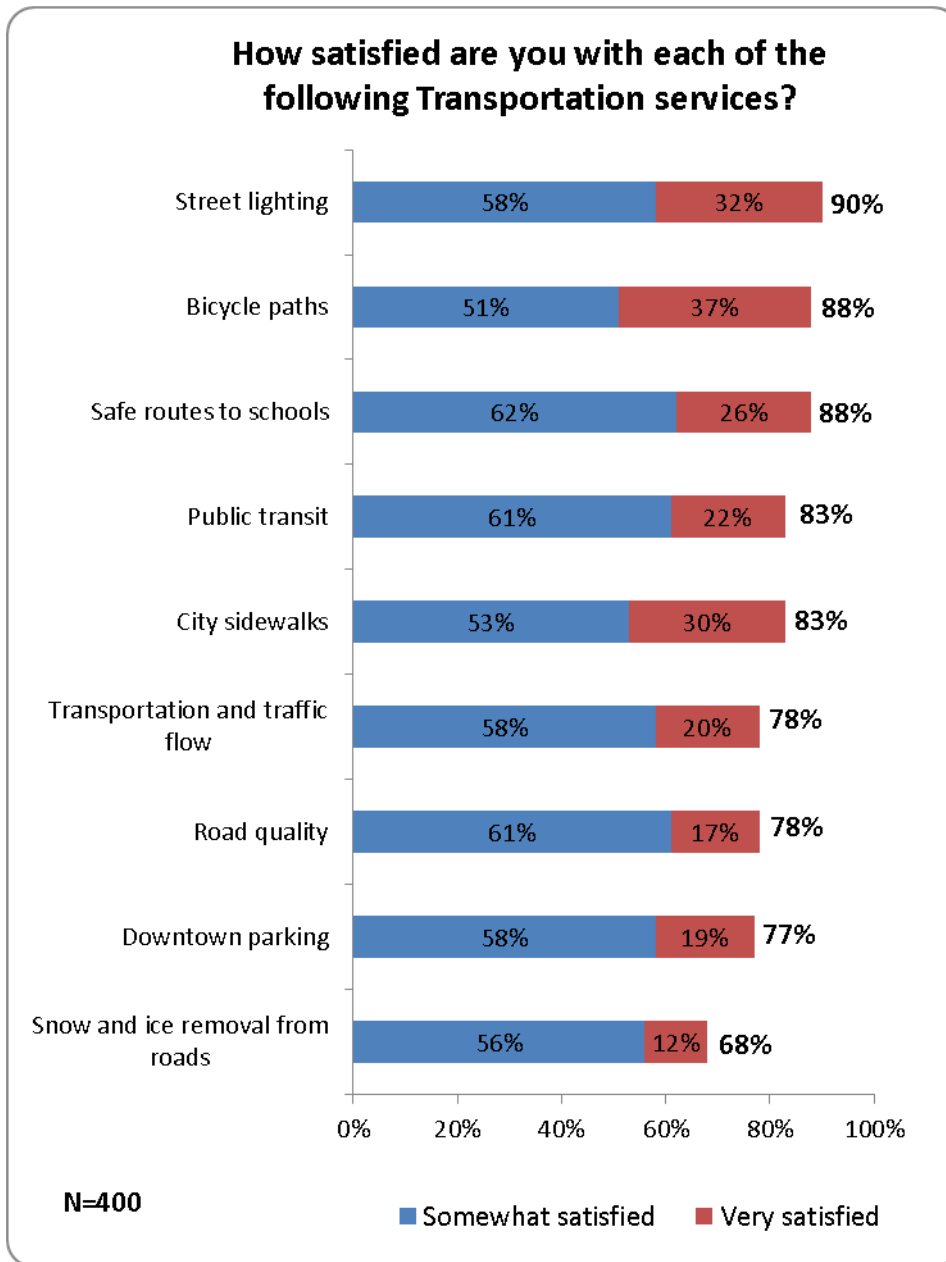
Residents were very satisfied with *Fire services (94%)* and *Policing services (92%)*.

City Services



Citizens were very satisfied with their *water supply (97%)*, *sewage system (96%)*, *yard waste drop off centre (92%)* and *garbage, recycling and yard waste collection (91%)*.

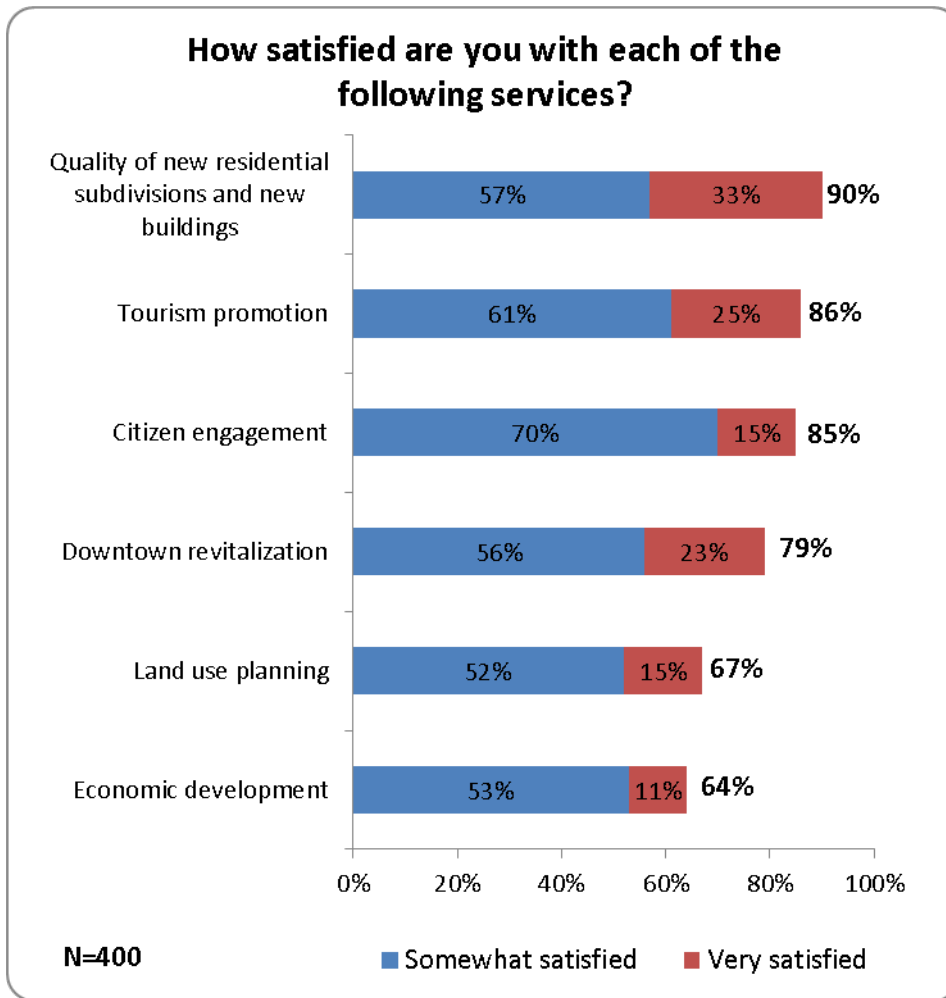
Transportation Services



Ninety percent of Citizens are satisfied with *street lights* and **88%** are satisfied with both *bicycle paths* and *safe routes to school*.

Seventy-seven percent were satisfied with *downtown parking* and **68%** were satisfied with *snow and ice removal from roads*.

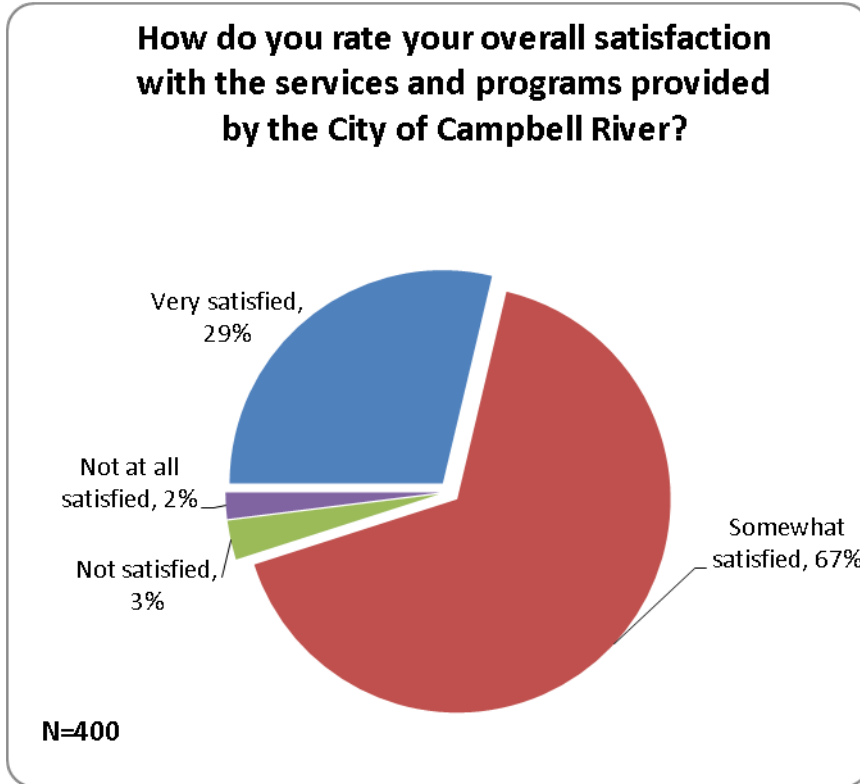
Community Planning and Development Services



Ninety percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **86%** are satisfied with *tourism promotion*.

Sixty-seven percent are satisfied with *land use planning* and **64%** are satisfied with *economic development*.

*Q8. Overall Satisfaction with Services and Programs*

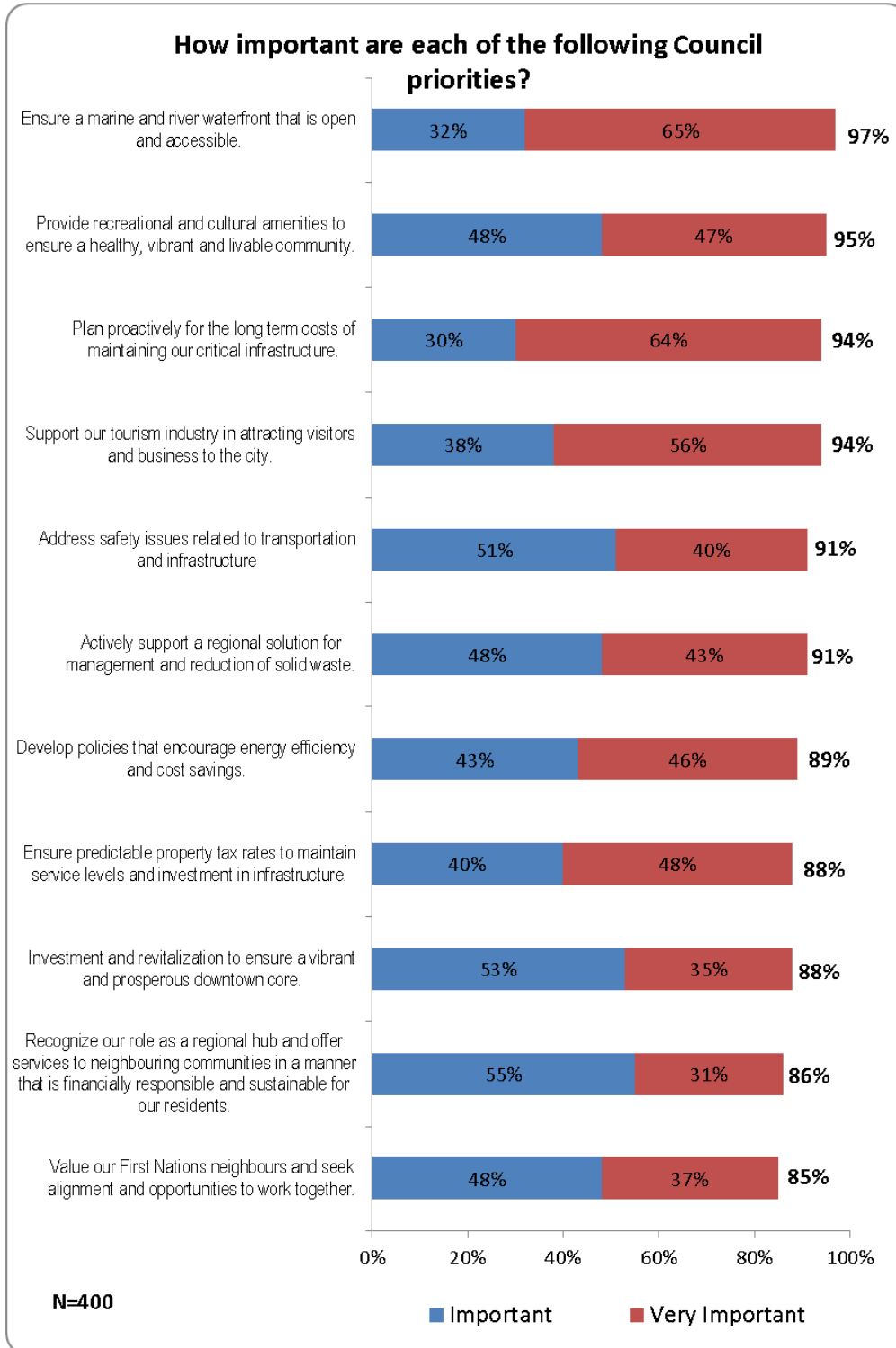


Ninety-five percent of Citizens are very (29%) or somewhat (67%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in *Appendix 3*.

### Section 3 – Council Priorities

#### Q9. Importance of Council Priorities



Almost all Citizens (97%) feel it is important for Council to ensure a marine and river waterfront that is open and accessible.

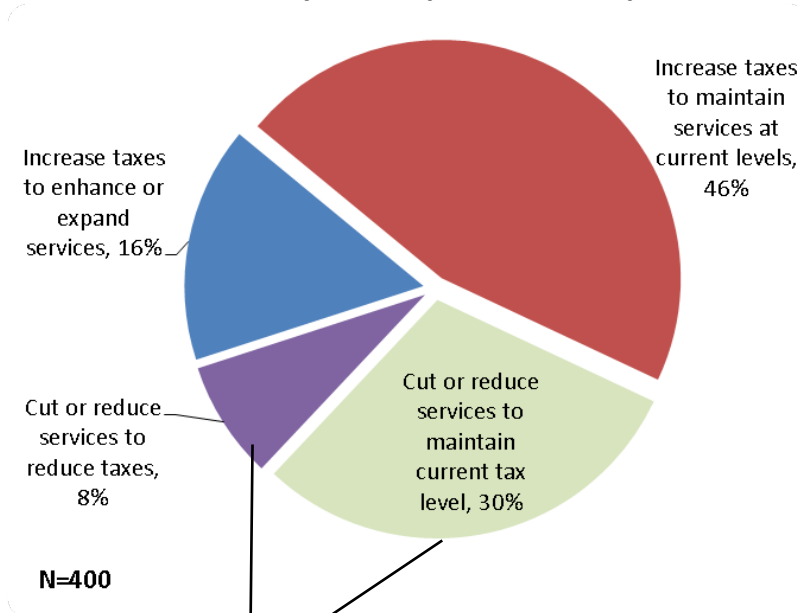
Citizens feel it is important to provide recreational and cultural amenities (95%) and to plan proactively for the long term costs of maintaining critical infrastructure (94%).

Ninety-four percent also felt it was important to support tourism by attracting visitors and businesses to the city.

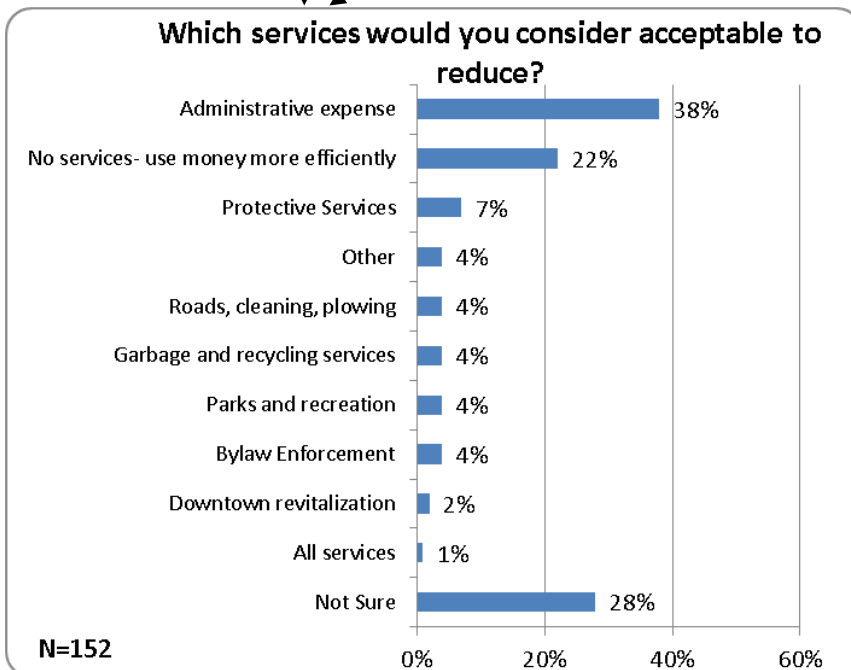


Q10. Property Tax

Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue?



Forty-six percent of respondents wanted the City to *increase taxes to maintain services at current levels* and **30%** want the City to *reduce services to maintain current tax level*.

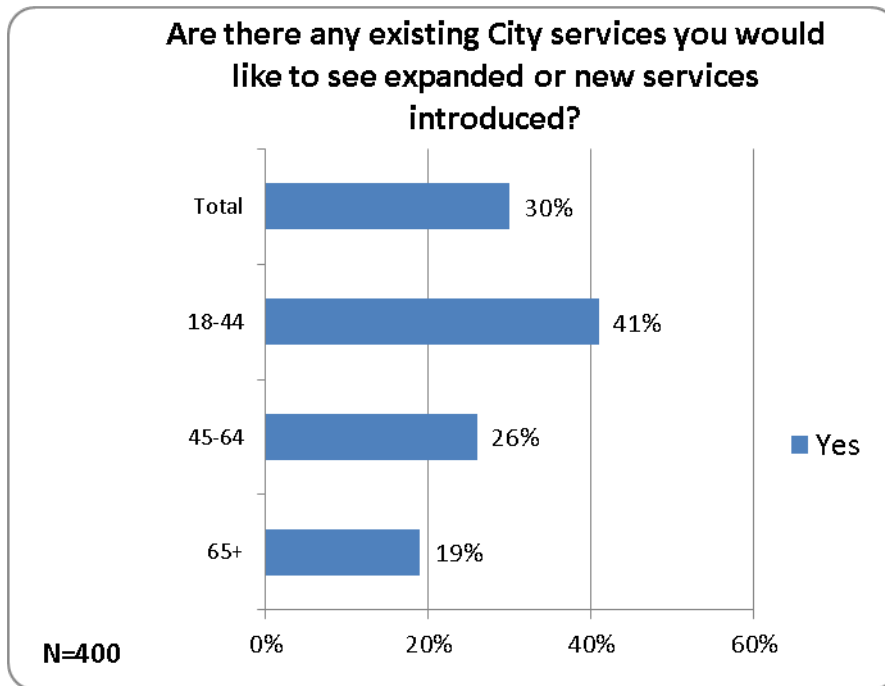


Q11. Reducing City Services

Among the 152 Citizens that want to cut or reduce services, **38%** would consider it acceptable to reduce *administrative expense* and **7%** felt it would acceptable to reduce *Protective Services*.

Twenty-eight percent were *not sure* which services to reduce and **22%** just felt *money should be used more efficiently without reducing services*.

Q12. Expanding City Services

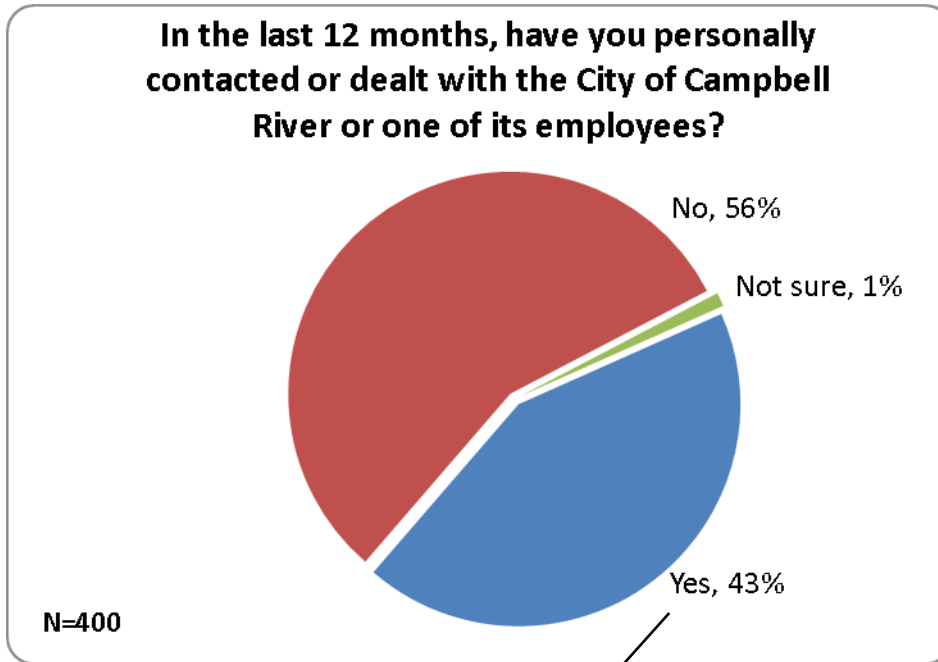


Thirty percent of Citizens would like to see services *expanded or new services introduced*. Among respondents aged 18-44, **41%** would like to see services expanded compared to only **19%** of respondents aged 65 or older.

Please see *Appendix 3* for a listing of City Services that respondents recommended for expansion.

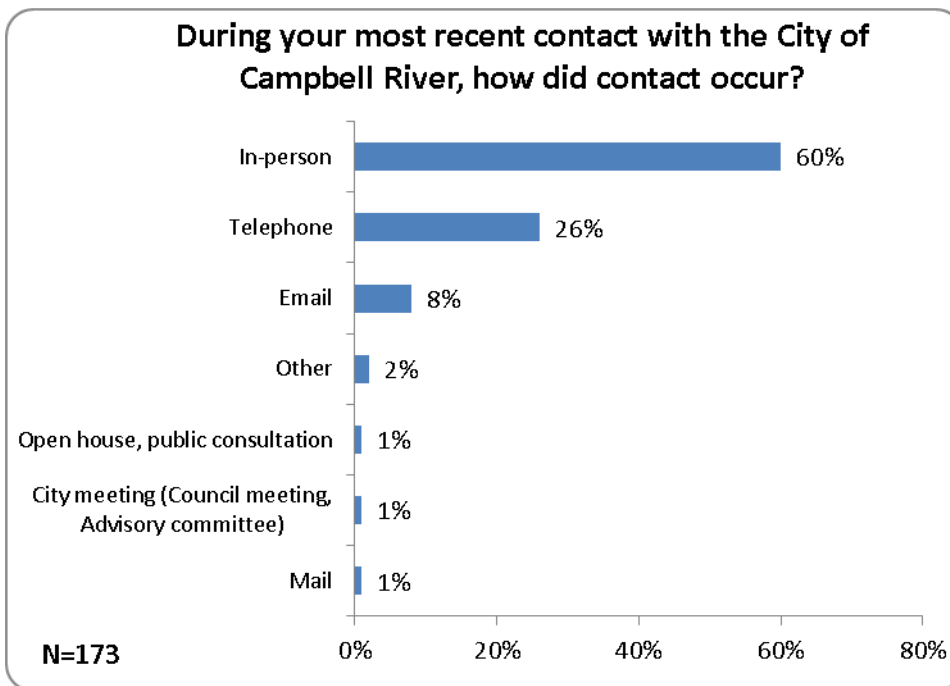
**Section 4 –City Employee Customer Service**

*Q13. Contact with City Staff*



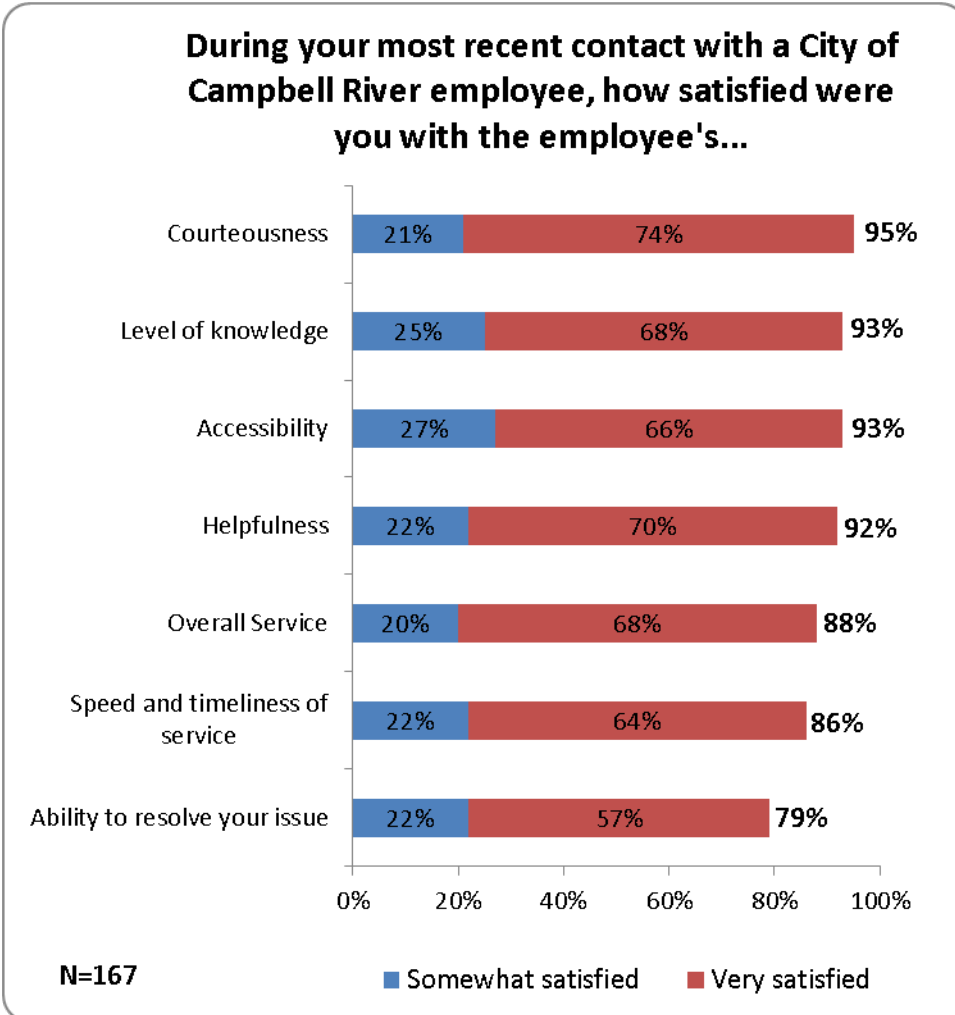
Forty-three percent of respondents have had contact with the City of Campbell River or one of its employees over the last 12 months.

