



City of
Campbell
River



2022-2031

Financial Plan



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Mayor and Council





Mayor Andy Adams



Councillor Charlie Cornfield



Councillor Kermit Dahl



Councillor Colleen Evans



Councillor Ron Kerr



Councillor Claire Moglove



Councillor Sean Smyth

The image shows the cover of a report. On the right, a stone archway with the words "Campbell" and "River" is visible, set against a background of green trees and a clear sky. In the foreground, there are colorful bushes with red and yellow flowers. A large, semi-transparent blue graphic on the left side of the page contains the title text. The text is in a bold, dark blue, sans-serif font.

**City
Manager's
Report**



City Manager's Report

The Approved 2022-2031 Financial Plan

As the COVID-19 pandemic continues, signs of hope for a return to normal are with us. The last two years have resulted in considerable upheaval for governments, and the City of Campbell River is no exception. As we move into 2022, economic uncertainty influences decision making, with national inflation running at a generational high.

The City has experienced considerable growth over the last decade, while budgets have largely “held the line” to ensure stable, below average tax increases. This growth in the City increases the City’s size and population, and creates additional infrastructure that must be operated and maintained. Combined with inflationary pressures, the City will for the first time increase property taxes for its base operating budget outside of Council’s established budget parameters to ensure the ongoing financial health of the City.

Each year, the City’s budget is developed to anticipate, prepare for, respond and adapt to change.

The approved 2022-2031 financial plan has been developed with a build back better mindset as we collectively anticipate the end of the COVID-19 pandemic.

The City of Campbell River’s award-winning 10-year Financial Stability and Resiliency Plan has resulted in many consecutive years of low tax increases. As pressures on the City’s cost of operations grow, the time has come to consider how this plan can continue to deliver excellent budgeting principles alongside community needs.

The approved 2022-2031 plan continues to focus on Council’s strategic priorities: relationships, economic health, livability, governance, the environment and growth management. The long-term plan also includes future-focused sewer, water and roads renewal to help prevent service disruption.

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

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

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

DEBORAH SARGENT
City Manager



Deborah Sargent
City Manager

A photograph of a steel truss bridge spanning a river. The bridge has a complex lattice of steel beams and is supported by several piers. The water is blue and calm, reflecting the sky. The background is filled with dense green trees. A blue semi-transparent overlay covers the left side of the image, and the word "Overview" is written in white text on it.

Overview





Executive Summary

The City of Campbell River has dealt with many challenges presented by the COVID-19 pandemic. Capacity restrictions have greatly affected a number of recreation offerings, more services are being delivered virtually, and City finances have been affected with shifting needs.

As the pandemic continues, hope remains that 2022 will bring a return to more normal times. This hope has guided the development of the 2022-2031 financial plan. Alongside this hope is a desire to build back better, and to reinvest in the many important services offered to the community. The approved 2022-2031 Financial Plan was developed using best practices, strong financial principles, and robust policies, including the award-winning Financial Stability and Resiliency Policy. The outlook for the near future shows continued high national inflation rates which greatly affects the City's purchasing power. Consideration of these high inflation times has resulted in an additional property tax levy of 0.75% designed to help keep pace with inflationary pressures – the first time such a measure has had to be put in place under the City's Financial Stability and Resiliency Program. This policy guides the City of Campbell River's financial planning process and provides a framework that focuses on long-term strategic planning and prudent fiscal management. It is the cornerstone for financial decision making to ensure sound fiscal management.

The approved 2022-2031 Financial Plan focuses on building back stronger; key to this is continued investment in City operating budgets. Over the last 5 years, the City has lost several million dollars in purchasing power due to operating budgets not rising in line with the cost of doing business. A dedicated 0.75% tax levy will begin to put dollars back into operating budgets that haven't seen increases in several years, assisting in our ability to maintain the services that our citizens have enjoyed.

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

The Financial Stability and Resiliency policy provides budget parameters that ensure tax increases remain between 2-3.5 per cent. The City continually faces increasing pressure to maintain current service levels and base operations, while meeting the community's growing needs. This is compounded by the requirement to renew/replace aging infrastructure and unforeseen changes to revenue and expenses. With high inflationary pressures forecast through 2022 and beyond, the new normal for tax increases may be higher than recent years.