*Q14. Method of contact*



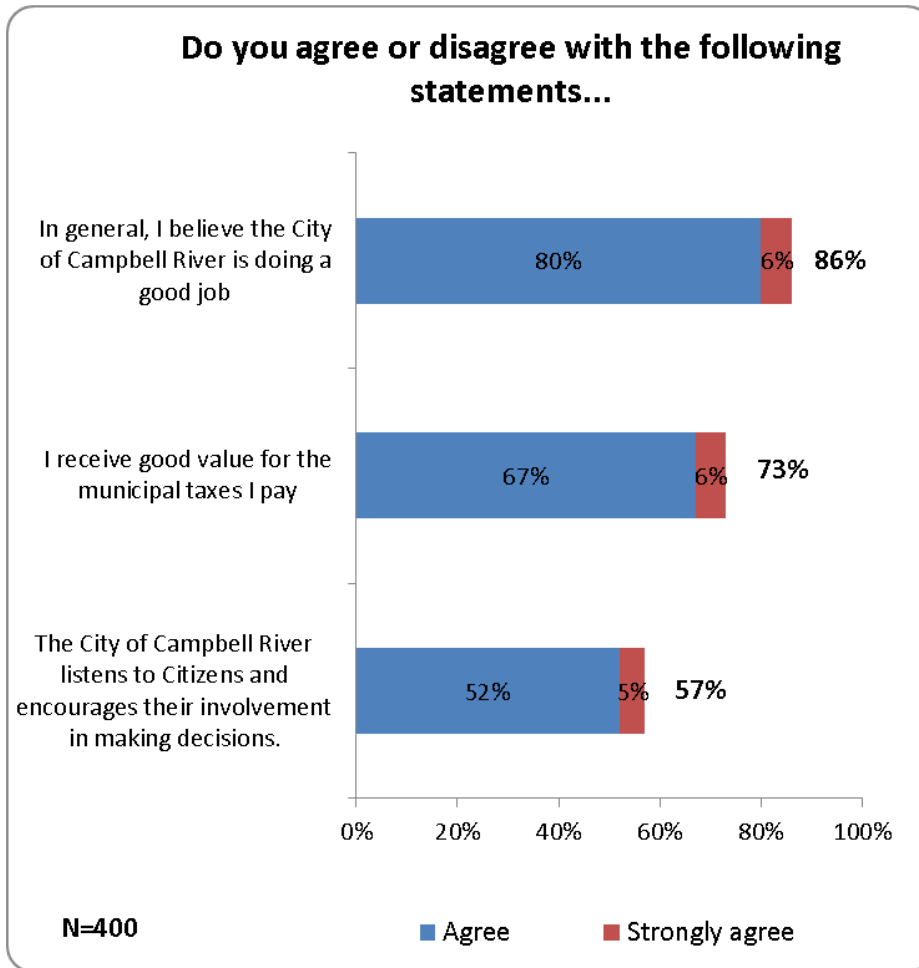
Among the 173 respondents (43%) who have had contact with the City of Campbell River, 60% had *in-person* service, 26% communicated *over the phone* and 8% made contact through an *email* exchange.

Q15. Service provided by City employees



City staff was rated favourably in terms of *courteousness* (**95%** satisfied), *level of knowledge* (**93%** satisfied) and *accessibility* (**93%** satisfied).

Q16. Overall City Service

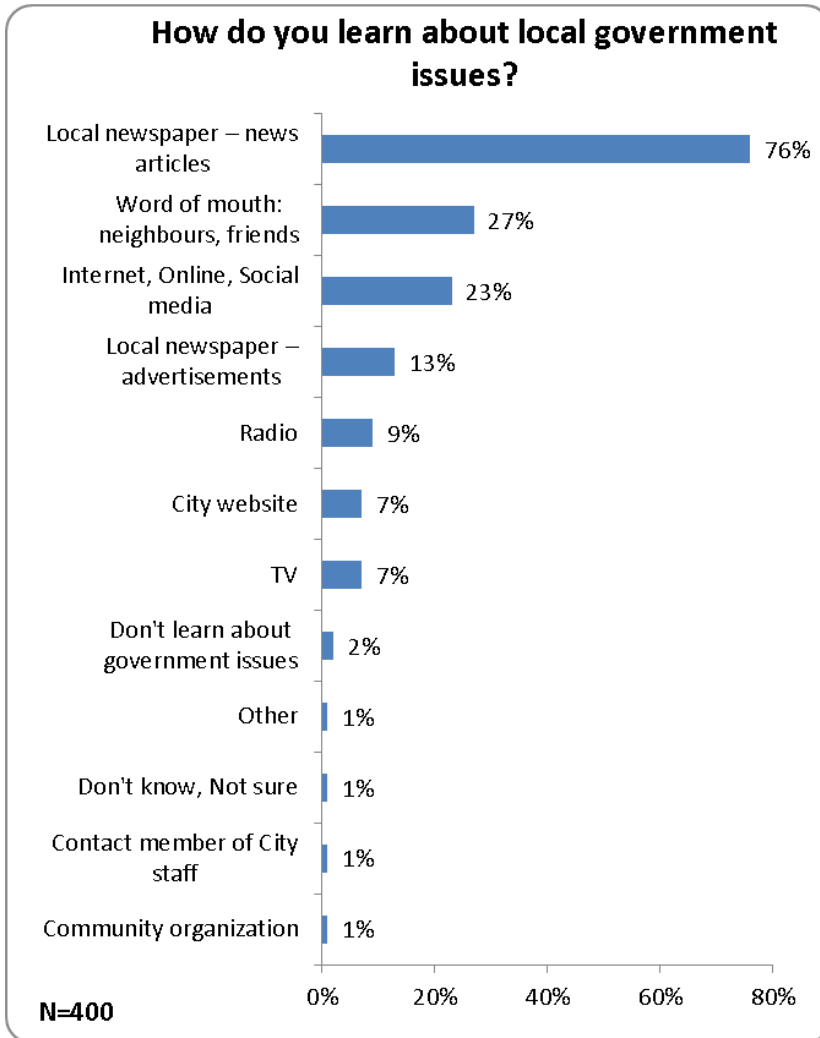


Eighty-six percent agree that the *City of Campbell River* is doing a good job.

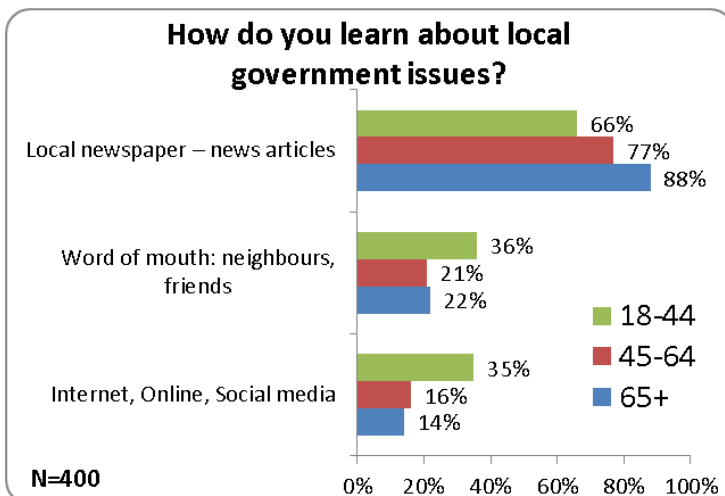
Seventy-three percent agree with the statement, “*I receive good value for the municipal taxes I pay*”.

Section 5 – Communications

Q17. Learning about local government issues



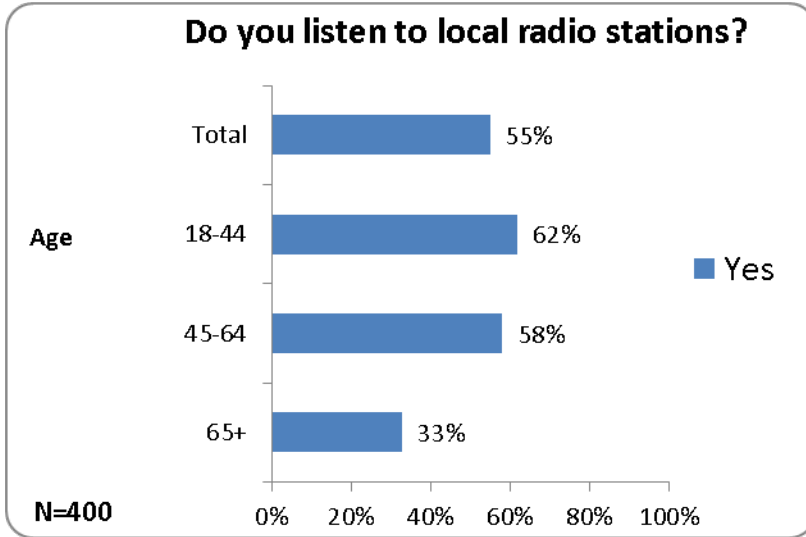
The most popular source of information to learn about local government issues was the *local newspaper* (76%).



Citizens aged 65 or older were more likely (88%) to learn about government issues in the *local newspaper* than younger age groups.

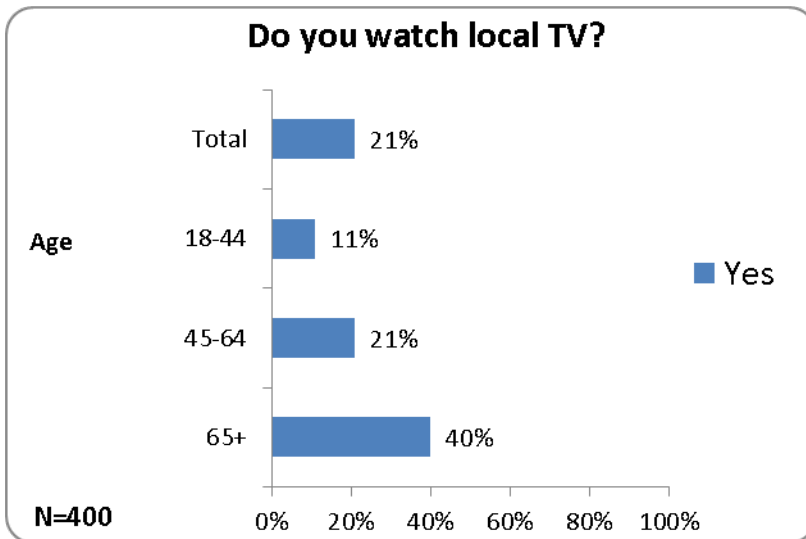
Citizens aged 18-44 were more likely than older age groups to learn of government issues via *word or mouth* (36%) or the *Internet* (35%).

*Q18. Local Radio Stations*



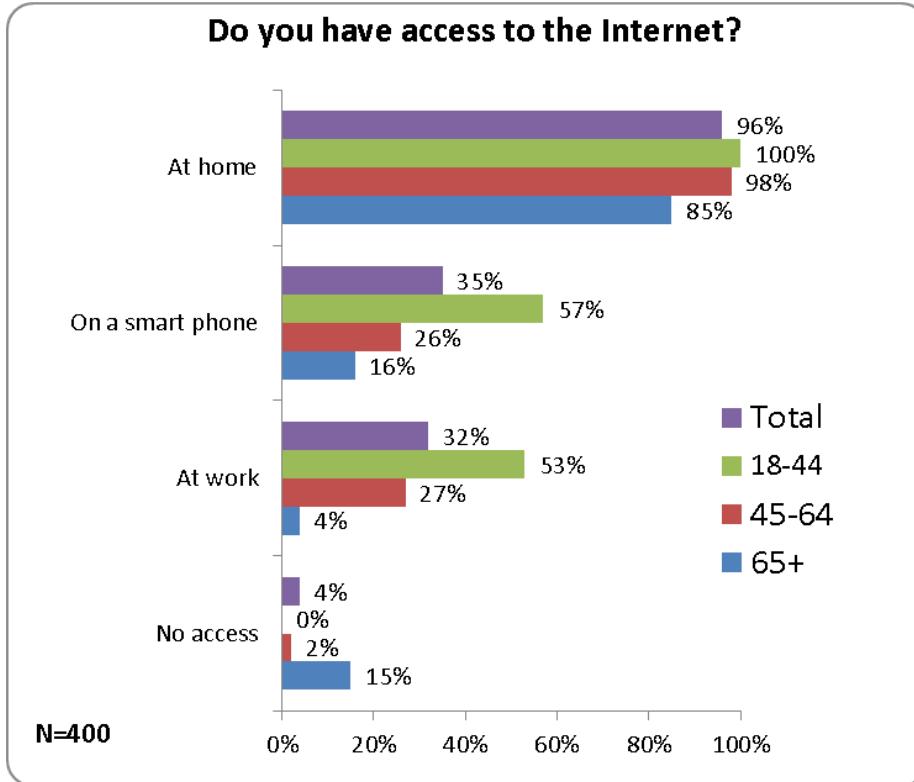
Fifty-five percent of Citizens listen to *local radio stations*.

*Q19. Watch Local TV*



Twenty-one percent of Citizens *watch local TV*.

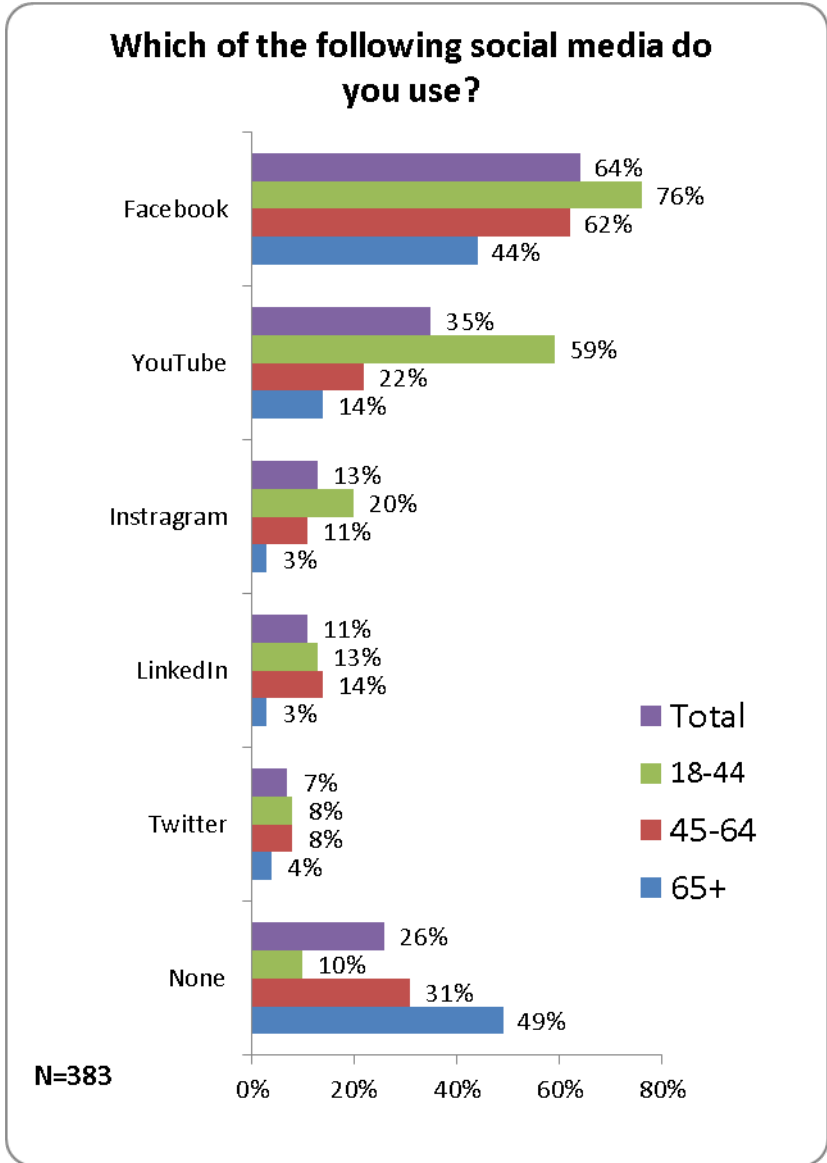
Q20. Access to Internet



Ninety-six percent of respondents have access to the Internet at home and 35% have Internet access on a smart phone.

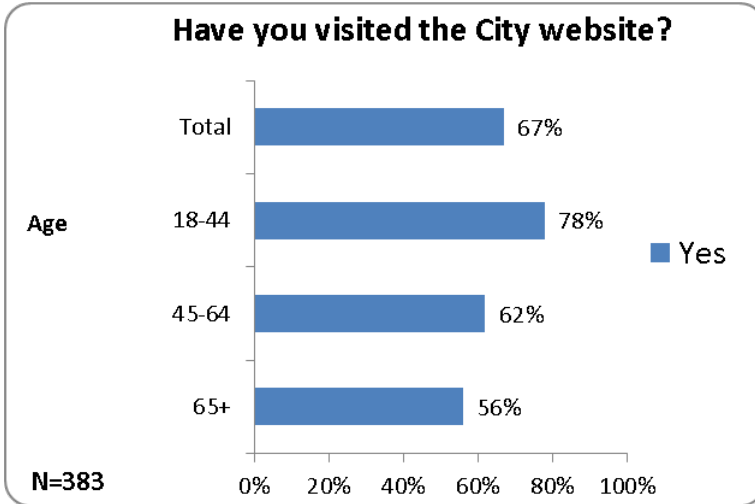


Q21. Social Media



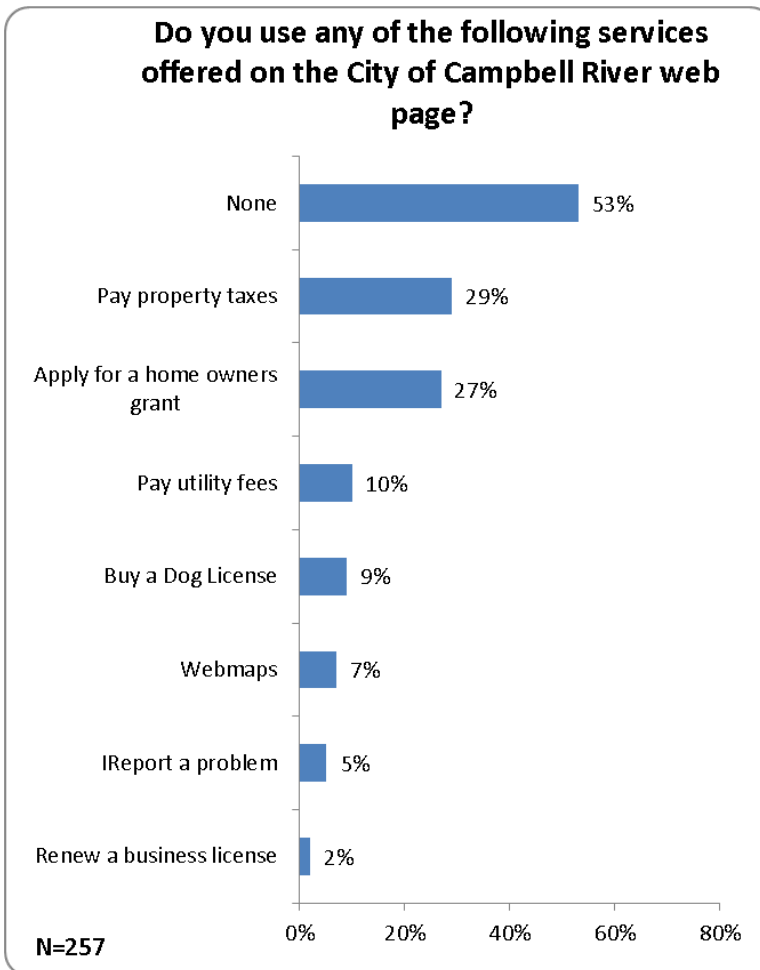
Among the 383 respondents that have access to the Internet, **64%** use *Facebook* and **35%** use *YouTube*.

Q22. City Website



Among the 383 respondents that have access to the Internet, **67%** have *visited the City website*.

Q23. City Website Services



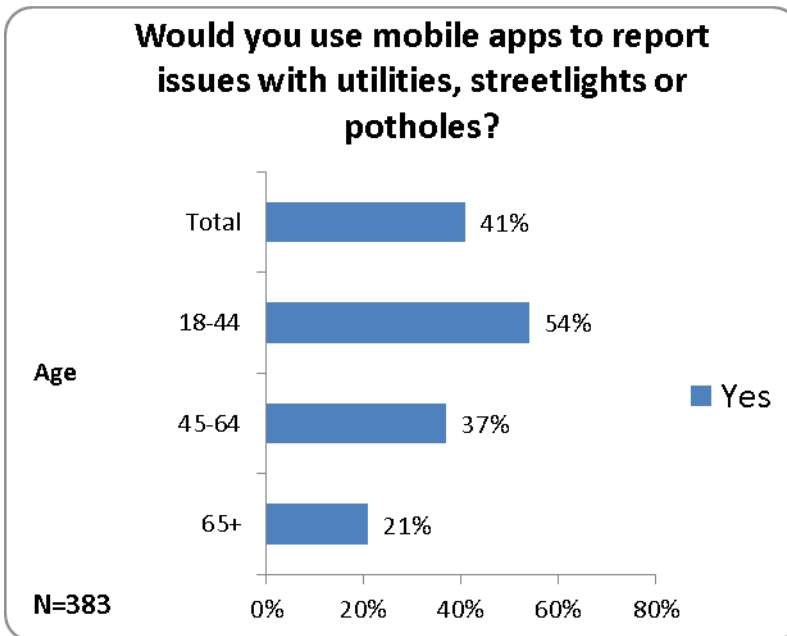
Among the 257 respondents that have visited the City website, **29%** have *paid property tax thru the webpage* and **27%** have *applied for a home owners grant*.

Q24. Online Registration for Recreation programs



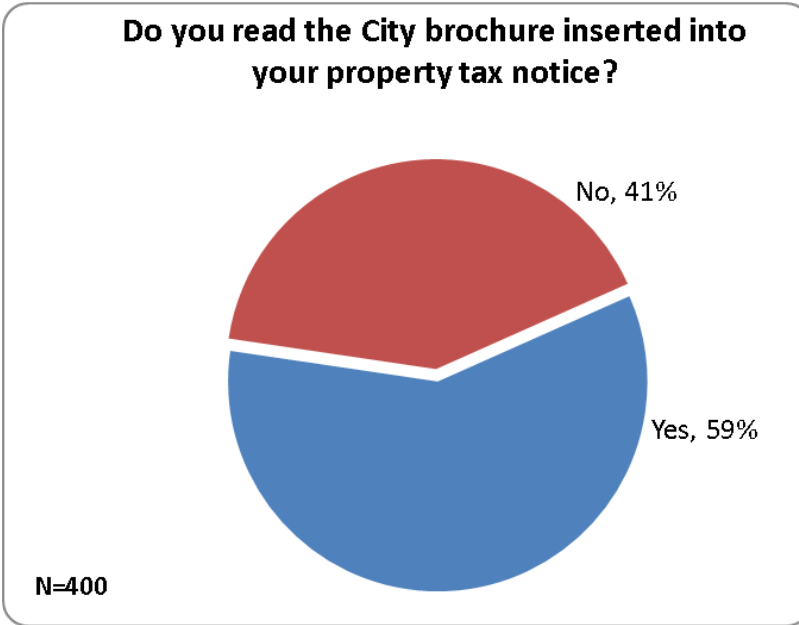
Among the 383 respondents that have access to the Internet, **77%** would register for a recreation program online.

Q25. Mobile Apps



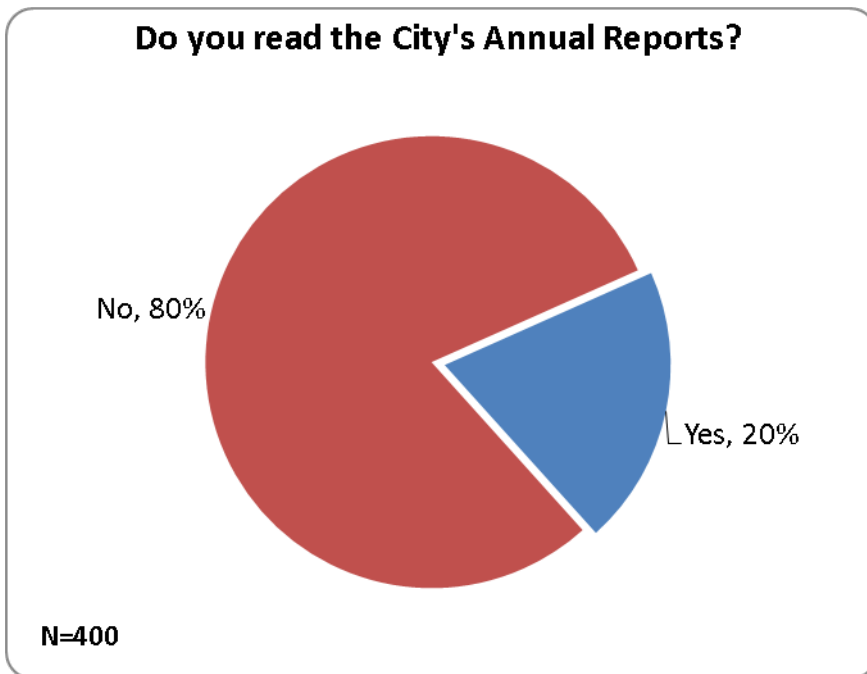
Among the 383 respondents that have access to the Internet, **41%** would use mobile apps to report issues with utilities, streetlights or potholes.

Q26. City Brochures



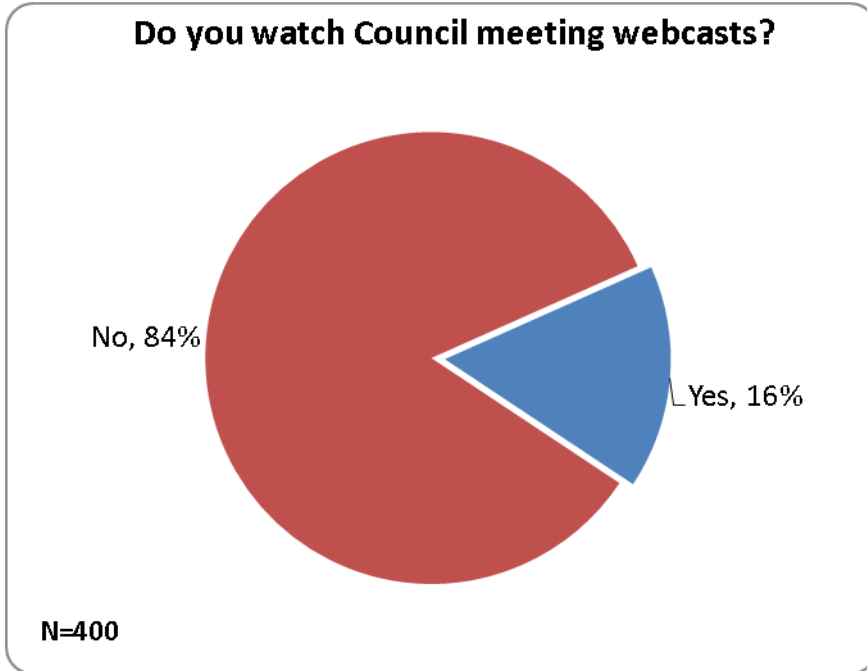
Fifty-nine percent of Citizens read the city brochure inserted in their property tax notice.

Q27. City Annual Reports



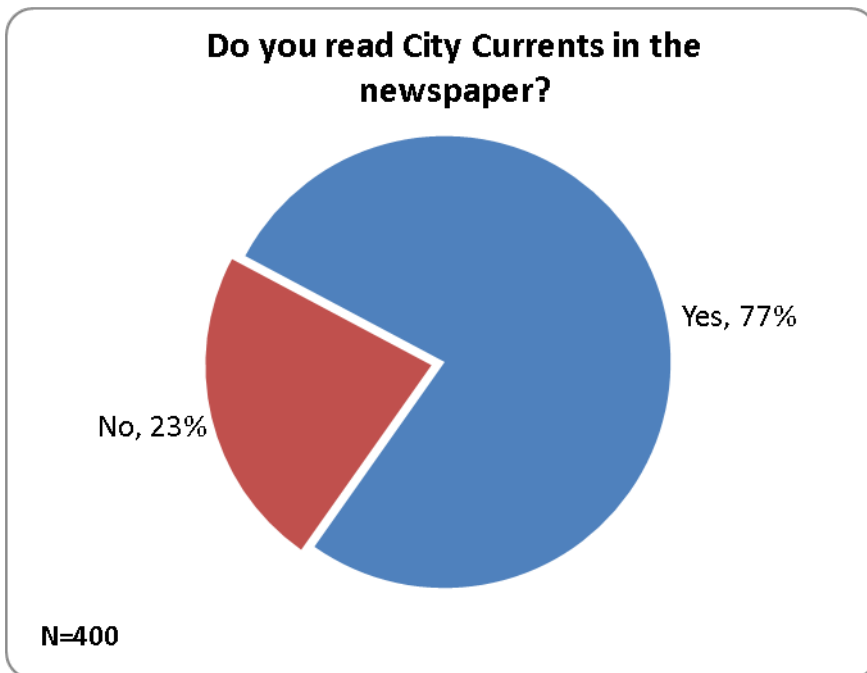
Twenty percent indicated they read the City's Annual Reports.