Highlights of the Financial Plan

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

The 2022-2031 Financial Plan seeks to:

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



Dennis Brodie

Acting Director of Finance /
Chief Financial Officer



For many years, the City has maintained zero increases in operating budgets outside of contracted increases. This program has been successful in ensuring the City's base operating budget has remained in line with community expectations. As costs continue to rise, it is becoming increasingly challenging to hold the line on operating expenses while continuing to provide services at a level the community desires.

The approved 2022-2031 Financial Plan includes modest service level increases, and an overall property tax increase of 3.13 per cent in 2022. The approved increase consists of 0.81 per cent for the City's operations (inclusive of a dedicated 0.75 per cent increase for high inflationary pressures and a decrease of 0.83 per cent due to a reallocation of downtown revitalization tax revenues), 1.66 per cent for the enhancement of services, and 0.66 per cent to invest in infrastructure. Proposed 2022 operating and capital plan budgets total \$2,891,600 and \$25,451,234 respectively of new projects. Strong non-market change (NMC), which provides additional property tax revenues, is estimated at \$549,000 from new construction. This additional revenue, which has been consistently high in recent years, allows the City to fund new ongoing services related to community growth, and in response to community demand. For 2022, similarly with 2021, the base operating budget came in higher than the 1.5-2 per cent parameter. As a result, all of the NMC revenue has been used to offset tax increases according to the principles of the Financial Stability & Resiliency policy. This illustrates the increasing base budget pressures for inflationary items and contractual commitments that are higher than the base budget parameter maximum of 2 per cent.

A 1.66 per cent tax increase helps support new ongoing services for the community. New and enhanced services include new communications and economic development resources, electronic file disclosure services for the RCMP, enhancements to the airport operating budgets, new positions in development planning and building inspections, and continued investment in parks and invasive species management programs.

Asset management work has developed a realistic 10-year capital replacement plan, which is a fundamental aspect of the principles of the Financial Stability and Resiliency policy. In 2020, the City completed a fully-grant-funded Asset Infrastructure Investment Plan, which will further inform capital budgeting, capital funding, and timely infrastructure replacement over the 10-year plan as it is integrated in 2022.

The proposed 10-year plan includes an investment of \$107,958,176 for aging infrastructure over the next 10 years, funded by reserves and a 0.66% incremental tax levy each year. The City also allocates unanticipated revenue and expired debt payment commitments directly to fund infrastructure renewal and replacement. In other words, the City re-invests in infrastructure. This minimizes the need to raise property tax rates, which helps keep tax increases stable and more predictable.

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

The 2022 budget process has continued to advance strategic long-term financial planning with the use of business case financial decision making and capital project planning. Capital project planning will help identify project timelines, stakeholder involvement, inherent risks involved with projects and the impacts that a project may have on other City departments. There has been increased focus on budgeting for necessary planning activities, integrating asset management into long-term financial planning, as well as ensuring renewal and replacement for all asset infrastructure categories.

The approved 2022-2031 Financial Plan proceeds on the path of best practices in local government as the City continues to fine tune the strategic decision-making process with a focus on value for taxpayers. A 2019 community satisfaction survey provided evidence that Campbell River citizens appreciate the level of services offered by the City and receive good value for taxes paid. It also identified that people support paying for the maintenance of services, as long as the funding is being used in a fiscally responsible manner.

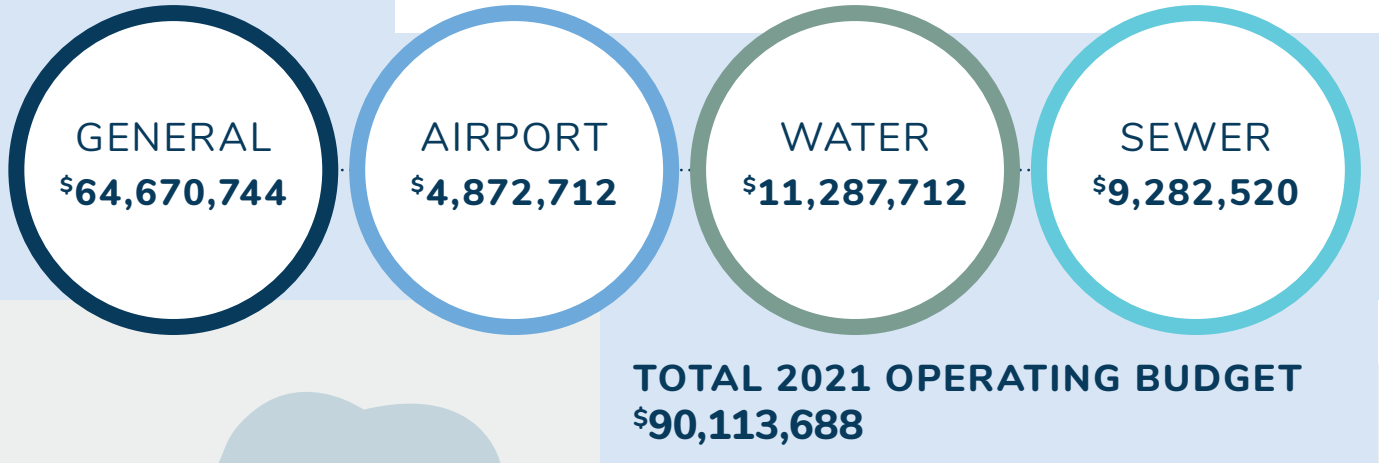
The approved 2022-2031 Financial Plan outlines and communicates to taxpayers how the City has allocated resources to achieve Council's priorities and to deliver services at the high level expected by Campbell River residents and business. It demonstrates the City's commitment to continuous improvement and fiscal responsibility to meet the needs of a growing and vibrant community today and in the future.

DENNIS BRODIE

Acting Director of Finance & Chief Financial Officer

2022 By the Numbers

BUDGET BY FUND



2022 INVESTMENT IN INFRASTRUCTURE

0.66%

10-YEAR ASSET RENEWAL BUDGET

\$95,419,981

NUMBER OF OPERATING PROJECTS IN 2022

47

TOTAL 10-YEAR OPERATING PROJECTS BUDGET

\$10,833,725

NUMBER OF CAPITAL PROJECTS IN 2022

78

TOTAL 10-YEAR CAPITAL PROJECTS BUDGET

\$176,435,545

NEW ONGOING SERVICES

\$574,800

PAST TAX INCREASES

2017
2.50%

2018
2.10%

2019
2.60%

2020
2.87%

2021
1.95%

2022
3.13%

2022 By the Numbers



FLEXIBLE FUNDING FOR COUNCIL PRIORITIES

\$150,000

STRATEGIC COMMUNITY INITIATIVES FROM GAMING FUNDS

\$1,200,000

STRATEGIC COMMUNITY BETTERMENTS & ENHANCEMENTS FROM GAS TAX FUNDS

\$150,000

COUNCIL CONTINGENCY FOR EMERGING STRATEGIC PRIORITIES

COMMUNITY GROWTH

NON-MARKET CHANGE TAX REVENUE FROM NEW CONSTRUCTION



RESIDENTIAL
• 74.2%

BUSINESS
20.7%

PORTION OF TAXES PAID BY MAIN PROPERTY CLASSES

Budget Snapshot



Non-Market Change \$549,000

Base Budget 0.81%

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

Key changes driving the 2022 base budget include:

- **Wages & Benefits (2.59%)**
- **Police services delivered under contract by the RCMP (3.30%)**
- **Utility costs (electricity, natural gas, fuel/diesel)(2.97%)**
- **Public Transit (3.00%)**

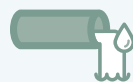
These increases are in excess of the City's base budget parameter and are adding increased budget pressures. Budget increases for non-contractual items are frozen under the City's Financial Stability & Resiliency Policy and because these significant drivers are all above parameter, there is no room within existing parameters to increase crucial base budgets for supplies and other services the City consumes.

For 2022, Council has authorized a base budget tax increase of 0.81%, inclusive of a dedicated 0.75% increase to respond to escalating inflation, and a decrease of 0.83% due to a reallocation of downtown revitalization tax revenues into general revenue. This additional 0.75% will begin offsetting some of the cumulative losses in the City's ability to carry on regular operations.

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

For 2022, NMC is confirmed at \$549,000 - all of which will be applied to the base operating budget to keep within parameter.