Q28. Council Meeting Webcasts



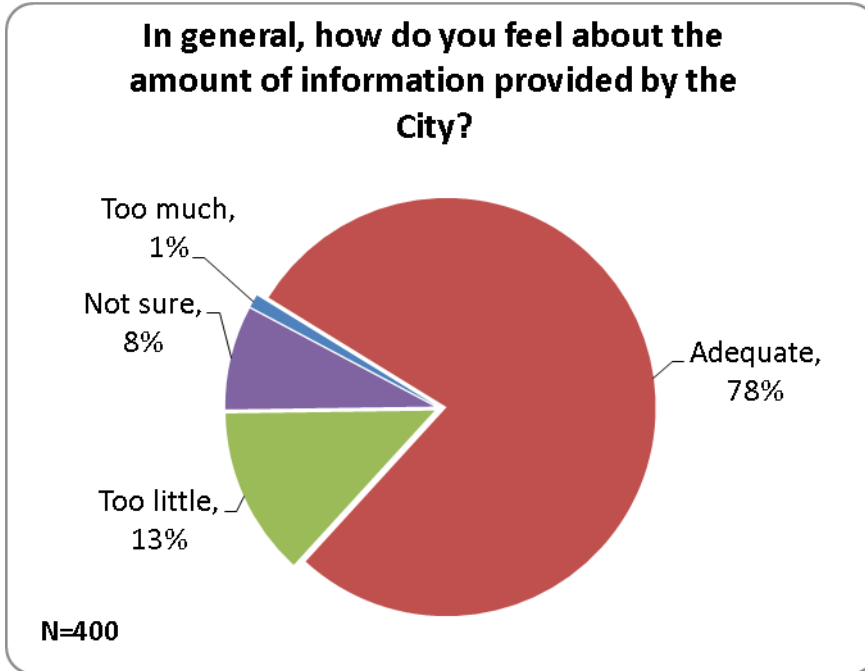
Sixteen percent watch Council meeting webcasts.

Q29. Council Meeting Webcasts



Seventy-seven percent read City Currents in the newspaper.

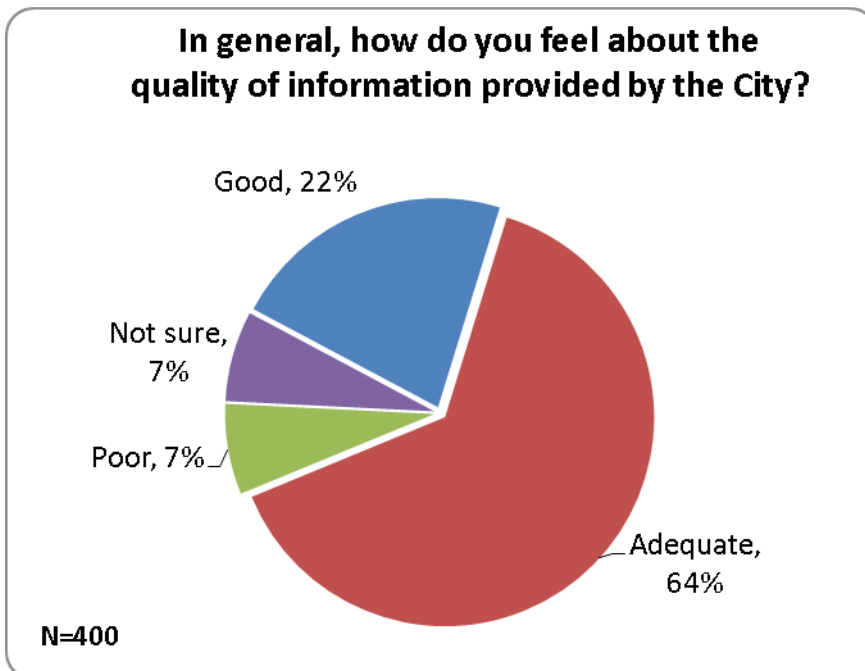
*Q30. Amount of Information provided by City*



In general, Citizens feel the *amount of information provided by the City is adequate (78%)*.

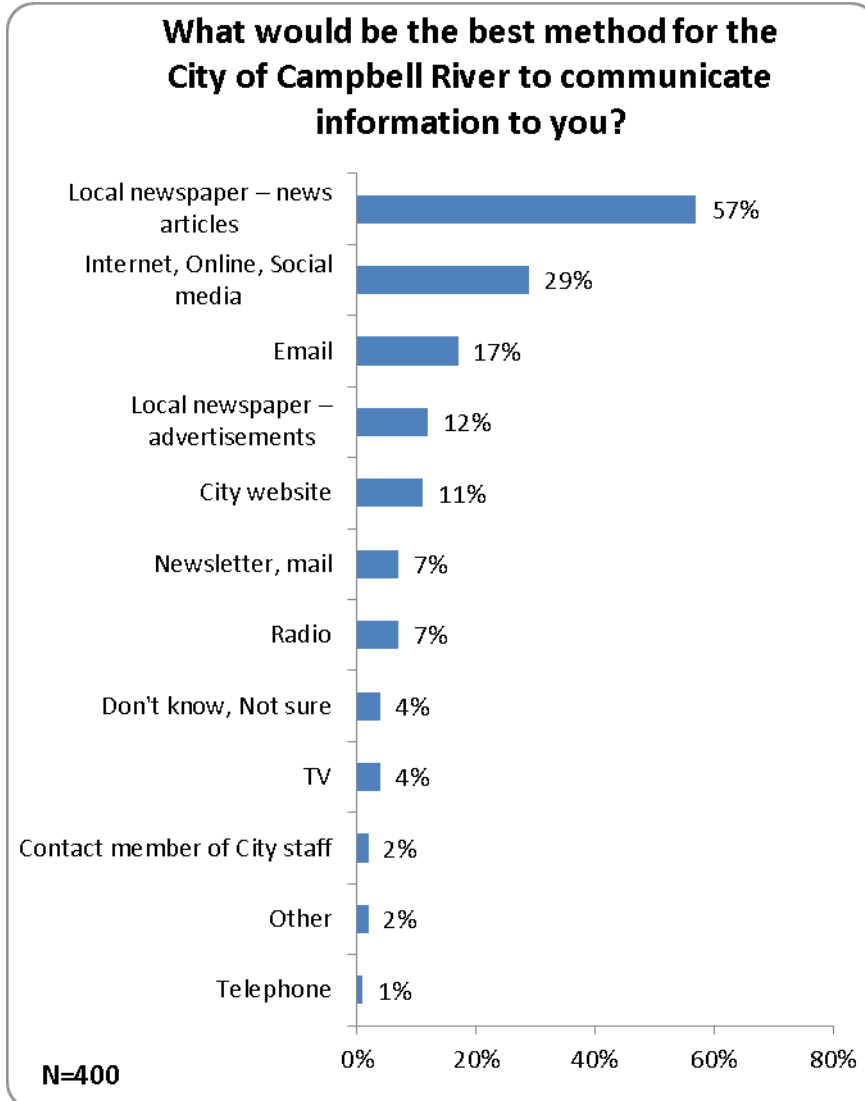
Thirteen percent indicated the amount of *information provided was too little*. Please see *Appendix 3* for a listing of further information requested.

*Q31. Quality of Information provided by City*

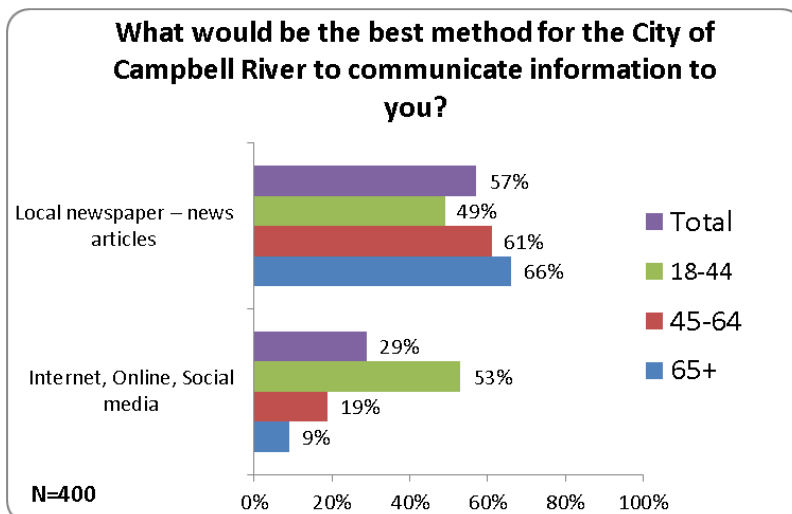


Most feel the quality of information provided by the City is *good (22%)* or *adequate (64%)*.

Q32. Preferred method of Communication



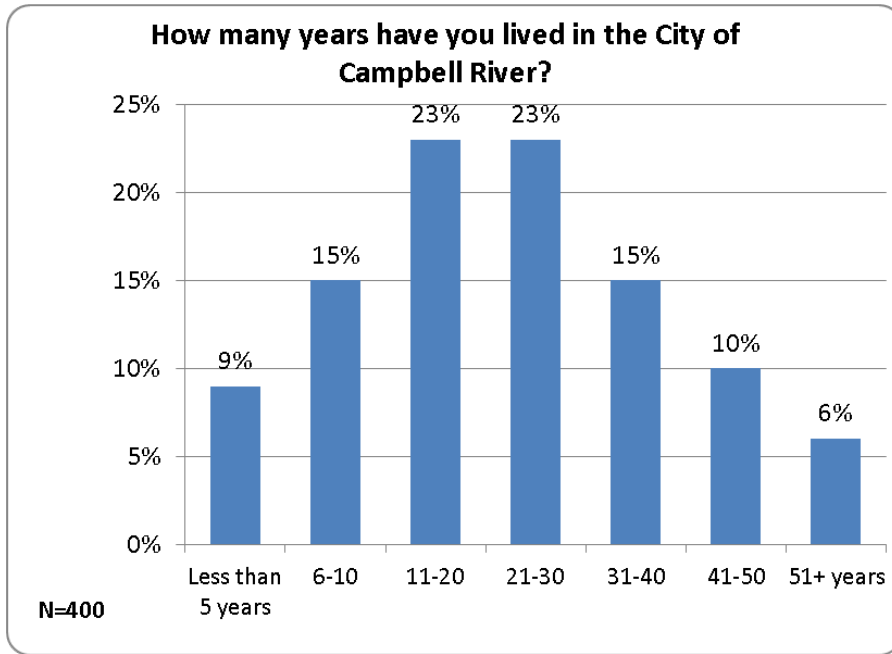
Fifty-seven percent feel the best way for the City to communicate information is through *news articles in the local newspaper*. Twenty-nine percent would prefer to get their City information through *online sources*.



Among 18-44 year old respondents, **53%** would prefer to receive information from the City through *online sources*.

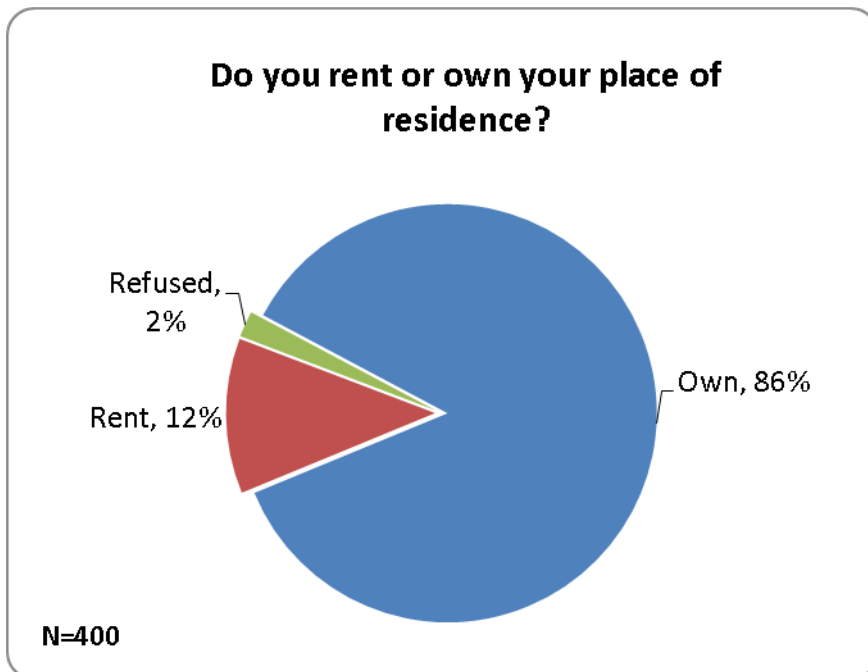
**Section 6 – About You**

*Q33. Years lived in Campbell River*



Forty-six percent had lived in Campbell River for 11-30 years.

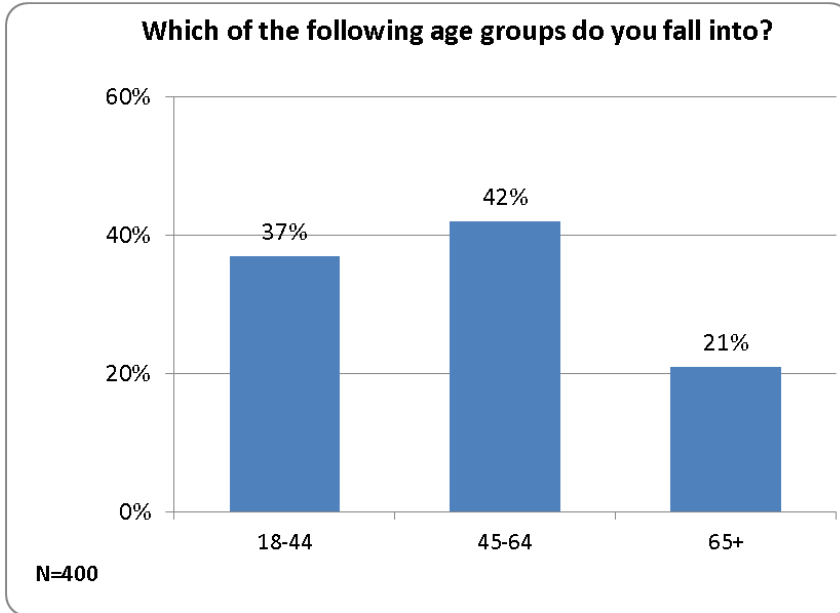
*Q34. Rent or Own*



Eighty-six percent of respondents *owned their residence* and **12% rent**.

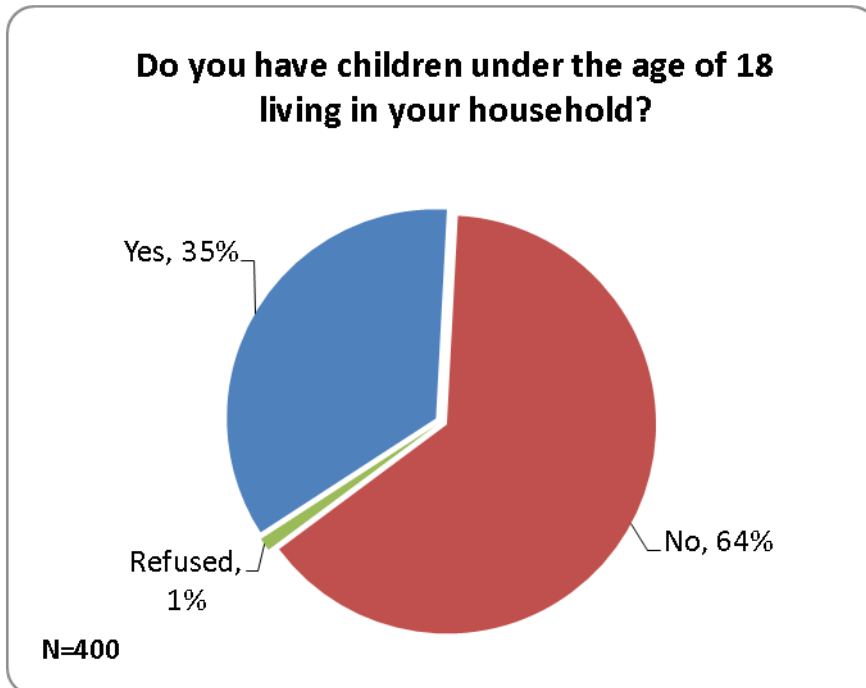


Q35. Age



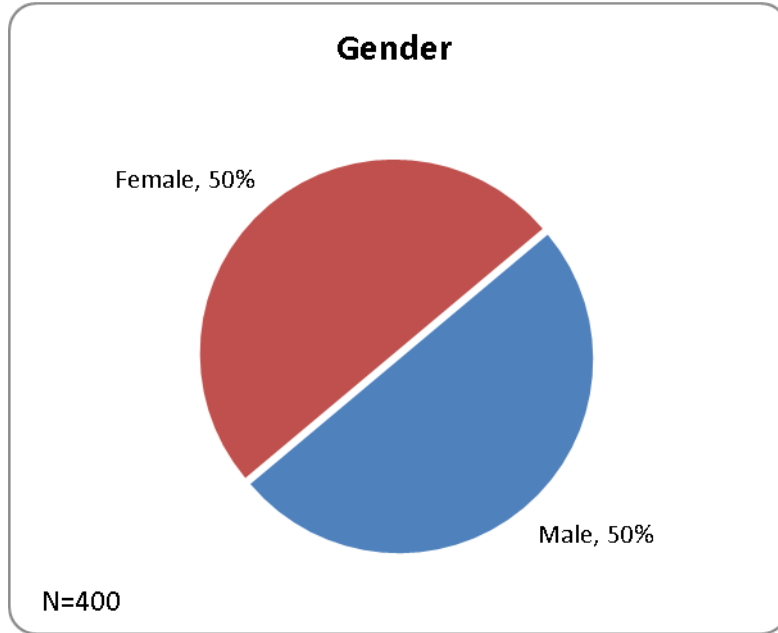
Forty-two percent of respondents were aged 45-64.

Q36. Children at home



Thirty-five percent of respondents had *children under 18 living in their household*.

Q37. Gender



The sample was evenly split between males and females.

*Appendices*

Appendix 1 – Telephone Questionnaire

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

*Appendix 1 – Telephone Questionnaire*

**Hello, my name is \_\_\_\_\_ and I am calling on behalf of the City of Campbell River. We are talking to Campbell River residents to help the City guide strategic planning, set budget priorities and improve services. Your responses will remain completely confidential.**

- Just to confirm, are you over 18 years or older and live within the boundary of the City of Campbell River? [If clarification needed: You pay property tax to the City of Campbell River ]  
 Yes  
 No [Thank and terminate]

**A) Overall Quality of life in Campbell River**

- How would you rate the following aspects of living in Campbell River? Would you say: Very good; Good; Poor or Very Poor? [READ] [ROTATE]

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children?				
Campbell River as a place to retire?				
Campbell River as a place for young adults to learn, work, play and live				
The overall quality of life in Campbell River?				

- What is your favourite thing(s) about living in Campbell River? [DO NOT READ, MARK ANY ADDITIONAL VOLUNTEERED]

- Relaxed lifestyle
- Friendly people
- Great place to raise a family
- Climate/Weather
- Community spirit
- Access to outdoor recreation
- Economy / Jobs
- Safe community – low crime
- Clean air
- Clean water
- Size of community
- Ocean, close to ocean, proximity to ocean
- Housing availability, affordability
- Not sure
- Other please specify: \_\_\_\_\_

- Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed? [READ]  
 Improved  
 Stayed the same [GO TO Q5]  
 Worsened  
 Not sure [DO NOT READ] [GO TO Q5]

Q4b. If “Improved” or “Worsened”: Why do you feel the quality of life has improved/ worsened?  
 \_\_\_\_\_

5. In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders? [DO NOT READ, MARK ONE ONLY]

Traffic – too much  
Population growth / Overcrowding / Urban Planning  
Population decline  
Road conditions  
Aging infrastructure  
Lack of Jobs/ poor economy  
Climate / weather  
Air quality  
Pollution  
Crime / Safety of Citizens  
None  
Don't Know  
Other \_\_\_\_\_

6. What do you think is the most important environmental concern for the City of Campbell River? [DON'T READ, MARK ONE ONLY]

Climate change  
Sea level rise  
Air quality  
Flood  
Water supply  
Water quality  
Wildlife  
Invasive plants  
Too many cars  
Improve public transit  
Other – please specify: \_\_\_\_\_

Satisfaction with City services and programs

7. How satisfied are you with each of the following services provided by the City of Campbell River:  
Very satisfied, Somewhat satisfied, Not satisfied, Not at all satisfied?

Very satisfied    Somewhat satisfied    Not satisfied    Not at all satisfied    Don't Know satisfied    [DON'T READ]

- Cultural facilities
- Recreation programs
- Community, cultural and recreational events
- City parks
- City playgrounds
- City trails
- City boulevards and gardens
- Public washrooms
- Street trees
  
- Policing services
- Fire services
- Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy/unsightly premises
  
- Water supply
- Sewage system
- Garbage, recycling and yard waste collection
- Yard waste drop-off centre
- Animal control
  
- Road quality
- Transportation and traffic flow
- Snow and ice removal from roads
- City sidewalks
- Street lighting
- Safe routes to schools
- Bicycle paths
- Public transit
- Downtown parking
  
- Tourism promotion
- Economic development
- Land use planning
- Quality of new residential subdivisions and new buildings
- Downtown revitalization
- Citizen engagement

8. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River? [READ]  
     Very satisfied [GO TO Q9]  
     Somewhat satisfied [GO TO Q9]  
     Not satisfied  
     Not at all satisfied

Q8b. Why are you not satisfied? \_\_\_\_\_

Council Priorities

9. How important are each of the following City Council priorities? Very important; Important; Not important or Not at all important? [READ, ROTATE]

Very important                      Not Important                      Not at all Important                      Don't Know Important                      [DON'T READ]

- 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.
- Value our First Nations neighbours and seek alignment and opportunities to work together.
- Investment and revitalization to ensure a vibrant and prosperous downtown core.
- Support our tourism industry in attracting visitors and business to the city.
- Address safety issues related to transportation and infrastructure
- Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.
- Ensure a marine and river waterfront that is open and accessible.
- Actively support a regional solution for management and reduction of solid waste.
- Plan proactively for the long term costs of maintaining our critical infrastructure.
- Ensure predictable property tax rates to maintain service levels and investment in infrastructure.
- Develop policies that encourage energy efficiency and cost savings.

10. Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue? [READ]

- Increase taxes to enhance or expand services [GO TO Q13]
- Increase taxes to maintain services at current levels [GO TO Q13]
- Cut or reduce services to maintain current tax level
- Cut or reduce services to reduce taxes

11. Which services would you consider acceptable to reduce? [DO NOT READ, MARK ALL]

- Bylaw Enforcement
- Protective Services
- Garbage and recycling services
- No services- use money more efficiently
- Administrative expense
- All services
- Not Sure
- Other – specify: \_\_\_\_\_

12. Are there any existing City services you would like to see expanded or new services introduced?

- No
- Not sure
- Yes – please specify: \_\_\_\_\_

City Employee Customer Service

13. In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?  
 Yes  
 No [GO TO Q17]  
 Not sure [GO TO Q17]

14. During your most recent contact with the City of Campbell River, how did contact occur? [DON'T READ, MARK ONE]  
 In-person  
 Telephone  
 Email  
 City meeting (Council meeting, Advisory committee)  
 Open house, public consultation  
 Mail [GO TO Q17]  
 Fax [GO TO Q17]  
 City website [GO TO Q17]  
 Social media (Twitter, Facebook, LinkedIn, YouTube, Instagram) [GO TO Q17]  
 Other (specify) [GO TO Q17]

15. During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's... [READ, ROTATE]

Very satisfied    Somewhat satisfied    Not very satisfied    Not at all satisfied    Don't Know/ Not applicable [DON'T READ]

- Level of knowledge  
 Helpfulness  
 Ability to resolve your issue  
 Courteousness  
 Speed and timeliness of service  
 Accessibility  
 Overall Service

16. Would you Strongly Agree; Agree; Disagree or Strongly Disagree with the following statements... [READ] [ROTATE]

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not sure/ Not applicable
I receive good value for the municipal taxes I pay					
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.					
In general, I believe the City of Campbell River is doing a good job					



Communications

17. How do you learn about local government issues? [DO NOT READ, MARK ALL]
- Contact member of City staff
  - Community organization
  - Word of mouth: neighbours, friends
  - City website
  - Email
  - TV
  - Radio
  - Local newspaper – news articles
  - Local newspaper – advertisements
  - Internet, Online, Social media
  - Don't learn about government issues
  - Don't know, Not sure
  - Other \_\_\_\_\_
18. Do you listen to local radio stations?
- Yes
  - No
19. Do you watch local TV?
- Yes
  - No
20. Do you have access to the internet? [READ, MARK ALL]
- At home
  - At work
  - On a smart phone
  - No access [GO TO Q27]
21. Which of the following social media do you use? [READ, MARK ALL]
- Facebook
  - Twitter
  - LinkedIn
  - YouTube
  - Instagram
  - None [DON'T READ]
22. Have you visited the City website?
- Yes
  - No
23. Do you use any of the following services offered on the City of Campbell River web page? [READ, MARK ALL]
- Pay utility fees
  - Pay property taxes
  - Buy a Dog License
  - Apply for a home owners grant
  - Report a problem
  - Webmaps
  - Renew a business licence
  - None [DON'T READ]

24. Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?  
 Yes  
 No
25. Would you use mobile apps to report issues with utilities, streetlights or potholes?  
 Yes  
 No
26. Do you read the City brochure inserted into your property tax notice?  
 Yes  
 No  
 Not applicable
27. Do you read the City's Annual Reports?  
 Yes  
 No
28. Do you watch Council meeting webcasts?  
 Yes  
 No
29. Do you read City Currents in the newspaper?  
 Yes  
 No
30. In general, how do you feel about the amount of information provided by the City? [READ]  
 Too much  
 Adequate  
 Too little ---- > What further information would you like? \_\_\_\_\_  
 Not sure [DON'T READ]
31. In general, how do you feel about the quality of information provided by the City? [READ]  
 Good  
 Adequate  
 Poor  
 Not sure [DON'T READ]
32. What would be the best methods for the City of Campbell River to communicate information to you? [DO NOT READ, MARK ALL, PROBE]  
 Contact member of City staff  
 Community organization  
 Word of mouth: neighbours, friends  
 City website  
 Email  
 TV  
 Radio  
 Local newspaper – news articles  
 Local newspaper – advertisements  
 Internet, Online, Social media  
 Don't learn about government issues  
 Don't know, Not sure  
 Other \_\_\_\_\_

About You

And just a few last questions about you....

33. How long have you lived in the City of Campbell River? \_\_\_\_\_ Years
34. Which of the following age groups do you fall into? [Read]  
18-24 years  
25-34  
35-44  
45-54  
55-64  
65 years or older  
Refused [DO NOT READ]
35. Do you rent or own your place of residence? [READ]  
Own  
Rent  
Refused [DO NOT READ]
36. Do you have children under the age of 18 living in your household?  
Yes  
No  
Refused [DO NOT READ]

**Thank you very much for your time!**

37. Indicate Gender. [Don't read]  
Male  
Female

Appendix 2 – Detailed Tables

**Banner Legend:**

*Question*

*Banner*

*Grand Total: Response percentages for all people answering Question*

		Gender		Marital Status				Grand Total
		Male	Female	Single/ never married	Married	Living with a partner	Divorced/ separated/ widowed	
		Which newspapers have you read or looked into in the past week?	Neither Province or Sun	27%	<b>34%</b>	33%	28%	
Province Only	22%		<b>21%</b>	22%	23%	17%	18%	21%
Sun Only	22%		<b>24%</b>	17%	25%	17%	26%	23%
Both Province and Sun	30%		<b>21%</b>	29%	24%	42%	22%	26%
Total	Base	250	250	119	<b>264</b>	<b>24</b>	82	500

**Column Percentage:**  
 Columns add up to 100%  
 Example: Out of all Females:  
 34% read neither Province or Sun  
 21% read Province only  
 24% read Sun only  
 21% read both Province and Sun  
 100% of Females

**Base:**  
 Number of people answering both Question & Banner

*Note:*  
 If Base <100, interpret column percentages with caution.  
 If Base <50, interpret column percentages with extreme caution.

**OVERALL QUALITY OF LIFE IN CAMPBELL RIVER**  
*How would you rate the following aspects of living in Campbell River*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children?	Very good	40%	39%	41%	40%	39%	42%	46%	38%	39%	54%	38%	39%	44%	41%	30%
	Good	55%	60%	52%	53%	57%	53%	51%	56%	56%	44%	59%	56%	52%	53%	54%
	Poor	5%	1%	7%	7%	4%	5%	3%	6%	5%	2%	3%	5%	3%	6%	14%
	Very poor															3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
Campbell River as a place to retire?	Very good	54%	46%	55%	66%	51%	57%	54%	56%	55%	55%	51%	61%	47%	58%	34%
	Good	41%	53%	38%	28%	44%	38%	45%	38%	40%	45%	47%	36%	46%	37%	54%
	Poor	4%	1%	7%	6%	4%	5%	1%	6%	5%		2%	4%	7%	5%	10%
	Very poor															2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
Campbell River as a place for young adults to learn, work, play and live?	Very good	14%	9%	16%	20%	11%	17%	13%	15%	15%	10%	16%	12%	12%	16%	15%
	Good	54%	67%	44%	49%	55%	52%	64%	47%	52%	63%	52%	66%	50%	48%	43%
	Poor	32%	24%	39%	30%	34%	29%	23%	37%	33%	27%	30%	21%	38%	35%	34%
	Very poor	1%		1%	1%		1%		1%	1%		1%	1%	1%	1%	8%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>
The overall quality of life in Campbell River?	Very good	39%	28%	44%	46%	35%	43%	34%	40%	40%	24%	34%	45%	32%	43%	27%
	Good	57%	66%	53%	52%	64%	51%	63%	55%	56%	72%	64%	51%	64%	53%	57%
	Poor	4%	6%	3%	2%	2%	6%	3%	4%	4%	4%	2%	5%	4%	5%	14%
	Very poor															2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>228</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What is your favourite thing about living in Campbell River?	Ocean, close to ocean, proximity to ocean	54%	56%	54%	51%	49%	60%	58%	51%	54%	49%	45%	47%	67%	57%	74%
	Access to outdoor recreation	42%	60%	31%	33%	42%	42%	53%	37%	42%	45%	44%	53%	42%	33%	54%
	Climate, Weather	18%	12%	19%	30%	20%	16%	14%	21%	20%	8%	24%	9%	15%	23%	41%
	Size of community	14%	17%	10%	17%	18%	10%	13%	13%	13%	15%	6%	19%	20%	12%	29%
	Friendly people	8%	7%	6%	15%	6%	11%	8%	9%	7%	16%	6%	8%	6%	12%	27%
	Relaxed lifestyle	6%	4%	6%	8%	8%	4%	4%	7%	6%	4%	10%	6%	5%	4%	41%
	Clean air	4%	4%	3%	3%	6%	1%	5%	3%	4%		8%	2%	3%	2%	46%
	Clean water	1%		0%	3%	0%	1%		1%	1%			1%	1%	1%	52%
	Great place to raise a family	1%	1%	0%	2%	0%	1%	0%	1%	1%	3%	1%			2%	25%
	Community spirit	1%		3%	2%	1%	2%	0%	2%	2%		2%		1%	2%	14%
	Scenery, beautiful	3%	2%	3%	4%	2%	3%	1%	4%	2%	5%	1%	2%	3%	4%	
	Housing availability, affordability	1%		2%	1%		2%	0%	1%	1%		2%	1%		0%	16%
	Safe community – low crime	0%		1%	1%	1%	0%		1%	0%				1%	1%	11%
	Not sure	1%		2%	1%	1%	1%	0%	1%	1%	2%		3%	1%	1%	2%
	Accessible Amenities	1%	1%	1%	2%	0%	2%	1%	1%	1%	1%		2%		2%	
	Other	1%		1%	1%	1%		1%	0%	0%	2%			1%	1%	5%
	Economy, Jobs	0%		1%		1%	0%	0%	0%	1%		1%			1%	4%
	Location	0%	1%		1%		1%	1%	0%		4%	2%				
<b>Total</b>	Responses	630	244	237	149	314	316	225	395	541	76	145	137	156	192	1001
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	227

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	24%	25%	26%	18%	22%	27%	33%	20%	25%	22%	24%	22%	23%	27%	18%
	Stayed the same	54%	57%	51%	57%	60%	49%	49%	57%	54%	56%	57%	62%	53%	48%	42%
	Worsened	17%	14%	20%	17%	16%	19%	11%	21%	17%	17%	8%	15%	22%	22%	31%
	Not sure	4%	4%	3%	7%	2%	6%	7%	3%	4%	5%	11%	1%	2%	3%	9%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	221

	Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders?	Lack of Jobs, poor economy	29%	33%	29%	20%	34%	23%	32%	27%	28%	32%	31%	30%	25%	29%	37%
	Don't know	16%	17%	13%	19%	17%	14%	11%	17%	13%	27%	10%	19%	21%	14%	2%
	Aging infrastructure	10%	14%	7%	8%	12%	8%	14%	8%	11%	3%	14%	10%	9%	9%	16%
	Taxes, fiscal responsibility, increasing costs	10%	4%	12%	14%	11%	8%	6%	12%	11%	1%	5%	14%	14%	7%	
	Population growth, Overcrowding, Urban Planning	8%	8%	10%	4%	4%	11%	10%	7%	7%	13%	14%	6%	5%	7%	6%
	Other	3%	2%	4%	2%	3%	3%	3%	3%	3%		4%	1%	4%	2%	23%
	Homelessness	4%	3%	6%	2%	1%	7%	4%	4%	3%	11%	6%	1%	2%	5%	
	More recreational and social activities	4%	7%	1%	3%	5%	3%	5%	3%	4%		5%	1%	3%	5%	
	Crime, Safety of Citizens	3%	4%	2%	1%		5%	4%	2%	2%	6%	1%	5%	3%	3%	12%
	Activities for youth, schools	3%	1%	3%	5%	1%	4%	3%	3%	3%	3%	1%	2%	3%	5%	
	Business developement, tourism promotion	2%	2%	4%		3%	1%	2%	2%	2%		2%	3%	4%	1%	
	Traffic - too much	2%		4%	1%	2%	2%	1%	2%	2%		2%	1%	1%	2%	1%
	Healthcare	2%	1%	1%	4%	0%	3%	1%	2%	2%			3%	1%	2%	
	Road conditions	1%		1%	5%	1%	2%		2%	2%		1%	1%		4%	1%
	None	1%	2%	1%	1%	1%	1%	2%	1%	1%	2%	1%	1%		2%	0%
	Boat launch, access to water	1%		1%	3%	2%	0%		2%	1%		2%	2%	1%		
	Activities, resources for Seniors	1%	1%		4%	1%	1%		2%	1%	1%	2%	1%	2%	1%	
	Housing, available and affordable	1%	1%	2%			2%	1%	1%	1%		1%	1%	1%	1%	
	Population decline	0%		0%	1%		1%	0%	0%	0%	1%	1%		1%	0%	
Pollution	0%			1%		1%		0%	0%					1%	0%	
Air quality															0%	
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	215

	Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
What do you think is the most important environmental concern for the City of Campbell River?	Don't know	27%	32%	23%	26%	30%	25%	30%	26%	27%	32%	24%	41%	25%	21%	7%
	Water quality	13%	11%	13%	16%	14%	12%	13%	14%	13%	13%	13%	7%	16%	15%	8%
	None	13%	9%	12%	21%	12%	14%	11%	14%	14%	9%	5%	11%	15%	19%	5%
	Climate change	8%	10%	8%	4%	12%	3%	8%	8%	9%		11%	9%	5%	6%	13%
	Water supply	8%	11%	7%	6%	8%	8%	9%	8%	8%	10%	14%	7%	6%	7%	7%
	Landfill, garbage, recycling	6%	6%	6%	4%	4%	8%	8%	5%	5%	12%	7%	6%	4%	6%	
	Fish farms, fisheries, protect fish habitat	5%	4%	8%	3%	6%	4%	1%	6%	3%	9%	2%	3%	11%	5%	
	Air quality	5%	3%	5%	8%	2%	7%	4%	5%	5%	1%	6%	5%	4%	4%	1%
	Flood	3%	4%	2%	1%	3%	3%	4%	2%	3%	1%	1%		2%	7%	13%
	Preserve parkland, reduced development, logging	3%	2%	4%	2%	2%	4%	3%	3%	3%	1%	4%	1%	3%	3%	
	Wildlife	2%	5%	0%	1%		4%	2%	2%	2%	3%	1%		4%	3%	5%
	Invasive plants	1%		2%	2%	1%	2%	0%	2%	1%	1%	3%		2%		11%
	Other	2%	1%	3%	1%	2%	2%	1%	2%	2%	1%	4%	1%		2%	5%
	LNG Plant	2%	2%	3%		2%	2%	3%	2%	2%	1%	3%	2%	1%	2%	
	Improve public transit	1%	1%	1%			1%	1%	0%	1%			2%		1%	13%
	Too many cars	1%		1%	3%	1%	1%		1%	1%	4%		3%	1%		4%
Sea level rise	1%		1%	1%	1%	0%	0%	1%	1%	2%	1%	2%			7%	
<b>Total</b>	<b>Base</b>	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>210</b>



**SATISFACTION WITH CITY SERVICES AND PROGRAMS**  
*How satisfied are you with each of the following services provided by the City of Campbell River?*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Cultural facilities	Very satisfied	18%	13%	19%	26%	17%	19%	15%	19%	18%	13%	14%	15%	14%	27%	17%
	Somewhat satisfied	66%	75%	63%	58%	70%	63%	74%	64%	67%	68%	70%	67%	73%	58%	50%
	Not satisfied	6%	5%	6%	7%	3%	8%	4%	7%	6%	6%	2%	8%	4%	8%	13%
	Not at all satisfied	1%		1%	1%	1%	1%		1%	1%	1%	2%	1%	1%		5%
	Don't know	9%	7%	10%	8%	9%	9%	7%	10%	9%	12%	12%	9%	7%	8%	14%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Recreation programs	Very satisfied	43%	46%	42%	40%	39%	47%	53%	38%	44%	43%	53%	47%	25%	47%	26%
	Somewhat satisfied	46%	50%	44%	43%	49%	43%	40%	48%	45%	49%	36%	43%	64%	42%	52%
	Not satisfied	4%	1%	6%	6%	4%	4%	2%	5%	5%	1%	2%	4%	5%	5%	10%
	Not at all satisfied															6%
	Don't know	7%	3%	8%	10%	8%	5%	5%	8%	7%	7%	10%	5%	6%	6%	6%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Community, cultural and recreational events	Very satisfied	30%	25%	30%	38%	21%	39%	30%	30%	29%	41%	29%	25%	21%	41%	23%
	Somewhat satisfied	57%	63%	54%	51%	67%	47%	54%	58%	57%	55%	58%	64%	63%	46%	54%
	Not satisfied	5%	4%	7%	4%	4%	7%	4%	6%	6%		1%	3%	10%	7%	13%
	Not at all satisfied	0%		0%			0%		0%	0%			1%			6%
	Don't know	8%	8%	8%	7%	8%	7%	11%	6%	8%	4%	11%	7%	6%	6%	4%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City parks	Very satisfied	41%	42%	44%	36%	41%	42%	47%	39%	41%	47%	45%	39%	38%	43%	30%
	Somewhat satisfied	47%	55%	40%	46%	47%	46%	47%	46%	46%	49%	51%	51%	48%	39%	49%
	Not satisfied	8%	4%	10%	9%	7%	8%	5%	10%	9%	3%	2%	6%	8%	13%	16%
	Not at all satisfied	1%		2%	1%	1%	1%	1%	1%	1%			1%	2%	1%	4%
	Don't know	3%		4%	8%	4%	3%	1%	5%	4%	2%	2%	3%	5%	4%	1%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City playgrounds	Very satisfied	31%	46%	23%	21%	34%	29%	45%	24%	31%	36%	38%	28%	31%	29%	27%
	Somewhat satisfied	40%	43%	39%	37%	33%	46%	41%	38%	39%	41%	43%	45%	41%	33%	49%
	Not satisfied	8%	4%	9%	11%	8%	7%	5%	10%	9%	2%	2%	4%	7%	15%	11%
	Not at all satisfied	1%	1%	2%		1%	1%	2%	1%	1%	1%		3%	1%	1%	3%
	Don't know	20%	7%	27%	31%	23%	17%	7%	28%	21%	19%	17%	21%	20%	22%	9%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City trails	Very satisfied	70%	82%	65%	57%	73%	66%	78%	64%	68%	77%	80%	70%	65%	64%	41%
	Somewhat satisfied	23%	17%	25%	30%	22%	24%	20%	26%	25%	16%	17%	24%	27%	26%	44%
	Not satisfied	1%	1%	1%	1%	1%	2%	1%	1%	1%		1%	2%	1%	1%	7%
	Not at all satisfied	0%		1%		1%			0%	0%					1%	4%
	Don't know	6%		7%	12%	3%	8%	1%	8%	6%	7%	2%	4%	7%	8%	3%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City boulevards and gardens	Very satisfied	34%	33%	32%	41%	30%	38%	35%	35%	34%	39%	44%	30%	32%	32%	29%
	Somewhat satisfied	54%	59%	54%	47%	62%	47%	56%	52%	53%	57%	47%	62%	57%	52%	46%
	Not satisfied	9%	8%	10%	8%	4%	13%	7%	9%	10%	1%	8%	6%	6%	13%	13%
	Not at all satisfied	2%		3%	4%	2%	2%	1%	2%	2%	1%	1%	1%	4%	2%	11%
	Don't know	1%		1%	1%	1%	1%		1%	1%	1%		1%	1%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Public washrooms	Very satisfied	14%	18%	11%	13%	18%	10%	17%	12%	15%	9%	16%	17%	12%	12%	11%
	Somewhat satisfied	37%	44%	34%	31%	43%	32%	37%	36%	35%	50%	45%	44%	27%	34%	46%
	Not satisfied	22%	22%	22%	22%	15%	29%	27%	20%	24%	11%	11%	19%	32%	25%	22%
	Not at all satisfied	3%	3%	3%	4%	1%	6%	2%	4%	3%	6%	2%	1%	3%	6%	10%
	Don't know	23%	13%	29%	30%	23%	24%	16%	28%	24%	24%	27%	19%	26%	22%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Street trees	Very satisfied	31%	35%	28%	32%	27%	35%	34%	30%	31%	34%	40%	33%	25%	27%	21%
	Somewhat satisfied	58%	61%	56%	57%	62%	53%	59%	56%	57%	57%	52%	59%	63%	57%	56%
	Not satisfied	9%	5%	12%	8%	7%	10%	7%	10%	9%	5%	7%	7%	8%	12%	12%
	Not at all satisfied	1%		1%	2%	1%	1%	0%	2%	1%	2%	1%		2%	1%	8%
	Don't know	1%		2%	1%	2%	0%		2%	1%	2%		1%	1%	3%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Policing services	Very satisfied	44%	48%	41%	41%	41%	46%	49%	41%	44%	50%	61%	35%	37%	42%	30%
	Somewhat satisfied	44%	41%	48%	42%	47%	40%	41%	46%	46%	31%	29%	51%	51%	45%	43%
	Not satisfied	7%	5%	6%	10%	9%	5%	3%	7%	6%	5%	3%	4%	11%	8%	12%
	Not at all satisfied	0%		1%	1%		1%		1%		3%	1%			1%	10%
	Don't know	5%	6%	4%	7%	3%	8%	6%	5%	5%	12%	6%	11%	1%	5%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Fire services	Very satisfied	49%	53%	44%	51%	43%	55%	49%	50%	48%	59%	52%	44%	42%	55%	45%
	Somewhat satisfied	40%	40%	41%	36%	46%	33%	42%	37%	40%	31%	37%	36%	50%	37%	41%
	Not satisfied	5%	4%	5%	6%	5%	4%	4%	5%	5%		7%	4%	3%	3%	4%
	Not at all satisfied	1%		1%	2%	2%	0%	1%	1%	1%	1%	1%	1%	1%	1%	5%
	Don't know	6%	3%	9%	6%	4%	8%	4%	7%	6%	9%	4%	15%	3%	3%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy, unsightly premises	Very satisfied	20%	27%	15%	16%	21%	18%	27%	15%	19%	21%	18%	18%	18%	24%	13%
	Somewhat satisfied	48%	54%	45%	44%	49%	47%	47%	49%	48%	53%	52%	47%	51%	43%	38%
	Not satisfied	18%	7%	27%	21%	18%	19%	13%	21%	20%	9%	19%	19%	18%	18%	23%
	Not at all satisfied	4%	4%	3%	7%	4%	5%	3%	5%	4%	3%	1%	9%	1%	6%	19%
	Don't know	10%	9%	9%	11%	8%	11%	10%	10%	9%	14%	10%	7%	12%	10%	6%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Water supply	Very satisfied	70%	74%	69%	66%	74%	66%	72%	69%	73%	52%	80%	71%	68%	65%	54%
	Somewhat satisfied	26%	22%	27%	31%	23%	30%	27%	26%	25%	39%	20%	21%	29%	32%	38%
	Not satisfied	3%	3%	2%	2%	2%	3%	0%	4%	1%	10%		7%	3%	1%	3%
	Not at all satisfied	0%		1%	1%	1%	0%	0%	0%	0%					1%	3%
	Don't know	0%		0%	1%		1%		0%	0%			1%	1%		
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Sewage system	Very satisfied	60%	68%	55%	54%	61%	59%	65%	56%	61%	48%	66%	56%	53%	62%	43%
	Somewhat satisfied	34%	26%	38%	38%	33%	34%	32%	35%	34%	35%	26%	34%	40%	35%	43%
	Not satisfied	3%	4%	2%	3%	3%	3%	1%	4%	2%	12%	2%	9%	1%	1%	4%
	Not at all satisfied	1%	1%	1%	2%	2%	1%	1%	1%	1%		1%	1%	1%	1%	1%
	Don't know	3%	1%	4%	3%	1%	4%	1%	4%	2%	5%	5%		4%	2%	8%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Garbage, recycling and yard waste collection	Very satisfied	54%	60%	50%	51%	55%	53%	62%	51%	55%	53%	63%	46%	49%	57%	41%
	Somewhat satisfied	35%	33%	37%	34%	37%	33%	29%	37%	34%	34%	21%	41%	43%	36%	41%
	Not satisfied	6%	5%	7%	6%	5%	8%	6%	7%	6%	7%	9%	7%	5%	5%	11%
	Not at all satisfied	2%	2%	2%	3%	3%	2%	3%	2%	3%		4%	2%	3%	1%	3%
	Don't know	2%		3%	5%	2%	3%	1%	3%	2%	6%	3%	5%	1%	2%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Yard waste drop-off centre	Very satisfied	46%	54%	43%	37%	46%	45%	51%	43%	48%	34%	56%	43%	37%	46%	39%
	Somewhat satisfied	31%	32%	30%	33%	35%	28%	28%	31%	29%	37%	18%	34%	45%	29%	35%
	Not satisfied	5%	5%	5%	7%	3%	8%	7%	5%	6%	4%	9%	2%	5%	5%	10%
	Not at all satisfied	1%		1%	3%	2%	1%		2%	1%		1%	2%		1%	3%
	Don't know	17%	10%	21%	20%	15%	18%	13%	19%	16%	25%	16%	18%	13%	19%	14%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Animal control	Very satisfied	24%	40%	16%	13%	23%	26%	36%	16%	23%	28%	37%	17%	26%	18%	19%
	Somewhat satisfied	50%	46%	52%	53%	54%	45%	43%	54%	51%	42%	43%	58%	47%	50%	39%
	Not satisfied	12%	7%	16%	15%	9%	16%	7%	15%	11%	18%	5%	16%	12%	15%	14%
	Not at all satisfied	2%		3%	2%	2%	2%	1%	2%	2%	2%	2%	2%	1%	2%	11%
	Don't know	12%	8%	14%	17%	13%	12%	12%	13%	13%	10%	13%	7%	14%	14%	18%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Road quality	Very satisfied	17%	20%	14%	20%	13%	21%	26%	13%	17%	18%	18%	17%	23%	12%	13%
	Somewhat satisfied	61%	62%	62%	56%	67%	55%	64%	58%	60%	64%	71%	56%	59%	57%	52%
	Not satisfied	19%	16%	21%	22%	18%	21%	9%	25%	20%	18%	10%	23%	14%	28%	24%
	Not at all satisfied	3%	3%	2%	3%	3%	2%	1%	3%	3%		1%	3%	3%	3%	10%
	Don't know	0%		0%			0%		0%	0%					1%	0%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Transportation and traffic flow	Very satisfied	19%	26%	14%	18%	15%	23%	26%	16%	17%	42%	23%	17%	20%	18%	10%
	Somewhat satisfied	58%	54%	59%	62%	65%	51%	60%	56%	60%	40%	61%	42%	67%	59%	43%
	Not satisfied	20%	18%	23%	18%	18%	23%	12%	25%	21%	18%	13%	37%	10%	20%	31%
	Not at all satisfied	2%	2%	3%		2%	1%		3%	2%		1%	3%	1%	1%	14%
	Don't know	1%	1%	1%	1%		2%	1%	1%	1%	1%	2%		2%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Snow and ice removal from roads	Very satisfied	11%	13%	10%	13%	14%	8%	16%	9%	12%	7%	13%	13%	8%	12%	16%
	Somewhat satisfied	52%	55%	48%	54%	51%	53%	56%	51%	53%	51%	59%	56%	47%	48%	35%
	Not satisfied	23%	15%	31%	20%	20%	26%	15%	28%	23%	21%	12%	15%	33%	30%	23%
	Not at all satisfied	6%	8%	5%	5%	6%	6%	5%	7%	5%	17%	4%	10%	4%	6%	21%
	Don't know	7%	8%	6%	8%	9%	6%	8%	5%	6%	5%	12%	6%	8%	4%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
City sidewalks	Very satisfied	30%	43%	24%	17%	34%	25%	37%	24%	28%	32%	37%	32%	25%	25%	18%
	Somewhat satisfied	52%	43%	54%	63%	48%	55%	49%	54%	53%	45%	48%	38%	60%	59%	59%
	Not satisfied	16%	15%	17%	15%	15%	17%	13%	18%	16%	19%	12%	28%	10%	14%	14%
	Not at all satisfied	1%		2%	1%	2%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Don't know	2%		1%	4%	1%	2%		2%	2%	1%	2%	1%	2%	1%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Street lighting	Very satisfied	32%	35%	32%	27%	36%	29%	39%	27%	32%	30%	38%	30%	31%	30%	20%
	Somewhat satisfied	58%	59%	57%	56%	56%	59%	55%	60%	58%	62%	55%	56%	64%	57%	57%
	Not satisfied	9%	6%	11%	11%	7%	10%	6%	11%	10%	4%	6%	13%	3%	12%	15%
	Not at all satisfied	1%			2%	0%	1%	0%	1%	0%	2%			2%	0%	6%
	Don't know	1%			3%		1%		1%	0%	2%	1%	1%	1%		3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Safe routes to schools	Very satisfied	18%	29%	14%	7%	19%	16%	27%	13%	18%	18%	30%	10%	16%	15%	18%
	Somewhat satisfied	43%	55%	38%	31%	43%	42%	51%	39%	42%	55%	33%	55%	49%	37%	45%
	Not satisfied	7%	5%	11%	5%	5%	10%	10%	5%	8%		8%	9%	4%	7%	14%
	Not at all satisfied	1%	1%	1%	2%	0%	2%	1%	1%	1%				1%	4%	5%
	Don't know	31%	11%	36%	56%	32%	30%	11%	41%	31%	26%	29%	26%	30%	37%	18%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Bicycle paths	Very satisfied	31%	40%	26%	25%	38%	24%	33%	31%	30%	39%	39%	36%	26%	25%	13%
	Somewhat satisfied	43%	49%	37%	44%	38%	48%	50%	38%	42%	43%	37%	47%	45%	44%	37%
	Not satisfied	10%	7%	15%	5%	7%	12%	9%	10%	10%	7%	10%	10%	10%	9%	19%
	Not at all satisfied	1%		1%	1%	0%	1%		1%	1%		1%		1%	1%	10%
	Don't know	15%	4%	20%	25%	16%	15%	8%	20%	16%	12%	13%	8%	18%	21%	21%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Public transit	Very satisfied	15%	14%	13%	19%	15%	14%	16%	14%	14%	20%	18%	15%	7%	18%	11%
	Somewhat satisfied	41%	40%	41%	41%	40%	42%	32%	44%	42%	28%	40%	36%	53%	34%	29%
	Not satisfied	10%	13%	10%	6%	8%	13%	13%	9%	8%	28%	6%	18%	10%	8%	18%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	1%	3%	4%		1%	1%	15%
	Don't know	33%	32%	34%	33%	36%	31%	39%	31%	35%	22%	31%	31%	29%	40%	27%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Downtown parking	Very satisfied	19%	18%	21%	17%	22%	17%	14%	21%	17%	27%	21%	26%	17%	15%	14%
	Somewhat satisfied	57%	64%	50%	59%	62%	52%	64%	55%	57%	60%	66%	56%	62%	47%	42%
	Not satisfied	17%	13%	23%	12%	9%	25%	18%	17%	18%	9%	8%	17%	16%	26%	24%
	Not at all satisfied	6%	4%	5%	10%	6%	5%	5%	6%	6%	3%	5%	1%	5%	10%	18%
	Don't know	1%		1%	2%	1%	1%		2%	1%	1%		1%	1%	3%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Tourism promotion	Very satisfied	23%	20%	24%	26%	18%	27%	24%	22%	22%	26%	29%	15%	13%	31%	18%
	Somewhat satisfied	55%	68%	49%	47%	59%	52%	62%	51%	54%	58%	61%	57%	70%	39%	41%
	Not satisfied	11%	11%	14%	7%	9%	13%	10%	12%	12%	7%	7%	16%	4%	17%	19%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	2%		1%	5%	1%		10%
	Don't know	9%	1%	11%	18%	11%	7%	3%	12%	9%	9%	3%	7%	12%	13%	12%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Economic development	Very satisfied	9%	14%	7%	6%	6%	12%	12%	8%	9%	11%	10%	9%	8%	10%	4%
	Somewhat satisfied	46%	51%	44%	43%	51%	42%	48%	44%	45%	49%	57%	43%	44%	41%	31%
	Not satisfied	30%	27%	37%	22%	30%	30%	28%	31%	31%	28%	16%	39%	37%	28%	30%
	Not at all satisfied	2%		2%	4%	2%	2%	0%	2%	2%	1%	1%	1%	2%	2%	22%
	Don't know	13%	9%	10%	26%	12%	15%	12%	14%	14%	10%	15%	7%	9%	19%	12%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Land use planning	Very satisfied	11%	16%	7%	10%	11%	10%	15%	9%	11%	11%	18%	5%	6%	13%	3%
	Somewhat satisfied	37%	36%	37%	41%	35%	40%	43%	35%	37%	45%	40%	37%	42%	32%	28%
	Not satisfied	21%	20%	24%	17%	22%	21%	13%	24%	20%	21%	12%	29%	23%	22%	31%
	Not at all satisfied	3%	1%	5%	1%	2%	4%	3%	2%	3%		2%	4%	3%	2%	23%
	Don't know	28%	27%	27%	31%	31%	25%	26%	30%	29%	23%	28%	25%	27%	30%	15%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Quality of new residential subdivisions and new buildings	Very satisfied	28%	38%	21%	23%	30%	26%	31%	27%	25%	48%	32%	33%	19%	28%	15%
	Somewhat satisfied	49%	38%	55%	54%	53%	44%	48%	50%	50%	43%	42%	41%	63%	49%	52%
	Not satisfied	8%	10%	9%	5%	4%	12%	10%	8%	10%		7%	13%	5%	8%	13%
	Not at all satisfied	0%		0%			0%		0%	0%				1%		8%
	Don't know	15%	14%	15%	18%	13%	17%	11%	16%	15%	9%	20%	13%	13%	15%	13%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	23%	28%	22%	14%	20%	25%	28%	20%	24%	16%	28%	20%	17%	25%	6%
	Somewhat satisfied	54%	55%	51%	59%	62%	47%	57%	52%	53%	59%	54%	51%	63%	50%	44%
	Not satisfied	18%	13%	24%	16%	16%	20%	13%	21%	18%	20%	12%	20%	17%	22%	30%
	Not at all satisfied	2%	1%	2%	3%	2%	2%	1%	2%	2%	4%	3%	3%	1%	1%	14%
	Don't know	3%	3%	2%	7%	0%	6%	1%	5%	4%	1%	3%	6%	2%	2%	6%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>
Citizen engagement	Very satisfied	14%	13%	12%	18%	10%	17%	16%	13%	13%	17%	22%	4%	7%	19%	9%
	Somewhat satisfied	64%	70%	64%	57%	75%	54%	70%	61%	62%	77%	63%	70%	75%	53%	38%
	Not satisfied	12%	12%	14%	9%	4%	20%	7%	15%	13%	5%	2%	20%	10%	15%	24%
	Not at all satisfied	2%		2%	2%	2%	1%	1%	2%	2%		1%	3%	1%	2%	19%
	Don't know	8%	6%	8%	13%	9%	8%	6%	10%	9%	1%	11%	3%	6%	11%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	29%	23%	29%	39%	25%	32%	31%	28%	30%	24%	36%	29%	21%	29%	13%
	Somewhat satisfied	67%	74%	65%	56%	71%	62%	67%	66%	66%	71%	62%	66%	74%	65%	69%
	Not satisfied	3%		5%	5%	4%	3%	2%	4%	3%	2%	1%	4%	3%	5%	14%
	Not at all satisfied	2%	3%	1%		1%	2%	1%	2%	1%	3%	1%	2%	2%	1%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>205</b>