Included in NMC are new revenues from downtown properties that participate in the City's Downtown Revitalization Exemption Program (DTRE). These properties have had a tax-exempt status for up to 5 years after development. Once the exemption expires, the new tax revenues form part of NMC. The major downtown revitalization properties (Seymour Pacific, Berwick, Comfort Inn) have all had their exemptions expire and future taxes from the DTRE program will be minimal.



Investment in Capital Infrastructure 0.66%

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



Capital Plan

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

When new capital projects are completed they often come with an annual cost to operate. These operational costs could be labour to operate the asset, or an annual repair/maintenance budget. These identified operating costs of capital included in the the proposed base operating budget. Also included in capital projects are Carry-Forwards (CFWD) from the prior year capital budget. In some circumstances, a project that began in the prior year may not be complete, or the City may have commitments relating to a capital budget that extend into the next year.



Operating Projects

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



New Ongoing Service Levels 1.66%

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

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

Given the unprecedented demand on City services, the approved 2022 Ongoing Service Levels include a 1.66% tax increase to support the many needed initiatives.

New Ongoing Service Levels approved for 2022 are:

- Building Inspection Increases (\$108,000)
- Network Security (\$105,000)
- Business Development Specialist (\$97,500)
- Digital Communications Assistance (\$88,300)
- RCMP Electronic File Disclosure Services (\$73,700)
- Additional Community Planning Services (\$42,300)
- Airport Management Changes (\$22,500)
- Airport Marketing/Investment Attraction (\$20,000)
- Invasive Species Management Plan (\$15,000)
- New operating funds for Parks (\$2,500)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Campbell River
British Columbia**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Campbell River, British Columbia for the Annual Budget beginning January 1, 2021. This was the sixth year that the City received this prestigious award for best practice budgeting principles. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only.

The City will submit the 2022-2031 Financial Plan to GFOA to determine its eligibility for the budget award once again and believes the proposed budget continues to conform to program requirements.



Reader's Guide to the 2022-2031 Financial Plan

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

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

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

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

The 2022-2031 Financial Plan has been grouped into six sections:

Overview

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

Financial Reports

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

Base Operating Budget

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment as detailed in Appendix 1. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2022 goals and 2021 highlights.

Ongoing New Service Levels

The ongoing new service levels section, detailed in Appendix 4, includes all new/enhanced service level increases for consideration in 2022 and in future years as funding allows.

Capital Budget

The capital budget section, detailed in Appendix 2, includes all capital projects in the 10-year capital plan. Each project details the department, budget, operating costs, funding source, project description and justification, and relation to Council's strategic priorities.

Operating Projects

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





Community Profile



Enriched by Land and Sea

With the waters of Discovery Passage at our shoreline and majestic mountains as a backdrop, Campbell River is located at the 50th parallel on the east coast of northern Vancouver Island. We are the fifth largest metro area on the island, with a population of approximately 35,000, and the urban service centre and hub community for approximately 60,000 people living and working in our region.

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

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

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

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





Highlights and History

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

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

Campbell River is home to three First Nations:

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



Indigenous Peoples' Day 2019

Community at a glance



143.1KM²




POPULATION**
35,141



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


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




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



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



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



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



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

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

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





Growth and Development

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

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

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

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



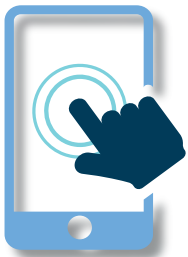
Campbell River is a thriving central hub for the region.