**COUNCIL PRIORITIES**

How important are each of the following Council priorities?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
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.	Very Important	31%	23%	34%	39%	26%	36%	26%	34%	30%	37%	22%	28%	35%	36%	32%
	Important	55%	65%	49%	52%	59%	52%	58%	53%	55%	52%	71%	58%	48%	47%	51%
	Not Important	9%	10%	12%	2%	10%	8%	13%	7%	9%	11%	3%	9%	13%	11%	9%
	Not at all Important	1%		1%	2%	1%	0%		1%	1%			2%		0%	5%
	Don't know	4%	2%	5%	6%	3%	5%	3%	4%	5%	1%	4%	2%	3%	6%	4%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Value our First Nations neighbours and seek alignment and opportunities to work together.	Very Important	37%	41%	32%	38%	27%	47%	42%	35%	36%	47%	39%	42%	34%	33%	29%
	Important	48%	47%	49%	45%	55%	41%	46%	48%	47%	47%	52%	51%	48%	42%	39%
	Not Important	11%	11%	13%	7%	16%	6%	9%	13%	12%	6%	8%	5%	13%	17%	15%
	Not at all Important	2%	1%	3%	4%	2%	3%	3%	2%	3%			1%	3%	5%	12%
	Don't know	2%		2%	5%		4%	0%	3%	2%	1%	1%	1%	1%	3%	4%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Investment and revitalization to ensure a vibrant and prosperous downtown core.	Very Important	35%	39%	30%	37%	34%	36%	35%	36%	34%	43%	39%	37%	26%	37%	40%
	Important	53%	54%	54%	49%	55%	50%	52%	52%	52%	48%	54%	50%	57%	50%	40%
	Not Important	9%	6%	12%	9%	9%	9%	11%	9%	10%	8%	5%	9%	15%	8%	9%
	Not at all Important	0%		1%		1%		1%		0%			1%			8%
	Don't know	3%	1%	3%	6%	2%	4%	1%	4%	3%	1%	2%	2%	3%	4%	2%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Support our tourism industry in attracting visitors and business to the city.	Very Important	56%	62%	54%	50%	57%	55%	56%	56%	54%	70%	62%	66%	48%	51%	45%
	Important	38%	35%	36%	44%	35%	40%	39%	37%	39%	27%	34%	25%	46%	42%	42%
	Not Important	5%	3%	9%	2%	7%	4%	4%	6%	6%	3%	4%	8%	6%	4%	9%
	Not at all Important															3%
	Don't know	1%		0%	3%	0%	1%	0%	1%	1%			1%		2%	2%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Address safety issues related to transportation and infrastructure	Very Important	40%	36%	43%	41%	37%	42%	37%	42%	40%	42%	45%	41%	30%	42%	41%
	Important	51%	55%	49%	50%	56%	46%	53%	49%	51%	47%	48%	49%	64%	46%	47%
	Not Important	5%	6%	6%	2%	5%	5%	5%	6%	5%	10%	5%	8%	2%	6%	6%
	Not at all Important	0%			1%		0%		0%	0%		1%				3%
	Don't know	4%	4%	2%	6%	1%	6%	5%	3%	4%	1%	2%	2%	4%	6%	2%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.	Very Important	47%	52%	41%	50%	43%	51%	53%	45%	48%	43%	54%	53%	34%	47%	41%
	Important	48%	48%	51%	45%	52%	44%	45%	49%	47%	54%	41%	45%	65%	44%	44%
	Not Important	3%		6%	1%	3%	2%	1%	4%	3%	2%	3%	1%	1%	5%	9%
	Not at all Important	0%			1%	0%			0%	0%					1%	4%
	Don't know	1%		2%	3%	1%	2%	0%	2%	2%		2%	1%		3%	2%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193

How important are each of the following Council priorities?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Ensure a marine and river waterfront that is open and accessible.	Very Important	65%	63%	64%	69%	71%	59%	57%	69%	65%	64%	66%	61%	68%	65%	59%
	Important	32%	34%	32%	28%	27%	37%	40%	28%	32%	34%	34%	32%	32%	30%	28%
	Not Important	2%	3%	2%	1%	2%	2%	3%	2%	2%			6%		2%	8%
	Not at all Important															2%
	Don't know	1%		1%	2%		2%	0%	1%	1%	1%		1%	1%	2%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Actively support a regional solution for management and reduction of solid waste.	Very Important	43%	50%	37%	44%	36%	51%	46%	41%	43%	41%	45%	46%	40%	43%	35%
	Important	48%	38%	55%	50%	55%	41%	42%	52%	49%	46%	45%	46%	48%	52%	50%
	Not Important	6%	11%	5%	1%	9%	3%	10%	4%	6%	10%	7%	8%	9%	2%	7%
	Not at all Important	0%			1%		0%		0%	0%				1%		5%
	Don't know	2%	1%	3%	3%		4%	2%	2%	2%	4%	3%	1%	2%	3%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Plan proactively for the long term costs of maintaining our critical infrastructure.	Very Important	64%	69%	62%	57%	66%	62%	63%	63%	62%	71%	64%	74%	53%	64%	60%
	Important	30%	27%	31%	31%	30%	29%	29%	30%	30%	24%	28%	20%	41%	29%	34%
	Not Important	4%	3%	5%	4%	4%	3%	5%	3%	4%	2%	4%	4%	2%	4%	3%
	Not at all Important															2%
	Don't know	3%	1%	2%	8%	0%	6%	2%	3%	3%	3%	4%	2%	3%	3%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Ensure predictable property tax rates to maintain service levels and investment in infrastructure.	Very Important	48%	47%	49%	49%	42%	55%	50%	48%	49%	51%	49%	58%	40%	47%	55%
	Important	40%	41%	40%	37%	46%	34%	36%	41%	39%	42%	39%	30%	49%	41%	34%
	Not Important	7%	9%	6%	5%	10%	4%	9%	7%	8%		8%	9%	5%	7%	6%
	Not at all Important	1%		1%	2%	1%	1%	1%	1%	1%	2%	2%		1%	1%	3%
	Don't know	4%	3%	3%	6%	2%	6%	4%	4%	3%	5%	3%	3%	5%	4%	3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>
Develop policies that encourage energy efficiency and cost savings.	Very Important	46%	57%	37%	44%	38%	53%	61%	38%	45%	58%	42%	50%	43%	48%	39%
	Important	43%	34%	50%	45%	50%	36%	29%	49%	43%	37%	50%	37%	41%	43%	43%
	Not Important	9%	9%	11%	7%	12%	6%	9%	9%	10%	3%	5%	13%	15%	5%	13%
	Not at all Important															4%
	Don't know	2%		3%	5%		4%	1%	3%	2%	2%	4%	1%	1%	3%	1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>193</b>



*Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks.  
Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels.*

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which one of the following four options would you most like the City of Campbell River to pursue?	Increase taxes to enhance or expand services	16%	22%	12%	11%	10%	21%	14%	17%	15%	23%	23%	13%	11%	15%	32%
	Increase taxes to maintain services at current levels	46%	46%	45%	50%	45%	48%	46%	46%	46%	44%	53%	50%	47%	38%	14%
	Cut or reduce services to maintain current tax level	30%	30%	32%	29%	38%	23%	34%	29%	31%	29%	22%	28%	33%	36%	31%
	Cut or reduce services to reduce taxes	8%	3%	11%	10%	7%	9%	6%	9%	8%	4%	2%	9%	8%	11%	23%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	187

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you consider acceptable to reduce?	Administrative expense	38%	29%	43%	42%	30%	50%	32%	42%	43%	6%	39%	36%	32%	44%	69%
	Not Sure	28%	34%	25%	23%	30%	24%	34%	24%	25%	43%	40%	17%	41%	19%	7%
	No services- use money more efficiently	22%	24%	23%	17%	20%	24%	22%	22%	21%	31%	13%	42%	8%	23%	53%
	Protective Services	7%		8%	16%	11%	3%	7%	7%	7%	7%	5%	3%	5%	12%	4%
	Other	4%		4%	7%	5%	2%	2%	4%	4%		3%			8%	25%
	Bylaw Enforcement	4%	10%	3%		5%	3%	11%	1%	5%		3%		2%	10%	16%
	Garbage and recycling services	4%		4%	7%	3%	4%	2%	5%	4%		3%	2%	5%	5%	5%
	Parks and recreation	4%		6%	3%	1%	7%	1%	5%	4%		6%	3%	2%	4%	
	Roads, cleaning, plowing	4%	5%	4%		4%	3%		6%	2%	15%		11%		3%	
	All services	1%		2%			2%		1%	1%	4%			2%	1%	11%
Downtown revitalization	2%	5%		2%	3%	1%	4%	1%	2%				8%			
<b>Total</b>	Responses	178	51	88	40	100	78	64	114	159	17	26	38	40	74	192
	Base	152	48	71	33	90	63	56	96	135	16	24	33	39	57	101

Base: people who wanted to cut or reduce services  
Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	No	25%	19%	27%	33%	33%	17%	16%	29%	25%	17%	17%	38%	28%	22%	
	Not sure	44%	40%	47%	48%	42%	47%	46%	45%	44%	54%	41%	53%	40%	44%	45%
	Yes	30%	41%	26%	19%	25%	36%	38%	27%	31%	29%	42%	29%	22%	28%	33%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>187</b>

**CITY EMPLOYEE CUSTOMER SERVICE**

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?	Yes	43%	41%	48%	38%	47%	40%	45%	43%	47%	24%	40%	55%	39%	40%	60%
	No	56%	58%	52%	61%	53%	60%	54%	56%	53%	73%	59%	45%	61%	59%	37%
	Not sure	1%	1%	1%	1%	0%	1%	1%	0%	0%	3%	1%	1%	1%	1%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>187</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
During your most recent contact with the City of Campbell River, how did contact occur?	In-person	60%	67%	59%	51%	69%	50%	57%	62%	59%	76%	68%	62%	49%	61%	57%
	Telephone	26%	22%	24%	39%	19%	34%	24%	27%	26%	24%	14%	35%	29%	24%	25%
	Email	8%	9%	9%	5%	8%	8%	16%	4%	9%		18%	3%	11%	3%	6%
	Other	2%	2%	3%			5%	1%	3%	3%				8%	3%	2%
	City meeting (Council meeting, Advisory committee)	1%		1%	5%	1%	2%	1%	1%	1%				2%	3%	2%
	Mail	1%		3%		1%	2%	1%	2%	2%				2%	4%	
	Open house, public consultation	1%		1%		1%			1%	1%					2%	3%
	City website															6%
	Social media-Twitter, Facebook, LinkedIn, YouTube, Instagram															1%
<b>Total</b>	Base	<b>173</b>	<b>60</b>	<b>80</b>	<b>32</b>	<b>94</b>	<b>79</b>	<b>63</b>	<b>110</b>	<b>161</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>37</b>	<b>49</b>	<b>118</b>

Base: people who have contacted or dealt with City of Campbell River or one of its employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	68%	81%	60%	61%	69%	67%	72%	65%	67%	79%	71%	68%	65%	67%	55%
	Somewhat satisfied	25%	16%	31%	26%	25%	25%	23%	26%	26%	8%	20%	29%	21%	27%	26%
	Not satisfied	4%		7%	6%	3%	5%	1%	6%	4%	5%	9%	3%	3%	3%	6%
	Not at all satisfied	2%		2%	6%	3%	1%	2%	2%	2%	8%			11%		9%
	Don't know	1%	2%				2%	2%		1%					3%	5%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Helpfulness	Very satisfied	70%	81%	65%	58%	71%	68%	76%	66%	70%	67%	75%	70%	65%	67%	53%
	Somewhat satisfied	22%	11%	26%	32%	22%	22%	16%	25%	22%	16%	8%	28%	23%	26%	28%
	Not satisfied	7%	7%	6%	6%	5%	9%	6%	7%	6%	17%	17%		5%	7%	9%
	Not at all satisfied	2%		2%	3%	2%	1%	2%	2%	2%			1%	6%		8%
	Don't know															3%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Ability to resolve your issue	Very satisfied	57%	65%	54%	48%	51%	64%	66%	51%	59%	28%	49%	55%	58%	64%	44%
	Somewhat satisfied	22%	25%	19%	20%	25%	17%	13%	27%	20%	40%	18%	31%	13%	21%	25%
	Not satisfied	13%	7%	17%	14%	13%	14%	16%	12%	12%	23%	28%	7%	15%	6%	10%
	Not at all satisfied	5%		6%	12%	7%	3%	2%	7%	5%		2%	4%	11%	4%	14%
	Don't know	4%	2%	4%	6%	4%	3%	4%	4%	3%	8%	3%	3%	3%	5%	7%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Courteousness	Very satisfied	74%	81%	73%	63%	76%	72%	78%	72%	74%	75%	78%	74%	70%	74%	62%
	Somewhat satisfied	21%	19%	19%	30%	19%	24%	19%	22%	21%	20%	13%	25%	23%	23%	24%
	Not satisfied	3%		6%	3%	2%	4%	1%	5%	3%	5%	9%	1%		3%	8%
	Not at all satisfied	1%		2%	3%	2%		2%	1%	1%				6%		5%
	Don't know															2%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>105</b>
Speed and timeliness of service	Very satisfied	64%	69%	62%	58%	65%	62%	76%	56%	63%	67%	60%	65%	60%	67%	49%
	Somewhat satisfied	22%	22%	23%	19%	22%	22%	11%	28%	23%		17%	27%	19%	21%	32%
	Not satisfied	11%	10%	11%	14%	8%	15%	11%	12%	11%	17%	23%	4%	8%	12%	9%
	Not at all satisfied	2%		2%	6%	3%		2%	2%	1%	8%			9%		8%
	Don't know	2%		2%	3%	2%	1%		3%	1%	8%		3%	3%		3%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>
Accessibility	Very satisfied	66%	76%	63%	58%	66%	67%	74%	62%	65%	79%	60%	69%	61%	73%	49%
	Somewhat satisfied	27%	24%	26%	35%	28%	26%	22%	30%	28%	21%	31%	28%	35%	17%	38%
	Not satisfied	5%		9%	5%	5%	5%	2%	7%	5%		9%	3%		7%	4%
	Not at all satisfied	1%		2%		1%	1%	2%	1%	1%				3%	1%	6%
	Don't know	0%			2%		1%		1%	0%					1%	4%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>105</b>
Overall Service	Very satisfied	68%	81%	63%	56%	69%	67%	76%	63%	69%	61%	71%	67%	68%	67%	47%
	Somewhat satisfied	20%	11%	23%	29%	19%	21%	11%	25%	19%	28%	6%	27%	15%	27%	30%
	Not satisfied	8%	7%	10%	5%	6%	11%	11%	7%	8%	6%	16%	7%	8%	4%	14%
	Not at all satisfied	4%		4%	11%	6%	2%	2%	5%	4%	5%	7%		9%	1%	7%
	Don't know															2%
<b>Total</b>	Base	<b>167</b>	<b>59</b>	<b>75</b>	<b>32</b>	<b>93</b>	<b>74</b>	<b>62</b>	<b>105</b>	<b>155</b>	<b>12</b>	<b>38</b>	<b>49</b>	<b>33</b>	<b>46</b>	<b>104</b>

Base: people who have contacted or dealt with City of Campbell River or one of its employees

Do you agree or disagree with the following statements...

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	6%	9%	5%	4%	7%	5%	10%	4%	7%		4%	5%	9%	7%	8%
	Agree	67%	69%	64%	70%	69%	66%	66%	67%	66%	76%	76%	63%	69%	62%	32%
	Disagree	18%	16%	21%	14%	16%	20%	15%	20%	18%	15%	13%	25%	14%	19%	32%
	Strongly disagree	4%	1%	6%	7%	5%	4%	2%	6%	5%		1%	4%	5%	7%	24%
	Not sure, not applicable	4%	5%	3%	5%	3%	5%	7%	3%	3%	9%	7%	2%	3%	4%	4%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.	Strongly agree	5%	6%	4%	5%	2%	7%	7%	3%	5%	1%	3%	4%	10%	3%	8%
	Agree	52%	51%	49%	58%	54%	49%	49%	52%	48%	68%	52%	49%	55%	50%	32%
	Disagree	27%	30%	29%	16%	26%	27%	25%	28%	27%	23%	26%	32%	17%	30%	34%
	Strongly disagree	6%	4%	8%	7%	6%	6%	5%	7%	7%	1%	1%	9%	10%	5%	21%
	Not sure, not applicable	11%	10%	10%	15%	12%	11%	14%	10%	12%	7%	17%	6%	9%	12%	5%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>
In general, I believe the City of Campbell River is doing a good job	Strongly agree	6%	6%	8%	4%	5%	7%	7%	6%	7%		8%	6%	8%	4%	11%
	Agree	80%	85%	74%	85%	84%	76%	82%	79%	78%	95%	84%	79%	79%	79%	41%
	Disagree	10%	7%	13%	9%	8%	12%	7%	12%	11%	5%	8%	10%	8%	13%	32%
	Strongly disagree	2%	1%	4%	1%	3%	2%	2%	3%	3%			3%	4%	2%	13%
	Not sure, not applicable	1%	1%	2%	1%	1%	2%	1%	1%	1%			2%	2%	2%	2%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>186</b>

COMMUNICATIONS

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper – news articles	76%	66%	77%	88%	81%	70%	73%	77%	77%	64%	77%	72%	71%	81%	75%
	Word of mouth: neighbours, friends	27%	36%	21%	22%	24%	29%	32%	25%	29%	16%	30%	31%	25%	24%	44%
	Internet, Online, Social media	23%	35%	16%	14%	26%	20%	26%	19%	21%	30%	28%	27%	24%	14%	60%
	Local newspaper – advertisements	13%	12%	15%	11%	12%	14%	10%	13%	12%	12%	7%	13%	16%	16%	21%
	Radio	9%	13%	7%	7%	10%	9%	10%	7%	8%	14%	6%	7%	19%	6%	29%
	City website	7%	11%	4%	4%	7%	6%	6%	7%	7%	3%	8%	5%	3%	9%	41%
	TV	7%	5%	5%	13%	8%	6%	5%	8%	6%	13%	1%	13%	4%	9%	10%
	Community organization	1%		3%	2%	1%	2%	0%	2%	2%		1%	2%	1%	2%	12%
	Don't learn about government issues	2%		3%	3%	2%	1%	1%	2%	2%	2%		3%	1%	2%	2%
	Contact member of City staff	1%		1%	2%	1%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Other	1%	1%	0%	2%	1%	1%		2%	1%			1%	2%	2%	3%
	Don't know, Not sure	1%	1%	1%	1%		2%	1%	1%	1%			1%		3%	1%
Email	0%			1%		0%		0%	0%				1%		4%	
<b>Total</b>	Responses	669	267	257	145	347	322	230	419	571	77	151	158	155	204	573
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you listen to local radio stations?	Yes	55%	62%	58%	33%	49%	60%	66%	47%	55%	45%	61%	61%	52%	47%	63%
	No	45%	38%	42%	67%	51%	40%	34%	53%	45%	55%	39%	39%	48%	53%	37%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you watch local TV?	Yes	21%	11%	21%	40%	15%	28%	16%	25%	21%	29%	20%	19%	25%	21%	27%
	No	79%	89%	79%	60%	85%	72%	84%	75%	79%	71%	80%	81%	75%	79%	73%
<b>Total</b>	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	96%	100%	98%	85%	98%	94%	100%	93%	96%	94%	98%	98%	95%	93%	97%
	At work	32%	53%	27%	4%	32%	32%	54%	18%	33%	20%	37%	29%	39%	25%	55%
	On a smart phone	35%	57%	26%	16%	40%	31%	54%	26%	37%	30%	41%	38%	38%	28%	70%
	No access	4%		2%	15%	2%	6%		7%	4%	6%	2%	2%	5%	7%	
Total	Responses	669	312	256	102	343	326	291	369	583	74	169	151	165	184	415
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	64%	76%	62%	44%	52%	76%	72%	58%	62%	71%	64%	67%	63%	62%	81%
	YouTube	35%	59%	22%	14%	39%	30%	50%	25%	33%	40%	46%	34%	37%	24%	47%
	None	26%	10%	31%	49%	31%	21%	15%	33%	26%	27%	26%	23%	26%	29%	11%
	Instragram	13%	20%	11%	3%	11%	14%	22%	7%	13%	10%	14%	10%	10%	15%	26%
	LinkedIn	11%	13%	14%	3%	15%	7%	13%	8%	12%		11%	11%	16%	8%	18%
	Twitter	7%	8%	8%	4%	7%	8%	8%	5%	6%	11%	6%	6%	11%	7%	22%
Total	Responses	596	274	238	85	302	294	251	326	501	73	155	134	145	162	380
	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Have you visited the City website?	Yes	67%	78%	62%	56%	67%	67%	83%	57%	69%	47%	75%	66%	67%	61%	90%
	No	33%	22%	38%	44%	33%	33%	17%	43%	31%	53%	25%	34%	33%	39%	10%
Total	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	None	53%	49%	55%	58%	56%	50%	49%	55%	48%	91%	58%	48%	65%	41%	34%
	Pay property taxes	29%	31%	28%	26%	27%	31%	31%	28%	32%		20%	30%	31%	34%	35%
	Apply for a home owners grant	27%	33%	22%	21%	25%	29%	30%	24%	30%		39%	29%	19%	19%	48%
	Buy a Dog License	9%	12%	7%	8%	6%	12%	9%	9%	10%		12%	7%	8%	9%	19%
	Pay utility fees	10%	5%	16%	8%	11%	8%	6%	14%	11%	3%	17%	8%	4%	9%	10%
	Webmaps	7%	7%	6%	8%	8%	6%	9%	5%	7%	3%	5%	3%	15%	5%	16%
	IReport a problem	5%	6%	6%	1%	3%	8%	5%	6%	6%		2%	6%	5%	9%	10%
	Renew a business license	2%	2%	2%	1%		4%	2%	2%	1%	6%		2%	1%	5%	7%
<b>Total</b>	Responses	363	166	143	53	176	186	164	193	334	23	106	78	89	90	290
	Base	257	115	101	40	130	126	116	135	229	22	69	58	60	69	162

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?	Yes	77%	86%	71%	70%	76%	78%	85%	71%	77%	67%	82%	84%	73%	68%	86%
	No	23%	14%	29%	30%	24%	22%	15%	29%	23%	33%	18%	16%	27%	32%	14%
<b>Total</b>	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use mobile apps to report issues with utilities, streetlights or potholes?	Yes	41%	54%	37%	21%	38%	43%	52%	35%	41%	42%	49%	45%	40%	30%	72%
	No	59%	46%	63%	79%	62%	57%	48%	65%	59%	58%	51%	55%	60%	70%	28%
<b>Total</b>	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City brochure inserted into your property tax notice?	Yes	59%	43%	69%	68%	56%	62%	52%	64%	67%	12%	59%	64%	51%	61%	63%	
	No	41%	57%	31%	32%	44%	38%	48%	36%	33%	88%	41%	36%	49%	39%	38%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City's Annual Reports?	Yes	20%	11%	25%	27%	16%	25%	15%	24%	23%	5%	20%	18%	15%	26%	42%	
	No	80%	89%	75%	73%	84%	75%	85%	76%	77%	95%	80%	82%	85%	74%	58%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you watch Council meeting webcasts?	Yes	16%	8%	22%	19%	16%	16%	14%	18%	16%	17%	6%	23%	12%	21%	23%	
	No	84%	92%	78%	81%	84%	84%	86%	82%	84%	83%	94%	77%	88%	79%	77%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read City Currents in the newspaper?	Yes	77%	74%	79%	81%	79%	76%	80%	78%	77%	83%	90%	76%	66%	78%	76%	
	No	23%	26%	21%	19%	21%	24%	20%	22%	23%	17%	10%	24%	34%	22%	24%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In general, how do you feel about the amount of information provided by the City?	Too much	1%		1%	1%	1%	1%	0%	1%	1%	2%	1%		1%	0%	1%	
	Adequate	78%	86%	72%	77%	83%	74%	80%	77%	77%	84%	89%	79%	81%	68%	59%	
	Too little	13%	9%	17%	13%	13%	14%	16%	12%	14%	9%	7%	14%	12%	18%	27%	
	Not sure	8%	5%	9%	9%	4%	11%	4%	10%	8%	4%	2%	7%	6%	14%	13%	
<b>Total</b>		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184



		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	22%	28%	19%	18%	14%	29%	33%	16%	22%	24%	32%	16%	12%	26%	9%
	Adequate	64%	64%	64%	66%	74%	54%	55%	69%	63%	70%	65%	64%	76%	54%	60%
	Poor	7%	1%	11%	9%	7%	6%	5%	8%	7%	3%	1%	8%	8%	9%	21%
	Not sure	7%	8%	6%	8%	4%	10%	8%	7%	8%	3%	2%	12%	4%	11%	10%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>183</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What would be the best method for the City of Campbell River to communicate information to you?	Local newspaper – news articles	57%	49%	61%	66%	62%	52%	49%	61%	58%	52%	55%	51%	61%	62%	73%
	Internet, Online, Social media	29%	53%	19%	9%	27%	31%	43%	23%	27%	53%	35%	38%	26%	21%	61%
	Email	17%	21%	15%	11%	18%	16%	27%	11%	18%	9%	16%	29%	8%	14%	24%
	City website	11%	17%	8%	5%	14%	8%	11%	11%	10%	15%	22%	13%	4%	6%	51%
	Local newspaper – advertisements	12%	13%	9%	16%	15%	9%	5%	15%	10%	15%	10%	12%	14%	12%	24%
	Radio	7%	8%	8%	4%	9%	6%	6%	6%	6%	5%	5%	5%	9%	9%	24%
	Newsletter, mail	7%	3%	9%	8%	8%	6%	5%	8%	7%	1%	5%	4%	8%	9%	
	TV	4%	1%	5%	8%	4%	4%	2%	5%	4%	5%	2%	1%	4%	8%	9%
	Don't know, Not sure	4%	2%	3%	8%	4%	4%	3%	4%	4%	3%	4%	5%	3%	3%	5%
	Contact member of City staff	2%	3%	0%	1%	2%	1%	3%	0%	2%		6%	1%			5%
	Other	2%		3%	2%	3%	1%	1%	2%	2%		2%		2%	3%	3%
	Word of mouth: neighbours, friends	0%			2%		1%		1%	0%			1%	1%		13%
	Telephone	1%	3%		2%	2%	1%	0%	2%	2%		1%	3%	2%	0%	
	Community organization															5%
Don't learn about government issues	0%		1%		1%			0%	0%				1%			
<b>Total</b>	Responses	<b>612</b>	<b>256</b>	<b>236</b>	<b>121</b>	<b>335</b>	<b>277</b>	<b>218</b>	<b>380</b>	<b>517</b>	<b>78</b>	<b>155</b>	<b>147</b>	<b>134</b>	<b>177</b>	<b>538</b>
	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

Column percentages do not add up to 100% because multiple responses given

ABOUT YOU

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How many years have you lived in the City of Campbell River?	Less than 5 years	9%	14%	6%	7%	7%	12%	15%	6%	7%	23%	38%				9%
	6-10	15%	18%	15%	9%	19%	11%	16%	14%	17%	3%	62%				17%
	11-20	23%	32%	19%	14%	23%	22%	27%	21%	22%	27%		100%			18%
	21-30	23%	22%	29%	15%	26%	21%	23%	22%	21%	33%			100%		22%
	31-40	15%	14%	13%	19%	12%	18%	15%	15%	16%	7%				48%	14%
	41-50	10%	1%	11%	23%	9%	10%	4%	13%	11%	5%				32%	8%
	51+ years	6%		8%	13%	5%	7%	1%	9%	7%	3%				20%	10%
	Refused															1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you rent or own your place of residence?	Own	86%	79%	93%	86%	85%	87%	88%	87%	100%		87%	85%	77%	93%	86%
	Rent	12%	18%	6%	14%	13%	12%	12%	13%		100%	13%	15%	17%	6%	7%
	Refused	2%	3%	1%		2%	1%	0%	1%					6%	1%	7%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following age groups do you fall into?	18-24 years	3%	7%			2%	3%	4%	2%	1%	12%	6%	5%			2%
	25-34	13%	35%			12%	14%	20%	8%	10%	25%	16%	13%	21%	5%	16%
	35-44	21%	58%			21%	21%	51%	6%	22%	18%	27%	34%	14%	13%	21%
	45-54	12%		29%		11%	12%	19%	8%	12%	10%	9%	15%	18%	7%	24%
	55-64	30%		71%		32%	28%	4%	44%	33%	11%	28%	19%	33%	37%	24%
	65 years or older	21%			100%	21%	21%	2%	32%	21%	24%	14%	14%	14%	38%	13%
	Refused															1%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have children under the age of 18 living in your household?	Yes	35%	70%	19%	4%	29%	41%	100%		36%	33%	46%	41%	34%	22%	38%
	No	64%	26%	81%	96%	68%	59%		100%	64%	67%	54%	59%	61%	78%	59%
	Refused	1%	3%			2%								5%		3%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Gender	Male	50%	48%	51%	50%	100%		42%	54%	49%	52%	53%	51%	55%	43%	45%
	Female	50%	52%	49%	50%		100%	58%	46%	51%	48%	47%	49%	45%	57%	55%
<b>Total</b>	Base	<b>400</b>	<b>148</b>	<b>167</b>	<b>85</b>	<b>200</b>	<b>200</b>	<b>140</b>	<b>255</b>	<b>344</b>	<b>49</b>	<b>95</b>	<b>90</b>	<b>94</b>	<b>121</b>	<b>182</b>

### Appendix 3 – Verbatim Comments

#### Q4b – Why do you feel the quality of life has improved/worsened?

##### Quality of Life has IMPROVED:

- A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS
- A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING
- ACCESS TO FILM SERIES
- AIR QUALITY
- ALOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR
- ARTS
- ASSESSABILITY FOR SENIORS
- AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY
- BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA
- BETTER AIR
- BETTER HOUSING MARKET/MORE JOBS
- BETTER RECREATION OPPORTUNITIES FOR KIDS
- BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIFE BECAUSE CRIME IS NOT AN ISSUE
- BUSIER, MORE SHOPPERS
- CHANGE IN MAYOR
- CITY WORKERS SEE MORE POSITIVE
- DEVELOPING
- DIFFERNT TYPES OF BUSINESS
- DON'T HAVE THE PULP MILL
- DOWNTOWN HAS IMPROVED
- DOWNTOWN REVITALIZATION, STRONGER ECONOMY
- DOWNTOWN REVITILIZATION
- ELK FALLS VIEWING
- FEW MORE AMENITIES
- FOCUS OF COMMUNITY IMPROVED
- GETTING BIGGER
- GOOD MAYOR ECONOMIC IMPROVING
- GOT RID OF OLD BUILDINGS
- HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE
- IMPROVED INFRASTRUCTURE
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES
- INFRASTRUCTURE
- IT'S GOT BETTER LEADERSHIP
- IT'S MOVED ON FROM THE MILL
- LESS POLLUTION
- MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAOPENING DOWNTOWN
- MORE ACTIVITIES FOR KIDS
- MORE ACTIVITIES FOR YOUTH
- MORE AMENITIES AND SERVICES
- MORE AVAIABLE
- MORE DEVELOPEMENT

- *MORE DOCTORS AND HOSPITAL*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SERVICES OFFFERED*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENTION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE THINGS TO DO*
- *MORE TRAILS FOR WALKING*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *RELAXING*
- *REVITALIZED DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*
- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*

- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*

### **Quality of Life has WORSENERD:**

- *A LOT MORE HOMELESS, JOBS HAVE GONE DOWNHILL, EMPLOYMENT IS BAD*
- *A LOT OF HOMELESS PEOPLE, NOT LOOKING AFTER SENIORS NOT ENOUGH ACTIVITIES FOR CHILDREN, EDUCATION SYSTEM IS NOT WHERE IT SHOULD BE NOT BEING TAUGHT ABOUT MONEY OR REAL LIFE SKILLS*
- *BUSINESSES HAVE CLOSE*
- *CITY COUNCIL IS BAD, HEADS UP THEIR \*\*\*\**
- *CITY HALL TAXES*
- *COST OF LIVING*
- *DECLINE IN ENTERTAINMENT*
- *DOESN'T HAVE THE RESTAURANTS, DOESN'T HAVE SHOPS, NOT ENOUGH HOUSING FOR THE OVER 50 COMMUNITY*
- *DRUG ABUSE/HOMELESSNESS/NON VIOLENT CRIME*
- *DRUG ABUSE/NON VIOLENT CRIME/HOMELESSNESS*
- *ECONOMICS*
- *EMPLOYMENT*
- *EMPTY SPACES*
- *EVERY IN GENERAL*
- *FOOD PRICES, INCREASES IN PRICE OF GOODS IN GENERAL, SERVICES ARE EXPENSIVE*
- *GOOD JOBS ARE GONE*
- *HEALTH*
- *HEALTH CARE DETERIORATION*
- *HIGHER COSTS, WE'RE NOT GETTING A LOT OF SERVICES*
- *HOMELESSNESS*
- *HOMELESSNESS*
- *INDUSTRIAL BASE JOBS GONE*
- *INDUSTRY*
- *JOBS LOSSES*
- *LACK OF COMM ACTIVITTEY*
- *LACK OF DECENT PAYING JOBS*
- *LACK OF FACILITIES, MEDICAL CARE, ENTERTAINMENT*
- *LACK OF JOBS, NO LOCAL INDUSTRY*
- *LACK OF JOBS, NON-PROGRESSIVE COUNCIL*
- *LACK OF JOBS, SCHOOLING IS POORER THAN IN COURTENAY*
- *LACK OF JOBS, TOO MANY EMPTY STORES*
- *LACK OF OPPORTUNITY AND JOBS AND TAXES*
- *LACK OF STUFF FOR YOUNGER*
- *LESS JOBS, ECONOMY*
- *LOCAL BUSINESSES WERE LOST WITH WALMART. UNADDRESSED HOMELESS PROBLEM.*
- *MORE HOMELESSNESS*
- *MORE TRAFFIC, MORE PEOPLE, MORE CONGESTED*
- *NO GOOD SHOPPING POOR ENTERTAINMENT ACCESS*
- *NO INDUSTRY*
- *NO JOBS*

- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS AND POVERTY*
- *NO JOBS, LACK OF ENTERTAINMENT*
- *NO SHOPPING/NO ENTERTAINMENT*
- *NOT ENOUGH JOBS FOR THE YOUNG PEOPLE HOUSING IS BAD FOR RENTALS*
- *NOT ENOUGH SENIORS FITNESS*
- *NOT FOR YOUNG ADULTS*
- *NOT SURE*
- *NOTHING FOR TEENS, YOUNG PEOPLE TO DO*
- *POOR DOWNTOWN CORE*
- *POOR ECONOMY*
- *POOR EMPLOYMENT AVAILABLE*
- *POPULATION INCREASE*
- *PRICES ARE GOING UP, JOBS ARE HARDER TO FIND*
- *PROPERTY TAXES*
- *QUALITY OF JOBS NONE*
- *RAISING OF TAXES, WAYS TAX DOLLARS ARE SPENT*
- *RENT HAS INCREASED, QUALITY OF LIVING HAS GONE DOWN*
- *RETAIL SHOPPING*
- *SHOPPING STORES HAVE CLOSED*
- *TAXES COST OF LIVING*
- *THE LACK OF LOW INCOME HOUSING, LACK OF MID-INCOME HOUSING AS WELL*
- *THE PEOPLE WE VOTED FOR DON'T LISTEN TO THE PEOPLE AT ALL PUSH THINGS THROUGH WHEN WE VOTED THEM IN SPENDING MONEY ON SILLY THINGS, NEED BETTER PRIORITIES*
- *THE STORE I WORK IN HAS BEEN GETTING ROBBED MORE (CRIME HAS INCREASED)*
- *TOO MUCH CONSTRUCTION*
- *TRAFFIC BAD MORE PEOPLE LIVING*
- *TRAFFIC, FIRE/AMBULANCE REDUNDANT SERVICES FOR EACH CALL*
- *TURNED INTO A WALMART*
- *UNEMPLOYMENT/CITY MISMANAGED, NEED NEW POLITICIANS*

***Q8b – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]***

- *BUILDING CODES, ENVIRONMENTALIST ISSUES PROBLEMS DUE TO BUILDING OUR HOUSE IN A SUBDIVISION, COST IS ON GOING ON THESE ISSUES.*
- *BUILDING PERMITS SLOW*
- *CITY NOT DOING ENOUGH MAINTENANCE, SPEED CONTROL, NOT FORWARD LOOKING ENOUGH*
- *DO A BETTER JOB WITH RESOURCES, PATHETIC JOB*
- *MONEY WASTED ON TOO MANY THINGS*
- *MORE FOR SENIORS*
- *MORE PROGRAMS NEED PROMOTING*
- *NO IMMIGRATION OFFICES OR SERVICES*
- *NOT ENOUGH FOR SENIORS*
- *NOT GOOD COMMUNICATION*
- *NOT UTILIZING TAX MONEY FOR THE ELDERLY FOR THE ROADS, FOR WINTER SHOULD BE MORE SPEED SIGNS, MORE PEDESTRIAN WALKS AND SHOULD BE LIT UP DANGEROUS FOR KIDS CROSSING ROADS FROM SCHOOLS, NOT ENOUGH CROSSWALKS*
- *RECREATION FOR KIDS AFTER SCHOOL*
- *SOMEBODY IS SOMETHING IS HINDERING GROWTH IN THE CITY*
- *THERE SHOULD BE MORE PROGRAMS FOR KIDS THAT ARE CHEAPER*
- *THERE'S BEEN NO SERVICES FOR SPECIAL NEEDS CHILDREN AGE 5 - 18 THEY DON'T DEAL WITH THE HOMELESS POPULATION, THEY DON'T TAKE IT SERIOUSLY ENOUGH NO FACILITIES FOR THEM NOT ENOUGH SHELTERS IN TOWN OR PUBLIC WASHROOMS*
- *THINGS DON'T GET DONE*
- *TOO MUCH WASTE OF ENVIRONMENTAL DEVELOPMENT*
- *WASTE OF MONEY ON TRANSIT*
- *WAY TOO MUCH TAXES*
- *YOU DON'T HEAR ABOUT THEM ENOUGH*



*Q12 – Existing services you would like expanded or new services introduced.*

- *A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS*
- *A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING*
- *A MENTAL HEALTH AND REHAB FACILITY*
- *A NEW POOL AT STRATHCONA GARDENS, GOOD FOR THE COMMUNITY*
- *ACCESS TO BOAT LAUNCE*
- *ACCESS TO FILM SERIES*
- *ADDRESSING SAFETY FOR CHILDREN ON PETERSON RD, MORE ROAD IMPROVEMENT, BETTER MAINTENANCE ON TRAILS AND PATH*
- *AFFORDABLE HOUSING, SERVICES FOR LOW INCOME RESIDENTS*
- *AIR QUALITY*
- *A LOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR*
- *AMENITIES FOR YOUNG PEOPLE*
- *AN IMMIGRATION OFFICE*
- *ARTS*
- *ACCESSIBILITY FOR SENIORS*
- *ATTRACT BUSINESS/INDUSTRY/JOBS*
- *ATTRACT MORE BUSINESS*
- *AUTOMATIC LICENCE PLATE READERS(ALPR)*
- *AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY*
- *BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA*
- *BETTER AIR*
- *BETTER BUS SERVICE TO OYSTER RIVER*
- *BETTER BUS SYSTEM*
- *BETTER HOUSING MARKET/MORE JOBS*
- *BETTER LIBRARY*
- *BETTER PROGRAMS FOR CHILDREN, THEY ARE OUR FUTURE*
- *BETTER RECREATION OPPORTUNITIES FOR KIDS*
- *BETTER ROAD MAINTENANCE*
- *BIGGER LIBRARY COLLECTION, IMPROVE PUBLIC WASHROOMS IN THE DOWNTOWN CORE,*
- *BOAT RAMP*
- *BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIVE BECAUSE CRIME IS NOT AN ISSUE*
- *BUSIER, MORE SHOPPERS*
- *CHANGE IN MAYOR*
- *CHILD CARE, AFTER SCHOOL CARE*
- *CITY PAY ATTENTION TO HEALTH SERVICES*
- *CITY WORKERS SEE MORE POSITIVE*
- *CLEAN UP OVERGROWN PROPERTIES, CITY OWNED*
- *COMPOSTING*
- *COMPOSTING*
- *CRISIS LINE*
- *DEVELOPING*
- *DIFFERENT TYPES OF BUSINESS*
- *DOG PARKS*
- *DON'T HAVE THE PULP MILL*
- *DOWNTOWN HAS IMPROVED*
- *DOWNTOWN REVITALIZATION, STRONGER ECONOMY*
- *DOWNTOWN REVITALIZATION*
- *ELK FALLS VIEWING*
- *EXERCISE PARK, COMMUNITY GARDEN PARK*

- *EXPAND COMMUNITY CENTRE PROGRAMS FOR YOUNG PARENTS, I.E. FREE POOL PRIVILEGES, ETC*
- *EXPAND RECYCLING= FOAM AND GLASS/ KEEP COMMUNITY CENTERS BUSY AND OPEN*
- *EXPANDED COMPOSTING PROGRAM*
- *EXTENDED BUS SERVICE*
- *FEW MORE AMENITIES*
- *FIELDS FOR SPORTS*
- *FIRE SERVICES IN SOUTH OF CITY, INCREASE POLICING, BETTER BOAT RAMP*
- *FOCUS OF COMMUNITY IMPROVED*
- *FREE SERVICES TO DISABLED, SENIORS, I.E. POOL ACTIVITIES*
- *GARBAGE REDUCED*
- *GETTING BIGGER*
- *GOOD MAYOR ECONOMIC IMPROVING*
- *GOT RID OF OLD BUILDINGS*
- *GREEN WASTE COLLECTED YEAR AROUND*
- *HARD WASTE PICK UP- ONCE PER YEAR*
- *HAVE PLACES FOR CAMPING*
- *HEALTH CARE EXPANDED AND MORE ACCESSIBLE*
- *HELP PARENTS WITH CHILDCARE*
- *HOMELESS PROBLEMS*
- *HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE*
- *IMPROVE STREET LIGHTING*
- *IMPROVED INFRASTRUCTURE*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES*
- *INCREASE COMMUNITY EVENTS*
- *INCREASE SERVICES TO HELP HOMELESSNESS*
- *INFRASTRUCTURE*
- *INFRASTRUCTURE, CONTROL FLOODING; EFFICIENCY WITH PROVIDING BETTER CULTURAL AND ENVIRONMENTAL*
- *INTEGRATION BETWEEN ART GALLERY/THEATRE/SPIRIT SQUARE*
- *IT'S GOT BETTER LEADERSHIP*
- *IT'S MOVED ON FROM THE MILL*
- *KEEP POOL OPEN ON SUNDAYS*
- *KEEP WORKING ON IMPROVE LOOKS OF CITY, MAKE MORE WELCOMING, GET VOLUNTEERS TO HELP TO SAVE COSTS, VOLUNTEER SUPPLIES*
- *LESS POLLUTION*
- *LIBRARY SERVICE EXPANDED*
- *LIKE TO SEE THE SOBERING CENTRE PUT IN, HAVE CITY LAND ACCESSIBLE FOR HOMELESS TO GATHER*
- *MEN INDOOR SPORTS ESP. BASKETBALL/LEAGUES*
- *MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAPPENING DOWNTOWN*
- *MORE ACTIVITIES FOR KIDS*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE AMENITIES AND SERVICES*
- *MORE AVAILABLE*
- *MORE BUS SERVICE TO OUTLYING AREAS, LIKE COURTENAY*
- *MORE COMMUNITY FESTIVALS THAT BENEFIT THE CITY, GET PEOPLE TOGETHER*
- *MORE COMMUNITY GARDENS*
- *MORE CULTURAL ACTIVITIES*

- *MORE CULTURAL PERFORMANCE SPACE*
- *MORE DEVELOPMENT*
- *MORE DOCTORS AND HOSPITAL*
- *MORE DOG PARKS*
- *MORE DOG WALKING AREAS*
- *MORE EFFICIENT TRANSIT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE ENTERTAINMENT FOR SENIORS AND FACILITIES FOR GATHERING*
- *MORE ENTERTAINMENT, MUSIC OR OTHER FESTIVALS*
- *MORE FISCAL RESPONSIBILITY*
- *MORE GARBAGE COLLECTION*
- *MORE HELP FOR HOMELESS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE INVESTMENT IN THE TIDEMARK THEATRE*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED,*
- *MORE KIDS ACTIVITIES*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARAMEDICS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE RECREATION/TOURISM PROMOTION*
- *MORE RESOURCES FOR YOUNG FAMILIES AND SINGLE PARENTS BECAUSE OF THE EXPENSE*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SENIORS FITNESS*
- *MORE SERVICES FOR YOUNG PEOPLE*
- *MORE SERVICES OFFERED*
- *MORE SHELTERED BUS STOPS IN SENIOR AREAS AND FOR SCHOOL CHILDREN, EXPANDED PUBLIC TRANSIT*
- *MORE SIDEWALKS*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENSION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE SPORTS AND CONCERTS*
- *MORE SPORTS FOR KIDS AND FACILITIES OR IMPROVED FACILITIES, ESPECIALLY BASEBALL*
- *MORE TEEN PROGRAMS*
- *MORE THINGS TO DO*
- *MORE TOURISM ADVERTISING*
- *MORE TRAILS FOR WALKING*
- *MORE YOUTH ORIENTED PROGRAMS*
- *MORE/BETTER MAINTENANCE IN PARKS/WASHROOMS*

- *MOUNTAIN BIKE PARK*
- *NEED MORE CULTURE ACTIVITIES*
- *NEED MORE JOBS*
- *NEED SMALL BUSINESSES FOR YOUNG PEOPLE, NEED TAX BREAKS*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *ORGANICS ENHANCED*
- *OTHER RESPONSES*
- *PERCENT*
- *POOL OPENED LONGER*
- *PROGRAMS FOR CHILDREN*
- *PROGRAMS FOR HOMELESS PEOPLE*
- *PROMOTE BUSINESS TO BE LOCATED HERE*
- *PROPER BOAT LAUNCH AND PARKING LOT*
- *PROPER TRACK FOR KIDS, SPORTSPLEX FOR STRATHCONA GARDENS, MAKE MORE EFFICIENT, CONFERENCE CENTRE*
- *PUBLIC TRANSIT, BUSES TO SUBDIVISIONS*
- *RECREATION*
- *RECYCLING*
- *RECYCLING PROGRAM BEEFED UP A LITTLE BIT*
- *RECYCLING EXPANDED*
- *RELAXING*
- *REVISION BUS SERVICE*
- *REVITALIZED DOWNTOWN*
- *RUBBERIZED TRACK*
- *SECURITY CAMERAS DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *SENIOR CITIZEN SERVICES*
- *SENIORS*
- *SENIORS HOUSING AND SERVICES*
- *SERVICES FOR SENIORS*
- *SEWER SYSTEM EXPANDED*
- *SKATE PARK LIGHTS*
- *SNOW REMOVAL*
- *SNOW REMOVAL*
- *SNOW REMOVAL, CLEAN STREETS*
- *SOCIAL SERVICES, YOUTH SERVICES, SUPPORTIVE HOUSING*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *STREAMLINING AT CITY HALL/EXPAND OUTSIDE MAINTENANCE*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*

- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*
- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *TRAIL MAINTENANCE*
- *TRANSIT*
- *TRY TO MAKE TRAFFIC FLOW BETTER, LIGHTS OR TRAFFIC CIRCLE*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WASTE MANAGEMENT SERVICE NEEDS WORK, NEED MORE ACCESS TO BUILDING INSPECTORS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*
- *YEAR ROUND YARD WASTE COLLECTION/BI-WEEKLY*

**Q30 – What further information would you like? [PROVIDED BY THE CITY]**

- COUNCILLORS DON'T TELL EVERYTHING TO PUBLIC
- CUTTING COUNCIL PAY
- EDUCATE COMMUNITY ON WHERE TO ACCESS COUNCIL MEETINGS OR THEIR AGENDA
- FORECASTING
- FORESEEABLE PROBLEMS
- GOOD TO HAVE A MONTHLY EXPENDITURE REPORT AND WHAT IT WAS SPENT FOR , WHAT IMPROVEMENTS ARE THEY DOING,
- I'D LIKE TO SEE COUNCIL LISTEN CAREFULLY TO ITS CITIZENS AND IF WE VOTE ON A REFERENDUM I DO NOT ACCEPT THE FACT THAT THEY FOUND MONEY IN ANOTHER POCKET (SOCCER FIELD SPECIFICALLY) EVERY CITIZEN OF CAMPBELL RIVER HAS ACCESS TO PUBLIC PROPERTY
- I'M NOT SURE
- INFO NOT SO HARD TO FIND
- INFO ON UPCOMING SITUATIONS
- INFORMATION ON PROJECTS BEFORE STARTED
- INFORMATION ON SENIOR CITIZENS,
- IT'S PROBABLY THERE I JUST HAVEN'T LOOKED FOR IT
- JUST MORE
- JUST MORE ABOUT WHAT SOME OF THE ISSUES ARE THEY SHOW REZONING BUT THEY DON'T EXPLAIN WHAT IT'S ABOUT
- LESS TRANSPARENCY
- LIKE TO HAVE A COMMUNITY CHANNEL ON TELEVISION
- LIKE TO SEE IN PRINT THE MINUTES OF MEETINGS
- MORE DETAIL AND LESS VAGUE
- MORE DETAILED INFORMATION, TRANSPARENCY
- MORE INFO
- MORE INFORMATION ABOUT BUSINESS EXPANSION OR HOW THEIR GETTING THE ECONOMY BUILT BACK UP
- MORE INFORMATION ON SMART PHONE, LOVE TO HEAR ABOUT LOCAL COMMUNITY EVENTS, COUNCIL MEETINGS THAT THE PUBLIC ARE OPEN TO, ANYTHING THAT INVOLVES THE COMMUNITY AND I'D LIKE TO GET IT ON THE FACEBOOK PAGE.
- MORE OF THE FINE-TUNING ABOUT THE BUDGETS, MORE EXPLANATIONS OF HOW THEY SPEND THEIR MONEY, FOR EXAMPLE, THE FIRE DEPARTMENT.
- MORE OF THE SPECIFICS OF THE MONEY THEY'RE SPENDING
- MORE OF WHAT'S GOING ON AND WHY
- MORE RECREATION
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY, MORE INFO
- MORE TRUTHFUL, TRANSPARENCY
- N/A
- NEW DEVELOPMENTS
- NEWSPAPER
- NONE
- NOT SURE
- NOT SURE
- NOT TOO SURE
- PROOF THAT CITY FOLLOWS THRU WITH WHAT THEY SAY
- PUBLISH MINUTES
- PUT FORWARD BUDGET AND WHERE TAX DOLLARS EVERY YEAR

- *PUT INFO ABOUT BYLAWS IN THE PAPER, LAND USE*
- *SHOULD BE MORE ON THE INTERNET AVAILABLE WHERE PEOPLE CAN SIGN UP WHO HAVE CERTAIN ISSUES.*
- *SPENDING*
- *START LISTENING TO THE PEOPLE*
- *SUFFICIENT DETAILS IN DECISIONS MADE*
- *TAXES BYLAWS*
- *THE COUNCIL SHOULD HAVE AN OPEN BOOK WHERE EVERYBODY IS ALLOWED TO SEE EVERYTHING AND NOT HIDE ANYTHING.*
- *THEY SKIM OVER EVERYTHING, MORE DEPTH IN THE REPORTING MORE ABOUT SENIOR CITIZENS*
- *THEY WON'T LET US TELL ANYBODY INFORMATION*
- *UPCOMING EVENTS*
- *WAGES*
- *WHAT'S BEING DONE TO ATTRACT BUSINESS*
- *YOU CAN'T BELIEVE EVERYTHING YOU READ*



## 2016 Financial Planning Survey Summary of Results from Council

**1. Would you prefer to have more, less or the same quantity of information provided for each of the following:**

	Less	Same	More	No response
Base Budget	-	4	2	1
Capital Projects	-	3	4	-
Service Level Change Requests (SLCRs)	-	4	3	-

**Comments:**

*"More detail by department as to what work plan drives the budget."*

*"Relevant comparisons so we can make good judgment decisions for the future."*

**2. How do you prefer the budget information/package to be presented?**

Summarized – all projects listed together on one page in consolidated format (similar to 2015 Financial Planning).	
Segmented by department – budgets and projects grouped together by department (similar to 2014 Financial Planning).	
Each project displayed on one page (to include more information).	
Presented by priority (these include business case, improved services, legislative, repair and maintenance).	
Segmented by Council's strategic plan key priorities (relationships, economic growth, livability, management and governance).	

**Comments:**

*"I would also like to see some segmentation by Council strategic priorities."*

*"Would like to see where funding is combined from different reserves, utilities, etc that are being used for one larger project. (there have been occasions where Council is not given the full picture of a project)."*

*"Need to see examples before deciding."*





## 2016 Financial Planning Survey Summary of Results from Council

### 3. Overall, how would you rate each of the following:

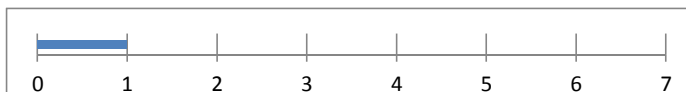
	Exceeds Expectations	Satisfactory	Needs Improvement	Poor
Timeliness of information	1	6	-	-
Comments: <i>"There are times when the budgets are amalgamated to complete a project which goes beyond the Council allocation but has been approved within segmented budget lines. These should come before Council prior to proceeding."</i>				
Layout of information	1	6	-	-
Usefulness of information	2	5	-	-
Accuracy	2	5	-	-
Comments: <i>"I expect accurate information with no mistakes." "Very good."</i>				
Written communication of information (i.e. Reports to Council)	-	7	-	-
Comments: <i>"Need to be simple to understand and easy to compare data." "Some require clarity on use of funding."</i>				
Staff delivery of information during Financial Planning	3	3	1	-
Comments: <i>"Would be useful to have the people who actually do the work to explain why they feel their part of the budget is important. "</i>				
Opportunities for discussion during deliberations	-	6	1	-
Opportunities for public input throughout Financial Planning process	-	6	1	-
Alignment of budget information to Council's strategic plan	-	5	2	-
Overall ease of understanding 2015 budget	-	7	-	-
Comments: <i>"I would like to see additional opportunities for discussion they could include a set time each week for any Council member(s) who want to come in and meet with staff to discuss an item or receive additional clarification."</i>				



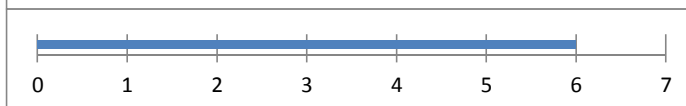
## 2016 Financial Planning Survey Summary of Results from Council

**4. Would you prefer to focus less on day-to-day operations (Base budget), while focusing more on long term strategic decisions that relate to Council's strategic plan (SLCRs and Capital projects)? This includes community safety issues for transportation and infrastructure, recreation and cultural amenities, marine and river waterfront accessibility, maintenance of critical infrastructure, reduction of solid waste and recognition as a regional hub with a focus on diversity, supporting those most vulnerable and obtaining community input and alignment with First Nations and other advisory groups.**

Yes



Status Quo



**Comments:**

*"No neither of the above. But survey require an answer. Need to ensure base budget aligns with council strategic goals and is not padded once that is done then move on to nice to do. We need to have a separate financial planning process that looks at long term financial requirements for infrastructure and base budget."*

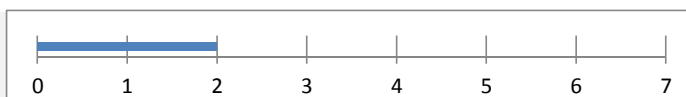
*"I've left it at status quo but we need to be doing both. This needs to be a balance where we are making very strategic decisions that will impact future projects but at the same time have confidence in the base budget decision making process."*

*"Need to understand base budget AND SLCRs and Capital projects."*

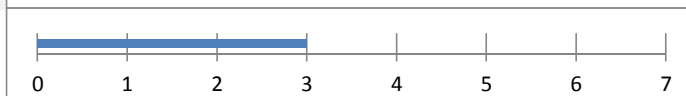
*"Like to see a little more talk on the base budget."*

**5. Which of the following would be useful to you for 2016 pre-Financial Planning?**

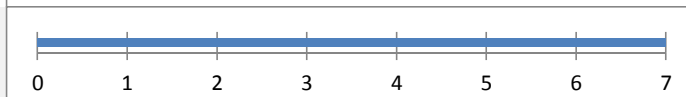
Budget basics (the process and steps of Financial Planning and what to expect)



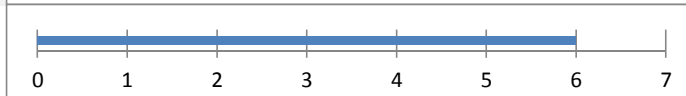
Theory based educational workshops (i.e. reserves, debt, capital vs operating, etc.)



Strategic discussions on key issues (i.e. Fire hall, 16th Ave, Willis Rd, land purchases, social housing and programs, etc.)