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

Labour Force by Industry

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

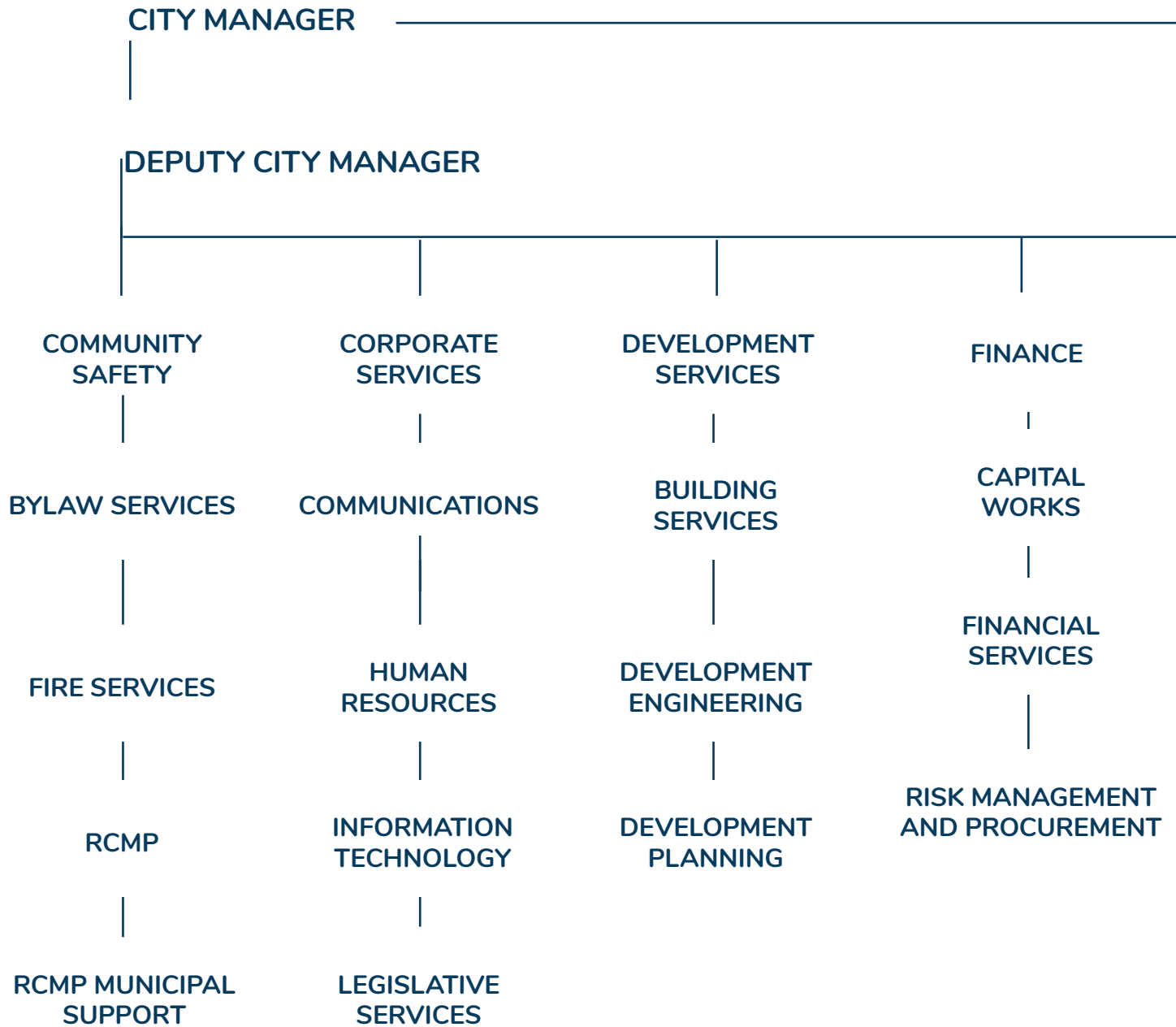
	Total	Male	Female
Industry by Category			
Accommodation and food services	1,475	540	935
Other services (except public administration)	765	360	400
Public administration	665	320	340
Industry labour force categories not applicable	350	180	170
Total labour force population	16,185	8,410	7,780