Strategic discussions on Council priorities and projects



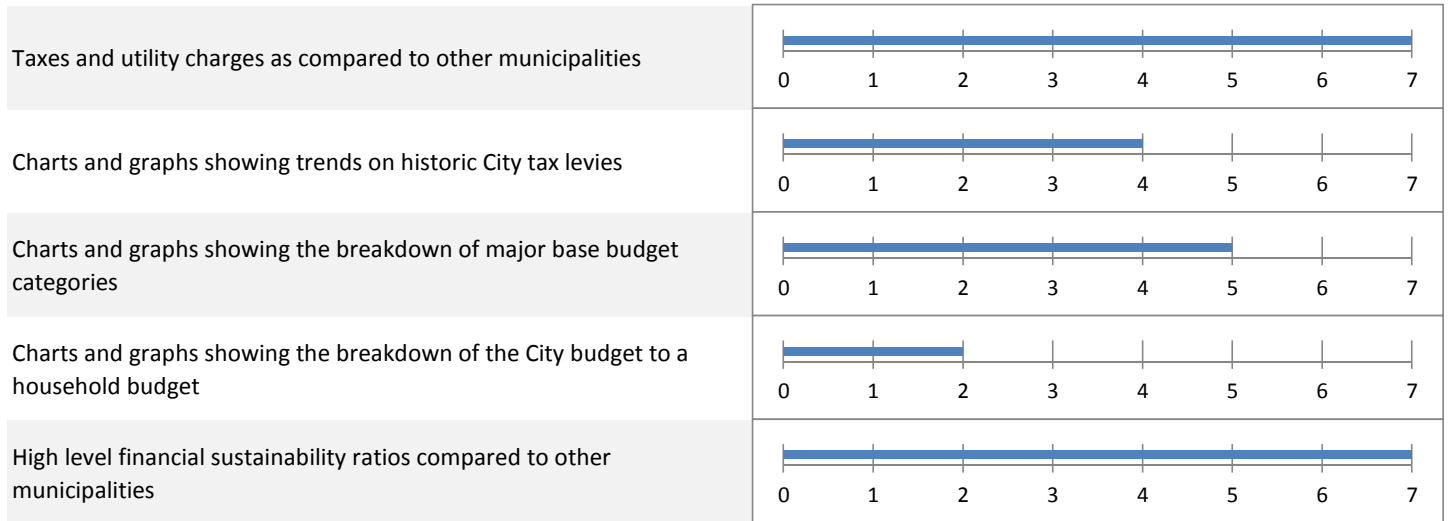
**Comments:**

*"Key issues should be the same as council priorities though they seldom are."*



## 2016 Financial Planning Survey Summary of Results from Council

**6. As a key decision maker for our community, are there specific financial indicators or trends that you would find helpful in making informed decisions during budget deliberations?**



**Comments:**

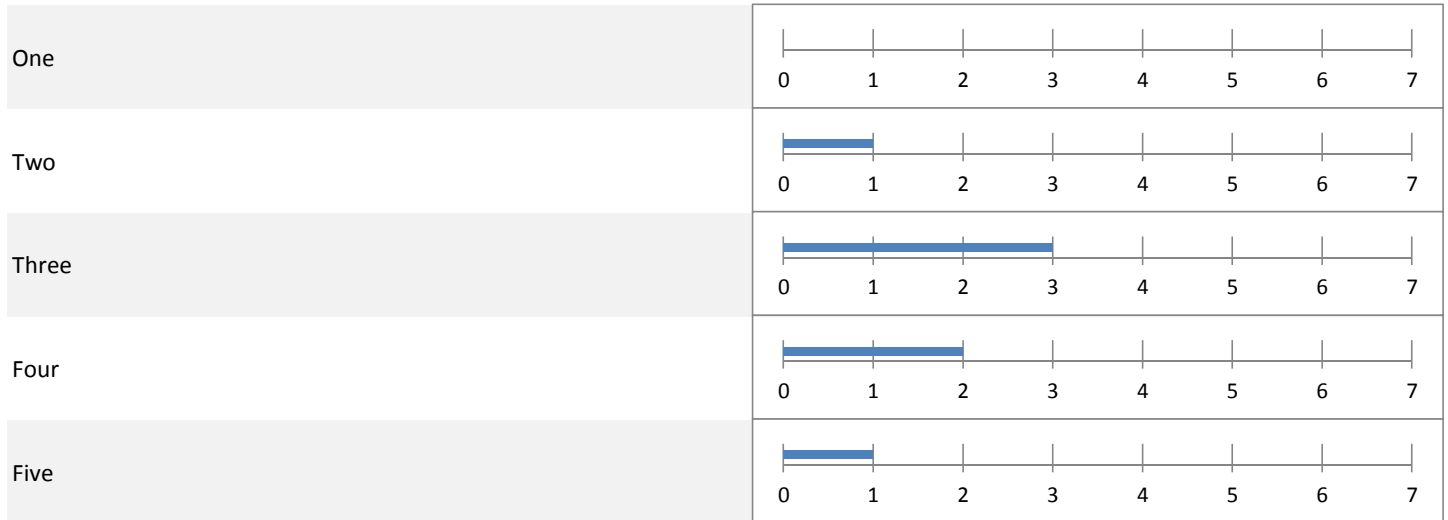
*"Actuals compared to budget and budget expenses per capita over time."*

*"I like to have access to information that I can choose how in-depth I need to go for specific items to make an informed decision."*



## 2016 Financial Planning Survey Summary of Results from Council

**7. How many days should formal budget deliberations in 2016 take? (2015 Financial Planning took 3 days)**



**Comments:**

*"Let's look at something different. As much time as required to get it right. Rather spend more time than less. Spread it out so it is not a marathon. Tired people don't make good decisions."*

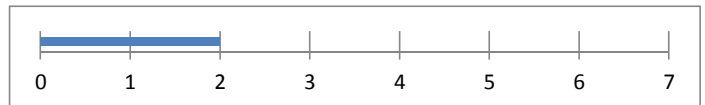
*"As long as it takes to fulfill our role as a Council but typically 3-4 days should provide that."*

*"2 to 3 max."*

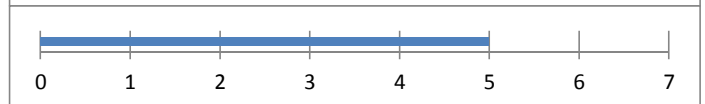
*"3 max."*

**8. For 2016, should the budget focus on:**

Short-term tax relief (status quo)



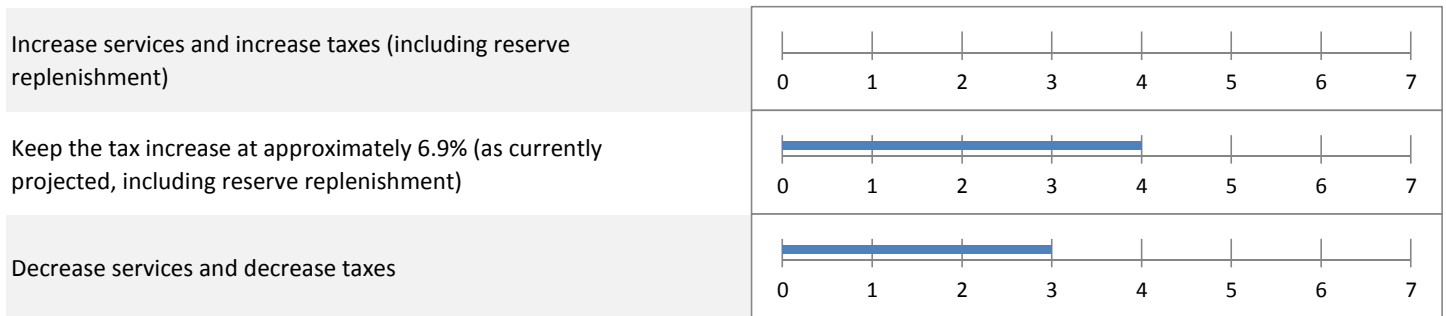
Long-term financial stability (set a course for future stable tax increases)





## 2016 Financial Planning Survey Summary of Results from Council

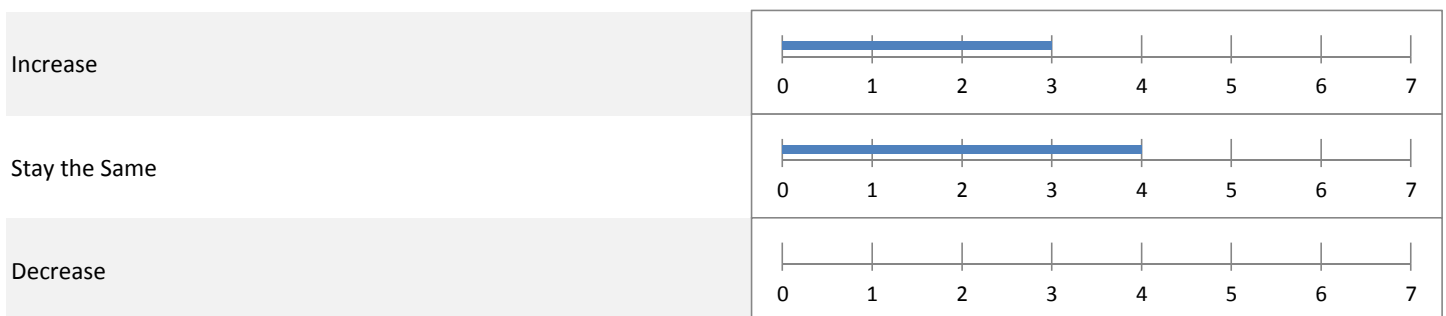
**9. The five-year Financial Plan currently has a 6.9% tax increase for 2016. Which of these options do you consider the highest priority?**



**Comments:**

- "Staff need to be creative and innovative. Learn to deliver high quality services for less cost. Increase revenues from outside sources."*
- "There are significant infrastructure needs that the public needs to be informed of to ensure we can move towards long-term financial stability and future stable tax increases starting 2017."*
- "6.9% is not an option. Need a breakdown what is the makeup of this and where new revenues are being allocated."*
- "6.9% is not realistic. Capital Projects will have to be deferred."*
- "Increase services and keep taxes around 2%."*

**10. To assist with Financial Planning, the City invites public feedback via OCP engagement, Ipsos Reid citizen satisfaction surveys, Council meeting delegation opportunities and open Financial Planning meetings, to name a few. We also actively share information (through advertising, news releases and website documents and FAQs). The level of public involvement and communication related to Financial Planning should:**



**Comments:**

- "Suggest publicizing charts & graphs of how we compare to other municipalities."*



## 2016 Financial Planning Survey Summary of Results from Council

### 11. Please share any other feedback to be considered for 2016 Financial Planning. Thank you!

#### Comments:

*"I believe we need to move towards long term financial stability but the timing and process for how that happens needs to be a separate and well-deliberated discussion in addition to the annual financial planning process for 2016. I would appreciate having a schedule 'hour' set aside during the financial planning process that I know I can bring my questions to staff for input and support. I can then schedule my time around those dedicated resource times. Thank you."*

*"Base budget to be approved by early December with Capital and SLCR to be done by mid January."*

*"You did a great job on the 2015 Budget."*

*"This survey is not the best. Who designed it?? I did not agree with some of the choices but there was not a box for none of the above. If you ask what I think then there should be options for us to point them out. "*

*"I felt that the 2015 Financial Planning was well done. Thanks. We do need to look at the longer term to ensure a sustainable City."*

# CITY OF CAMPBELL RIVER

## 2016 COMMUNITY PROFILE



ENRICHED BY  
LAND AND SEA



[campbellriver.ca](http://campbellriver.ca)

## Table of Contents

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Statistical Snapshot  
Flourishing Population  
Individual and Household Income  
Local Labour and Education  
Families and Households  
Infrastructure and Major Developments  
Unparalleled Lifestyle  
Affordable Housing  
Target Industry Sectors

## Source Data

### Sources

1. Statistics Canada 2011 Census
2. Statistics Canada 2011 National Household Survey
3. BC Stats
4. Canada Revenue Agency, Individual Tax Statistics 2013 tax year
5. Vancouver Island Real Estate Board Annual Market Statistics 2015
6. Vancouver Island Real Estate Board Buyer Profile 2015
7. Environment Canada Campbell River Climate Station Data
8. City of Campbell River 2015 Residential Housing Market Update

Please note: Much of the data contained in this profile is reported for the [Campbell River Census Agglomeration](#), which includes the City of Campbell River as well as the Strathcona D (Oyster Bay - Buttle Lake), and the Campbell River 11, Quinsam 12, and Homalco 9 Indian Reserves. This is done to provide a more complete picture of the local market and in some cases, because more recent data is available at the Census Agglomeration (CA) level.

Additional information available at:

<http://www.campbellriver.ca/business-economy>

Released:

October, 2016

## Contact Us

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Tel: 250-286-5738  
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# 1. Campbell River: Enriched by Land and Sea

With natural beauty and marine setting as a backdrop, Campbell River offers an inviting blend of rural and urban opportunities with the amenities of a large city and the welcoming feel of a small town. A vibrant downtown, affordable housing, and a mild west coast climate that allows for year-round outdoor recreation and an unparalleled lifestyle, are attracting young families and professionals to the area.

The City is undergoing an exciting period of community and economic development, embracing new economic prospects as its economy continues to diversify and attract the industries and workforce of the future. With a proud history in forestry and fishing, flourishing tourism and aquaculture sectors, Campbell River has a supportive network for companies interested in further developing the supply chain and producing value-added products. Embracing innovation and technology in a changing economy, the City has invested in a progressive Municipal Broadband Network to support the emerging opportunities in the high technology and creatives industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and opening up commercial opportunities for aerospace.

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

## Location, Location, Location

Campbell River is situated along the scenic shoreline of Discovery passage, midway on Vancouver Island. As one of the largest cities on Vancouver Island and the largest city in the Strathcona Regional District (SRD), Campbell River is a thriving central hub for the region.

- 15 min to Campbell River Airport YBL
- 35 min to Vancouver by Plane
- 40 min to Mount Washington Alpine Resort
- 3 Universities within 3 Hours

## Advantages for Business

- Market Access by land, air, and sea
- Affordable Housing and Land Prices
- Growing Population
- Skilled & Educated Labour Force
- Municipal Broadband Infrastructure
- Tax Incentives for Downtown Revitalization
- Lifestyle that allows for a work-life balance

## Key Transportation Infrastructure

Campbell River has a comprehensive transportation network that enables the growth of existing businesses and facilitates the establishment of new operations. The City features a recently modernized airport, a marine terminal, and proximity to two highway systems, allowing easy access by air, sea, and land.

### Air

[Campbell River Airport](#) (YBL) is a designated Port of Entry with a runway of 6,500 feet by 150 feet and two parallel taxiways, offering runway access to four airline operators. Dozens of destinations are connected with Campbell River Airport (YBL) through these airlines. Below is a summary of operators and the destinations where each airline offers service:

Operator	Vancouver	British Columbia	Balance of Canada	International
Air Canada	X	X	X	X
Air Canada Vacations				X
Central Mountain Air	X	X		
Pacific Coastal Airlines	X	X		

The Air Terminal building has recently been updated, increasing capacity to accommodate commercial airlines, as well as food and beverage and car rental businesses.

Harbour-to-harbour floatplane and helicopter services are also available in Campbell River with a number of operators located in the area including: [Vancouver Island Air](#), [Corilair](#), [49 North Helicopters](#), [Helifor](#), and [West Coast Helicopters](#).

### Sea

Campbell River's coastal location provides several commercial and recreational marinas. The area has a deep water marine terminal, private marinas, a small craft harbor, and a ferry terminal.

- [Campbell River Marine Terminal](#) provides port access to vessels, tugs and barges as well as services from warehousing to vessel & equipment repair.
- [Fisherman's Wharf](#), a Small Craft Harbour located in the heart of downtown Campbell River, is managed by the Campbell River Harbour Authority. The wharf has a secure berthage for fishing vessels, recreational vessels, commercial vessels, and licence holders.
- [Discovery Harbour](#) is a full service marina offering a variety of services including: boat moorage, marine fuel, power, water, washrooms, showers, laundry facilities, and parking. The harbor, managed by Wei Wai Kum First Nation, also has a deep sea port and cruise ship facility.
- [BC Ferries Terminal](#) provides access from Campbell River to Quadra Island and to Cortes Island.

### Land

The City is connected by two major highways. The Inland Island Highway 19 is a four lane, divided highway connecting Campbell River with urban centres to the south island. The Oceanside Highway 19A provides a more scenic route along Vancouver Island and continues from Campbell River to communities on North Vancouver Island.

## Distance from Urban Centres

(The table below can be presented graphically on a map with arrows from Campbell River to the locations and including flight (plane symbol) or drive (car symbol) times)

Location	Distance	Time – by car	Time – by air
Comox Valley, Vancouver Island BC	48 km	30 minutes	N/A
Nanaimo, Vancouver Island BC	155 km	1.5 hours	N/A
Vancouver, Mainland BC	230 km	3-4 hours	35 min
Victoria, Vancouver Island BC	265 km	3 hours	N/A
Seattle, Washington USA	437 km	7 hours	3 hours
Calgary, Alberta	1200 km	13.5 hours	3.5 hours
Edmonton, Alberta	1389 km	16 hours	3.5 hours

Facts that could be included on the page in a graphically appealing way:

- The 50th parallel runs through the city of Campbell River
- Longitude: 125°16'23.000" W  
Latitude: 49°57'07.000" N

## 2. Statistical Snapshot

**Population:** 38,100

4% growth between 2012-2015

**Population Density:**

CY - 217.9 persons/km<sup>2</sup>

CA - 20.8 persons/km<sup>2</sup>

**Median Age:** 45.8

**Age Groups:**

% Children (<15): 16%

% Working Age (15 to 64) : 67%

% Seniors (65+): 17%

**Affordable Housing:**

**Home Ownership**

Rented: 24% Owned: 76%

**Average Sale Price:**

\$318,670

**Median Sale Price:**

\$305,000

**Target Industries:**

**Aquaculture**

3 global aquaculture companies head offices located in Campbell River

**Forestry**

6% of labour force employed in the forest-related industries

**Technology**

New Municipal Broadband Network and home to emerging aerospace sector

### 3. Flourishing Population

Campbell River is the second largest city on Vancouver Island, outside of the Victoria metropolitan area. With a population of 38,100, it is the most populated community in the Strathcona Regional District (SRD). The city population increased by 4% between 2012 and 2015 and projections show continued growth in the area with the SRD estimated to reach 50,600 in 2035.

#### Population Growth<sup>3</sup>

	2005	2012	2013	2014	2015	2005-2015 Growth	2012-2015 Growth
Campbell River (CA)	34,892	36,548	36,734	37,340	38,100	9%	4%
Strathcona Regional District	42,097	43,723	43,924	44,618	45,448	8%	4%

*Source: BC Stats Population Estimates*

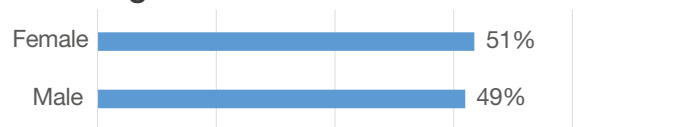
#### Population Characteristics

##### Gender<sup>4</sup>

Female: 51%

Male: 49%

##### Age Distribution



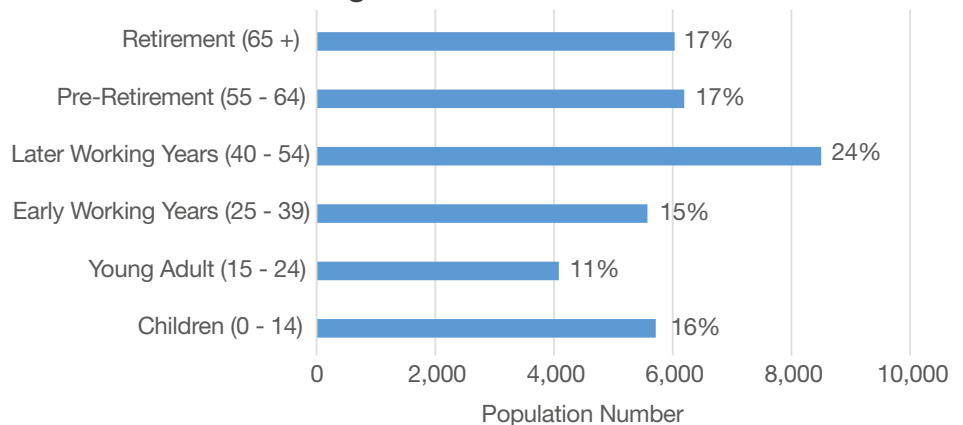
##### Age Distribution<sup>5</sup>

Campbell River has a fairly even age distribution with more than half the residents between 25-64 years of age.

Median age: 45.8

Population aged 15-64: 67%

##### Age Distribution



Source: Statistics Canada 2011 Census

<sup>1</sup> The most up to date overall population number for Campbell River (Census Agglomeration) is from BC Stats 2015 Population Estimates by CMAs and CAs available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

<sup>2</sup> Population projection estimates for Strathcona Regional District from BC Stats available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

<sup>3</sup> Population estimates for from BC Stats available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

<sup>4</sup> Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

<sup>5</sup> Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

Comparison of Median Age: Cities on Vancouver Island	
CITY	MEDIAN AGE
Victoria (CMA)	44.2
Nanaimo (CA)	45.2
Campbell River (CA)	45.8
Duncan (CA)	46.5
Courtenay (CA)	48.3
Parksville (CA)	59.6

*Source: Statistics Canada 2011 Census Profile  
CA= Census Agglomeration; CMA= Census Metropolitan Area*

## Indigenous Population

Foundational to the community's sense of place are the peoples and traditions of the three First Nations communities within the Campbell River area - [Wei Wai Kum](#), [We Wai Kai](#) and [Homalco First Nation](#). Campbell River is also home to many Indigenous peoples with traditional territories on North Vancouver Island, Discovery Islands, and the mainland coast.

	Campbell River		British Columbia	
	#	%	#	%
Indigenous Identity	3,625	10%	232,290	5%
Non -Indigenous Identity	31,910	90%	4,092,165	95%

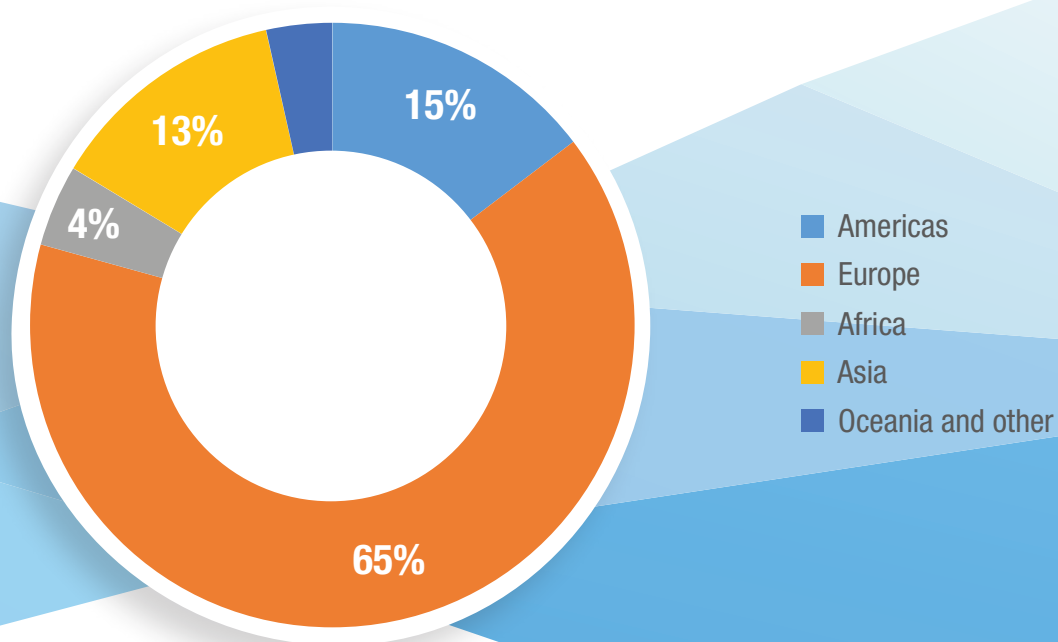
*Source: Statistics Canada 2011 National Household Survey*

## Current Immigrant Population

Campbell River is a diverse community that continues to welcome immigrants from across the globe, embracing a variety of cultural groups and activities that contribute to the unique character of the community. The majority of immigrants to the area were born in Europe with 35% of the immigrant population identifying the United Kingdom as their birth place<sup>6</sup>.

<sup>6</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

## Immigration by Place of Birth



\*Percent of total immigrant population

Source: Statistics Canada 2011 National Household Survey

Immigration by Birth Place - Top 10 Countries <sup>1</sup>		
Country	#	%
United Kingdom	1,240	35%
United States	410	12%
Germany	300	8%
Netherlands	220	6%
Vietnam	185	5%
South Africa	130	4%
Philippines	105	3%
Hungary	65	2%
Ireland	55	2%
Poland	45	1%

Source: Statistics Canada 2011 National Household Survey

<sup>1</sup> Table compiled from data from 2011 National Household Survey for Campbell River (Census Agglomeration)

## 4. Individual and Household Income

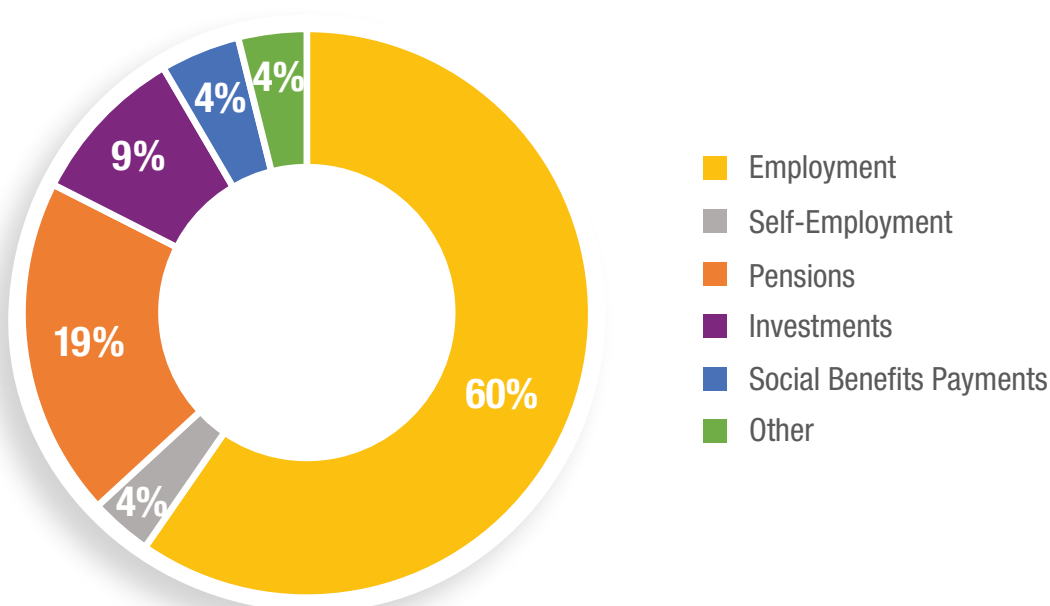
### Individual Income<sup>8</sup>

Individual incomes in Campbell River have been increasing in recent years. More than half of individual income is generated by employment (60%). From 2010 to 2013, average total income grew 11% and average employment income grew 8%, representing a higher rate of growth than the provincial averages.

Year	Average Total Income		Average Employment income	
	Campbell River (CA)	BC	Campbell River (CA)	BC
2010	\$38,500	\$40,600	\$34,600	\$39,200
2011	\$39,500	\$41,600	\$34,800	\$38,500
2012	\$40,700	\$42,500	\$36,000	\$39,000
2013	\$42,700	\$44,200	\$37,500	\$40,300
2010-2013 Growth	11%	9%	8%	3%

*Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2010-2013 tax years*

### Sources of Income



*Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax year*

<sup>8</sup> Individual Income from Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax

## Household Income<sup>9</sup>

Over half of the households in Campbell River have an annual income of \$50,000 or more with almost a quarter earning between \$50,000 and \$79,000.

Median Household Income: \$57,343

Average Household Income: \$67,937

Income Level	# of Households	% at Income Level
Under \$ 10,000	855	5%
\$10,000 - \$29,999	3660	20%
\$30,000 - \$49,999	3,820	20%
\$50,000 - \$79,999	4,485	24%
\$80,000 - \$99,999	2,265	12%
\$100,000 - \$124,999	1,550	8%
\$125,000 and over	2,015	11%

*Source: National Household Survey 2011 (Income calculated before tax and in \$CDN)*

<sup>9</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)



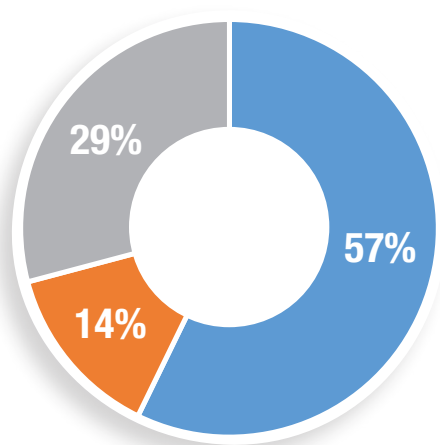
## 5. Local Labour and Education

Campbell River has an educated and active workforce with over half of the population aged 25-64 years completing postsecondary education<sup>10</sup>. The workforce has access to a broad range of postsecondary programs and targeted industry training opportunities, enabling the community to support existing and emerging industries.

### Workforce Education Attainment (25-64 years of age)<sup>11</sup>

More than one third of the workforce has received postsecondary education through a college program (24%) or through an apprenticeship/trades certificate (17%). An additional 12% of the workforce has attained a university education at the bachelor level or higher.

- Postsecondary certificate, diploma or degree
- No certificate, diploma or degree
- High school diploma/equivalent



Postsecondary Education Breakdown	#	%
College, CEGEP or other non - university certificate or diploma	4,805	24%
Apprenticeship or trades certificate or diploma	3,485	17%
University certificate, diploma or degree at bachelor level or above	2,495	12%
University certificate or diploma below bachelor level	725	4%

Source: 2011 National Household Survey for Campbell River (Census Agglomeration)

<sup>10</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

<sup>11</sup> Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

## Labour Force by Industry (15 years and over)<sup>12</sup>

The three industry sectors employing the highest percentage of the labour force are: Retail; Health Care and Social Assistance, and; Forestry, Aquaculture, and Agriculture.

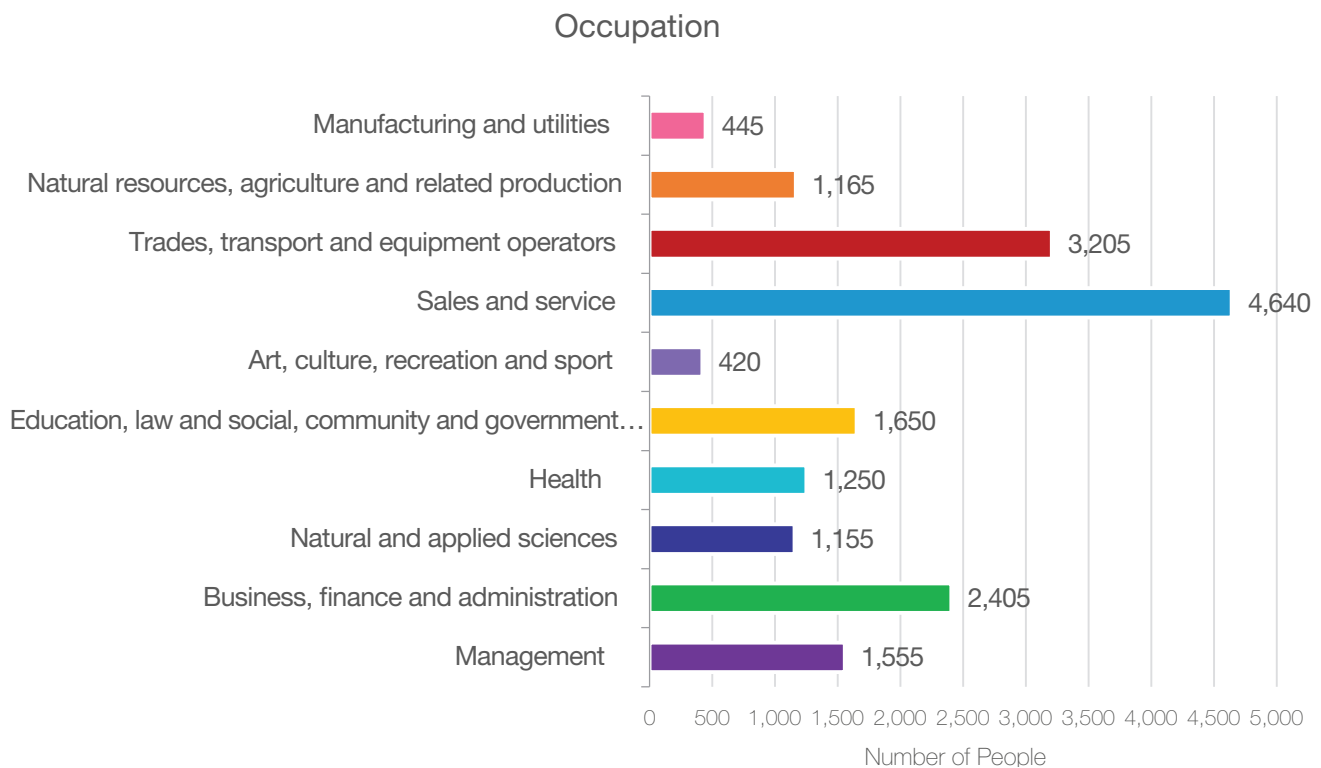
Industry	Number Employed	% Employed
Retail Trade	2670	16%
Health Care and Social Assistance	1995	12%
Forestry, Aquaculture, and Agriculture	1685	10%
Construction	1355	8%
Accommodation and food services	1180	7%
Educational Services	930	6%
Government/Public Administration	840	5%
Real Estate, Finance & Insurance	840	5%
Other Services	770	5%
Professional, scientific and technical services	765	5%
Transportation, and Warehousing	755	5%
Mining, quarrying, and oil and gas extraction	685	4%
Arts, Culture, Recreation, & Entertainment	580	4%
Administrative and support, waste management and remediation services	555	3%
Other Manufacturing, Utilities & Telecom	505	3%
Wholesale Trade	395	2%

*Source: Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034*

<sup>12</sup> Data from Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034

## Occupation (15 years and over)<sup>13</sup>

The local workforce is diversified with a complimentary mixture of health, government, service, business, manufacturing, trades, and education occupations. Approximately one quarter of residents are employed in sales and service occupations, 18% are employed in trades, and 13% are employed in business, finance, and administration.



Source: Statistics Canada, 2011 National Household Survey

<sup>13</sup> Data from Statistics Canada, 2011 National Household Survey

## Postsecondary Education and Training

### Postsecondary Education

There are over ten postsecondary education facilities located within 300 km of Campbell River, providing employers and students with the resources needed to succeed. Two multi-campus colleges are located in Campbell River and the closest University - Vancouver Island University – is located within an hour and a half drive from Campbell River.

The postsecondary education facilities in Campbell River have a long standing tradition of working with industry and employers to develop partnerships and responsive programming.



**NORTH ISLAND  
COLLEGE**

**North Island College** (NIC) provides high quality, relevant programs and offers programs for students interested in University transferable courses, developmental and applied sciences, and trades and technology. The college has campuses in Campbell River, the Comox Valley, as well as locations on North and Central Vancouver Island.



**DISCOVERY  
-COMMUNITY-  
COLLEGE**

**Discover Community College** offers specialized career training programs with a focus on graduating fully-skilled, work-ready employees. In addition to the Campbell River campus there are three other Vancouver Island locations and two campuses on the mainland.

Distance from Campbell River to Vancouver Island Postsecondary Education Centres	
North Island College	In community
Discover College	In community
Excel Career College	52 km
Sprott-Shaw Community College	52 km
Academy of Learning College	152 km
Pacific Rim College	265 km
Camosun College	267 km
Vancouver Island University	154 km
Royal Roads University	257 km
Justice Institute of BC	266 km
University of Victoria	267 km

### Training and Support Organizations

There are two organizations with head offices in Campbell River that provide targeted workforce development and support services:

- [North Vancouver Island Aboriginal Training Society \(NVIATS\)](#)
- [North Island Employment Foundations Society \(NIEFS\)](#)

## 6. Families and Households

Campbell River is a safe, family-oriented and welcoming community, home to a range of community amenities and facilities for households of all types and sizes.

Residents have access to top-of-the-line recreational facilities found throughout the City including:

- **Pools:** There is an indoor pool open year-round and an outdoor pool open to enjoy during the summer months.
- **Sportsplex, Splash Park and Skate/Terrain Park:** This multi-use facility is set up for a variety of activities including a splash park, racquetball, squash courts, outdoor skateboarding and BMX riding, and soccer fields.
- **Parks and Trails Network:** With more than 50 kilometers of trails and 1500 hectares of parkland in Campbell River, there are natural and green spaces throughout the city.
- **Ice Arenas:** There are two indoor ice arenas available for public skating, hockey and figure skating clubs, and skating lessons.
- **Community Centre:** This centre has a range of quality programs and services for sports, fitness, and arts and crafts.
- **Outdoor Facilities:** Throughout the City there are outdoor sporting facilities including all weather fields, a lacrosse box, tennis and volleyball courts, disc golf, and soccer and baseball fields.

There are also a number of athletic organizations and clubs for residents to enjoy and meet like-minded people including triathlon, swimming, running, curling, dance and gymnastics, and martial arts. The [recreation guide](#) for the City features programs, services, and special events for all ages.

### Household Size<sup>14</sup>

Household size	% of Households this size
1 person	26.8%
2 persons	41.2%
3 persons	14.6%
4 persons	11.8%
5 persons	4.0%
6 or more persons	1.7%

*Source: Statistics Canada 2011 Census*

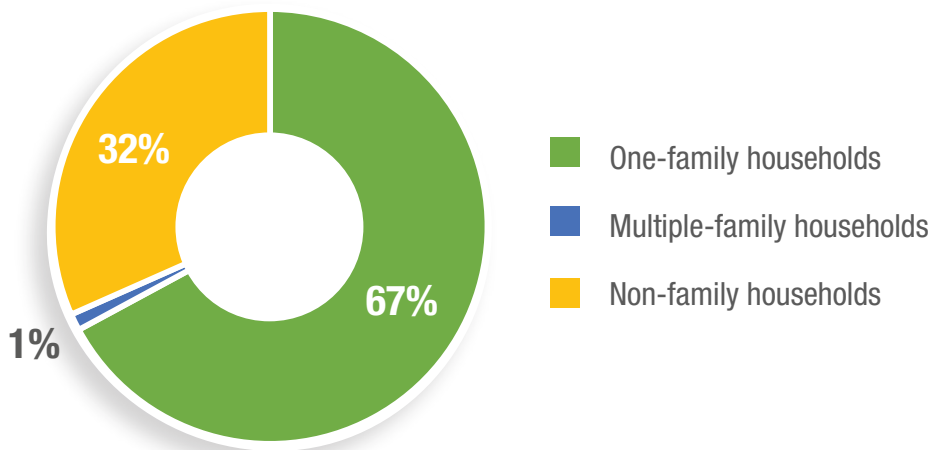
### Persons/Household<sup>15</sup>

Average of 2.3 persons in a private household.

<sup>14</sup> Data from Statistics Canada 2011 Census Profile

<sup>15</sup> Data from Statistics Canada 2011 Census Profile

## Household Type<sup>16\*</sup>



Source: Statistics Canada 2011 Census

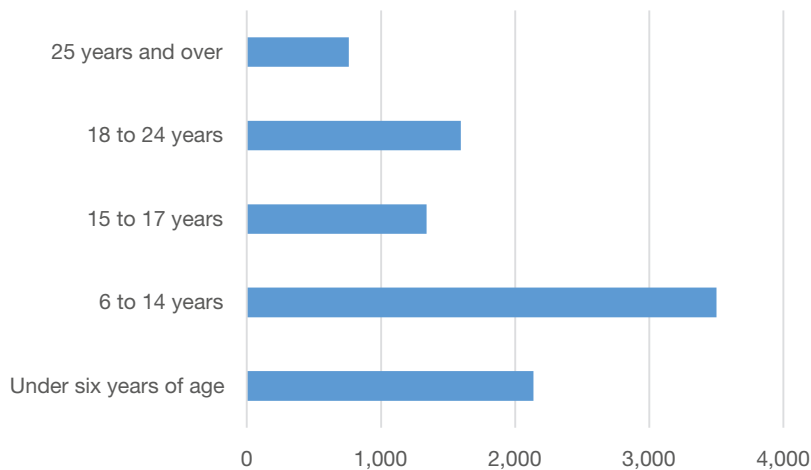
\*One-family household refers to a single census family. Multiple-family household refers to a household in which two or more census families reside and Non-family households consist of either one person living alone in a private dwelling or to a group of people who share a private dwelling, but who do not constitute a census family.

## Family Structure<sup>17</sup>

	#	%
Lone-parent families	1,750	16%
Total Two-parent families	9,170	84%
With children at home	3,735	
Without children at home	5,425	

Source: Statistics Canada 2011 Census

## Families with Children at Home<sup>18</sup>



Source: Statistics Canada 2011 Census

<sup>16</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)

<sup>17</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)

<sup>18</sup> Data from 2011 Census Profile – Campbell River (Census Agglomeration)

## 7. Infrastructure and Major Developments

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

### Housing Starts<sup>19</sup>

Campbell River is experiencing a boom of residential construction activity with over 1000 housing starts between 2010 and 2015 and residential building permit values totalling \$232,114,000 within this time period.

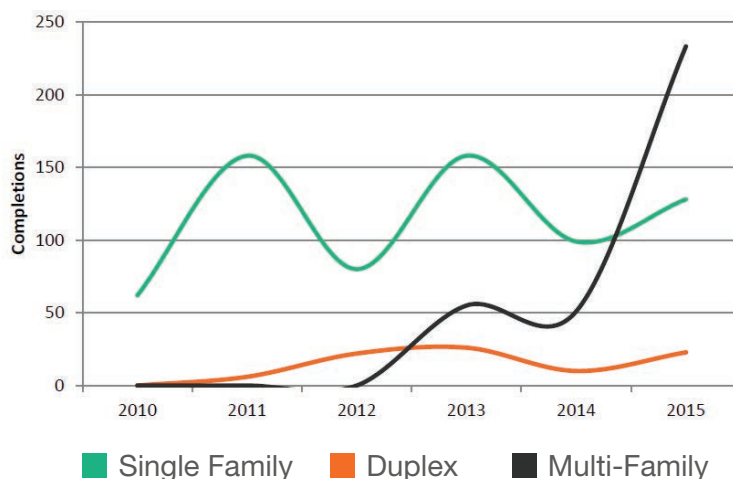
Total Housing  
Starts 2010-2015

1,040

Source: Statistics Canada, Produced by BC Stats

### Housing Completions by Type<sup>20</sup>

Table Source: City of Campbell River -  
2015 Residential Housing Market Update Study



### Major Projects Underway<sup>21</sup>

There are several multi-million dollar projects underway including construction of a LEED gold hospital and a long-term power generation station. Four of the projects currently under construction have a combined development cost of over \$1.8 billion dollars<sup>22</sup>. These include:

- **North Island Hospitals Project** - A new state of the art hospital facility located minutes from Campbell River's downtown core will have 95 beds and be built to meet Leadership in Energy and Environmental Design (LEED) Gold standards.
- **John Hart Generating Station** - On the outskirts of the city, the existing six-unit 126 MW generating station is being replaced with integrated emergency bypass capability to mitigate earthquake risk and environmental risk to fish and fish habitat and to ensure reliable long-term generation.

<sup>19</sup> Data from Statistics Canada and produced by BC Stats. Available at:  
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>

<sup>20</sup> City of Campbell River – Residential Housing Market Update available at:  
<http://www.campbellriver.ca/docs/default-source/Document-Library/reports/gpra-campbell-river-residential-market-update-19-january-2016b.pdf?sfvrsn=2>

<sup>21</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at:  
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

<sup>22</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at:  
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

Hotel and multi-unit residential construction continues in the area. Recently completed projects include:

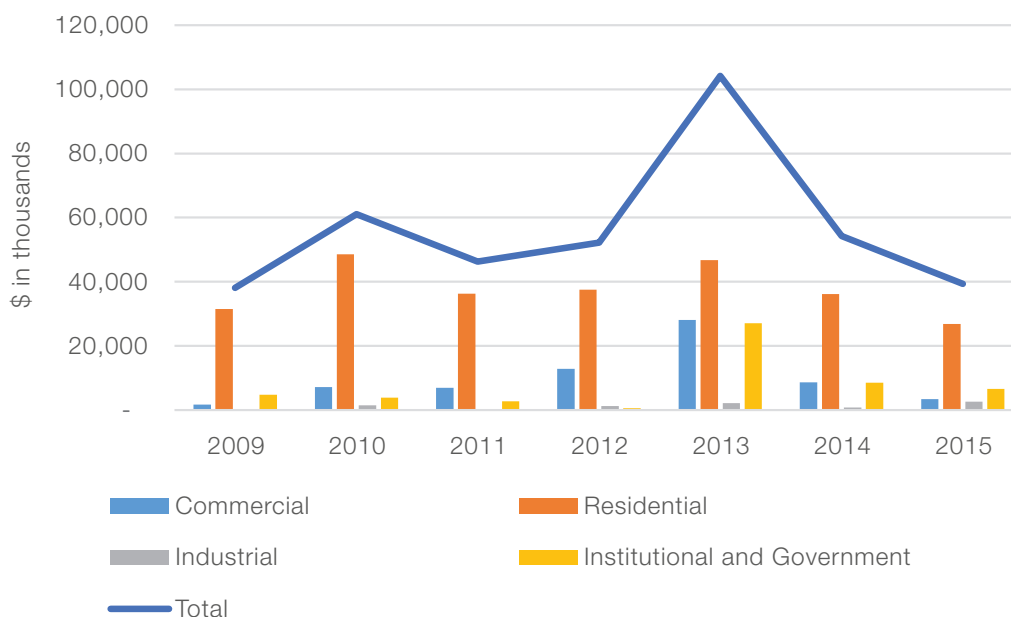
- **Berwick by the Sea** – an award winning six-storey retirement community complex that offers flexible, upscale and affordable senior living options, including independent and assisted living.
- **Comfort Inn & Suites** – a four story hotel located on the waterfront in downtown Campbell River complete with a business centre and meeting rooms.

The Campbell River Chamber of Commerce has been proactive in developing tools, resources, and services to facilitate the matching of local contractors with major procurement opportunities through the [Campbell River Major Projects Site](#).

Major Projects Underway <sup>23</sup>			
Utilities		Hotel and Residential Construction	Hospital Construction
John Hart Generating Station Replacement \$1093 million	Campbell River Substation Capacity Upgrade \$29 million	Sequoia Springs/Kingfisher Residential Project \$80 million	North Island Hospitals Project \$274 million (Campbell River Hospital)

Source: BC Stats Major Projects Inventory – First Quarter 2016

### Building Permit Values<sup>24</sup>



Source: Statistics Canada, Produced by BC Stats

<sup>23</sup> Major Projects Inventory – BC Stats First Quarter 2016 available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

<sup>24</sup> Data from Statistics Canada and produced by BC Stats. Available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>



## Municipal Broadband Network

Recognizing the importance of enterprise level broadband internet for Campbell River's new economic climate, the City of Campbell River is establishing a new "open access" Municipal Broadband Network (MBN) that will provide businesses and organizations in the downtown core with affordable access to enterprise level high-speed internet. The high-quality service will offer businesses guaranteed broadband delivery, of up to 1 GB symmetrical, which is scalable with their anticipated growth.

This will be the first municipal "open access" broadband network on Vancouver Island and will enable businesses to grow in place.

## Local Incentives<sup>25</sup>

The City's **Downtown Revitalization Tax Exemption** for new developments and redevelopments offers:

- 100% exemption from municipal taxes for new construction, or
- 100% exemption from municipal taxes of increased value from renovated buildings, for 5 years.

Another program to assist with downtown revitalization is the **Downtown Façade Improvement Program**<sup>26</sup>. This program offers grants for commercial storefronts located within the revitalization area of downtown Campbell River with up to 50% of eligible project costs – to a maximum of \$10,000 – eligible for reimbursement.

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<sup>25</sup> City of Campbell River Downtown Revitalization Tax Exemption available at:

<http://www.campbellriver.ca/business-economy/your-business/downtown-revitalization-tax-exemption>

<sup>26</sup> City of Campbell River March 2015 Press Release. *Revitalize Campbell River: Downtown façade improvement program is back.*

<http://www.campbellriver.ca/your-city-hall/news/news-detail/2015/05/29/revitalize-campbell-river-downtown-fa%C3%A7ade-improvement-program-is-back>

## 8. Unparalleled Lifestyle

Campbell River features many amenities of a big city without sacrificing its friendly and welcoming character. Downtown residential developments, arts and culture, and new businesses like the new local [craft brewery](#) are supporting the attraction of young professionals.

With a coveted lifestyle, the community is home to creative thinkers and outdoor enthusiasts. For those in Campbell River quality of life means:

- a mild west coast climate,
- world class outdoor recreational opportunities,
- stunning ocean and mountain views,
- vibrant culture and heritage,
- a healthy work-life balance,
- a congestion free drive to work,
- easy access to Vancouver – only a short 35 minute flight away from Campbell River,
- affordable housing, and
- family-friendly amenities

### Mild Coastal Climate<sup>27</sup>

Campbell River has a mild climate, allowing visitors and residents alike year-round access to an abundance of outdoor recreational opportunities.

Annual Average Temperature: 9o C

Daily Maximum (°C): 13.7o C

Daily Minimum (°C): 4.3 o C

Snowfall: 84.3 cm

Elevation (Above Sea Level): 108.8 m

*Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data*

### Outdoor Recreation Highlights

Ocean, lakes, rivers, and mountains meet to provide residents and visitors with exceptional access to outdoor recreation activities.

With both salt and fresh water bodies only minutes away from homes and businesses, Campbell River is well known for its adventure tourism and outdoor recreation including:

- [Adventure & Wildlife Tours](#)
- [Biking, Hiking & Walking Trails](#)
- [Fishing](#)
- [Golfing](#)
- [Water Sports](#)

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<sup>27</sup> Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data. Available at: [http://climate.weather.gc.ca/climate\\_normals/results\\_1981\\_2010\\_e.html?searchType=stnName&txtStationName=Campbell+River&searchMethod=contains&txtCentralLatMin=0&txtCentralLatSec=0&txtCentralLongMin=0&txtCentralLongSec=0&stnID=145&dispBack=0](http://climate.weather.gc.ca/climate_normals/results_1981_2010_e.html?searchType=stnName&txtStationName=Campbell+River&searchMethod=contains&txtCentralLatMin=0&txtCentralLatSec=0&txtCentralLongMin=0&txtCentralLongSec=0&stnID=145&dispBack=0)

**Mount Washington** is a winter and summer playground, just 40 minutes from Campbell River, with mountain biking, downhill and cross-country skiing, snowboarding, snowshoeing, and tubing.

**Mount Cain Alpine Park**, for those looking for great powder in a more rugged setting, Mt. Cain is located two hours from Campbell River and has the highest base elevation of any coastal ski resort in BC.

The community also has a wide range of community events and festivals, an extensive network of parks and trails and widespread public access to the beach. Learn more and *Discover Campbell River* with the [online visitor guide](#).

## 9. Affordable Housing

The quality, affordable housing market in Campbell River makes it possible for new and existing community members to purchase and enjoy homes with an array of stunning views from coastal mountain to waterfront. Over half of recent home buyers in Campbell River are new to the community illustrating the attraction of combining affordability with location<sup>28</sup>.

Over two thirds of home buyers are paying \$350,000 or less for their home in Campbell River, with an average sale price of \$318,670<sup>29</sup>.

In Campbell River over three quarters of the population are able to own their home, compared to Victoria and Vancouver where less than half of the population own their home<sup>30</sup>. The accessibility of affordable housing, results in a desirable situation where 75% of the Campbell River population are able to spend less than 30% of their income on shelter costs<sup>31</sup>.

### Price Range<sup>32</sup>

Range	Houses Purchased at this Price
Less than \$200,000	21.5%
\$200,001-\$250,000	15.4%,
\$250,001- \$300,000	23.8%,
300,001-\$350,000	16.9%,
More than \$350,000	22.4%

Source: Vancouver Island Real Estate Board 2015 Buyer Profile

### Sales Prices<sup>33</sup>

Average Sale Price(2015)	\$318,670
Median Sale Price (2015)	\$305,000

Source: Vancouver Island Real Estate Board 2015 Annual MLS® Sales Summary

<sup>28</sup> Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

<sup>29</sup> Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

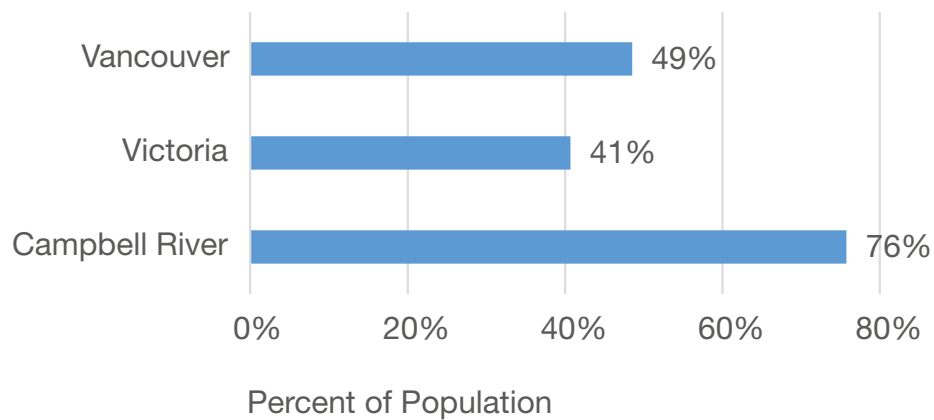
<sup>30</sup> Data from 2011 National Household Survey for Campbell River (CA), City of Vancouver (CY), and City of Victoria (CY)

<sup>31</sup> Data from 2011 National Household Survey for Campbell River (CA)

<sup>32</sup> Vancouver Island Real Estate Board –2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

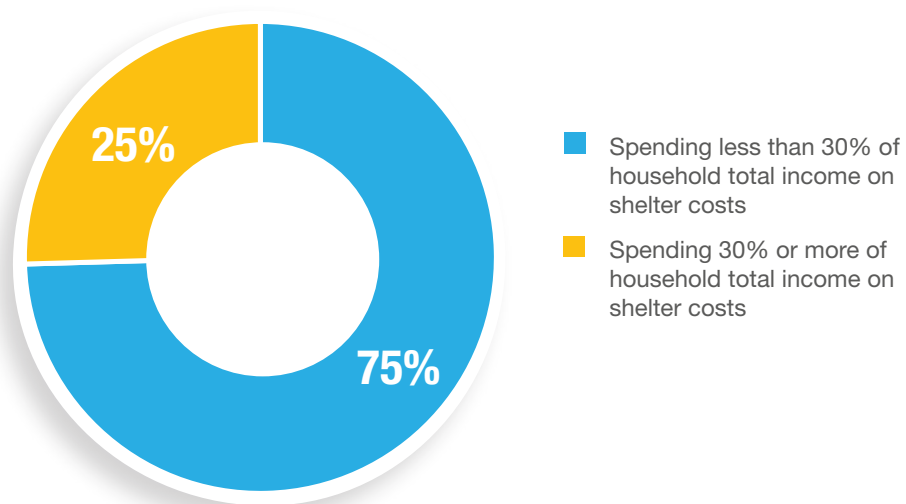
<sup>33</sup> Vancouver Island Real Estate Board – 2015 Annual MLS Sales Summary available at: <http://www.vireb.com/index.php?page=20>

## Home Ownership



Source: Statistics Canada, 2011 National Household Survey

## Housing Affordability in Campbell River



Source: Statistics Canada, 2011 National Household Survey

## 10. Target Industry Sectors

Easy access by air, water and land, combined with excellent infrastructure and a wide range of economic opportunities, all position Campbell River to support growth in a variety of sectors. Known for its innovation in forestry and aquaculture, Campbell River is also host to emerging tech and aerospace sectors.

### *Aerospace*

The aerospace sector in the region has growth potential. The modernized Campbell River Airport (YBL) has a runway to support a variety of aircraft from Cessna 150's up to Boeing 737's and available commercial and industrial land for aviation related industry. The City is also home to companies, such as Sealand Aviation and ASAP Avionics, producing products used in aerospace.

### *Forestry*

Forestry continues to be an influential industry in Campbell River's economy. Undergoing exciting transformations, the forestry sector in Campbell River is dynamic with opportunities for growth in value-added processing and manufacturing. A highly skilled local labour force, representing 6% of those employed Campbell River, combined with a well-established network of infrastructure, leaves Campbell River well-equipped to support existing and future business opportunities.

### *Aquaculture*

Campbell River is a hub for administration of the regional aquaculture sector. Three of the world's leading seafood companies have their North American head offices located in Campbell River – Greig Seafood, Marine Harvest, and Cermaq – and are major employers in the community. With opportunities along the supply chain, aquaculture development continues to play an important role in the diversification and strengthening of the local economy.

### *High Technology and Creative Industries*

Campbell River has an increasingly supportive ecosystem for businesses in the technology sector. A

number of industry organizations, a forward thinking local government, provincial tax incentives, and an unparalleled lifestyle combine to attract entrepreneurs and businesses to the region. Organizations located in Campbell River and working to grow the sector include the Campbell River Creative Industries Council (CIC) and the Vancouver Island North Film Commission (Infilm).

To learn more about the forestry, aquaculture, and technology sectors, please review the individual sector profiles.