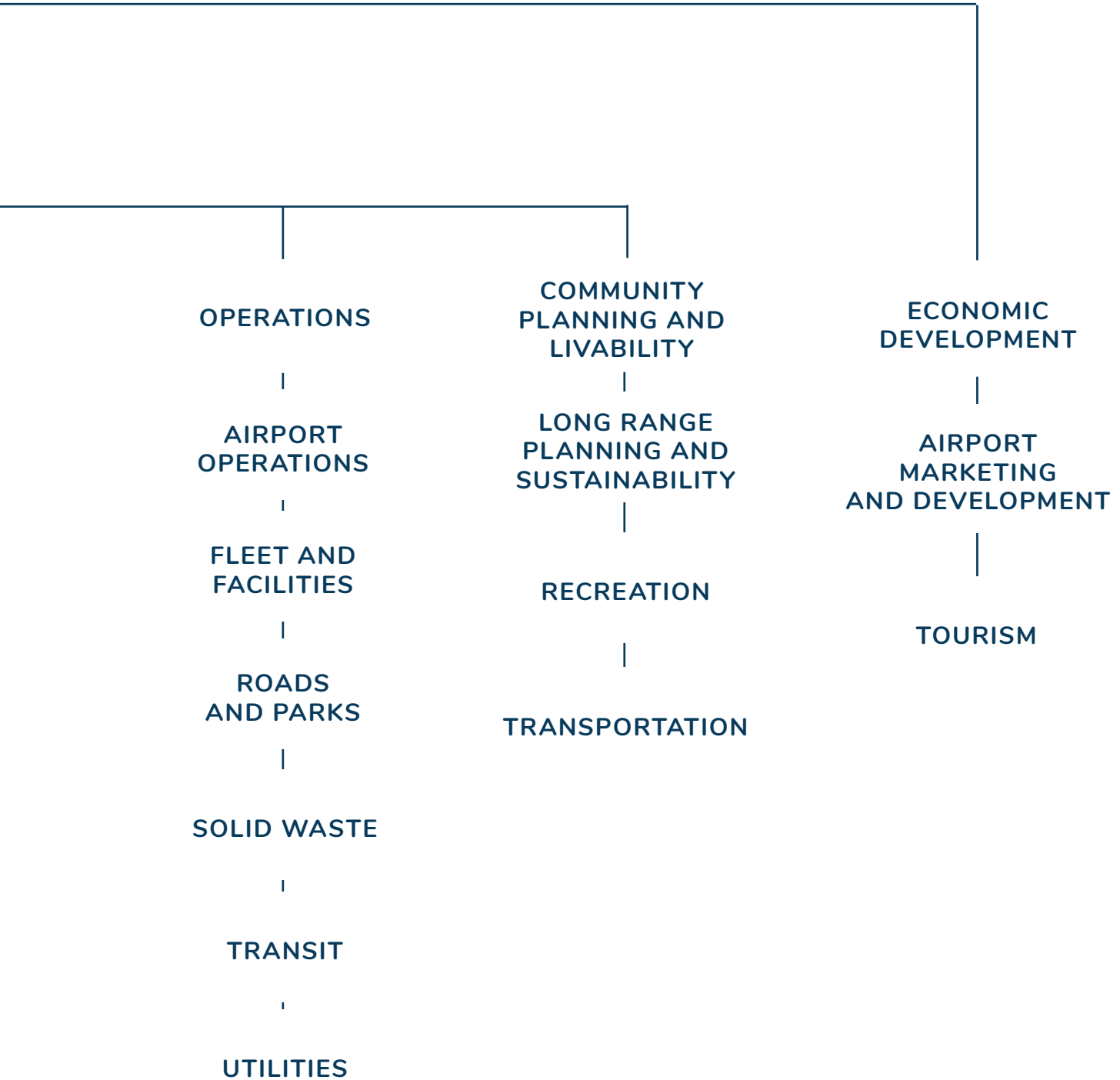


Source: Statistics Canada, 2016
 Census Profile
 Find more info here:
bit.ly/39jpS2e



Full Organization Structure







Department Overview and Contacts

City Manager

City Manager / Chief Administrative Officer
Deborah Sargent
250-286-5700

Deputy City Manager
Ron Neufeld
250-286-5700

Community Safety

Director of Community Safety
Peter Wipper
250-286-5700

Fire Chief
Thomas Doherty
250-286-6266

RCMP Inspector
Jeff Preston
250-286-6221

RCMP Municipal Manager
Carrie Jacobs
250-286-6221

Corporate Services

Director of Corporate Services
Colleen Tillapaugh
250-286-5700

Communications Manager
Vacant
250-286-5700

Human Resources Manager
Sheila Girvin
250-286-5700

Information Technology Manager
Vacant

Legislative Services Manager
Elle Brovold
250-286-5700



Development Services

Director of Development Services
Ian Buck
250-286-5700

Chief Building Official
Brian Marcell
250-286-5700

Development Engineering Manager
VACANT

Development Planning Manager
Dave Pady
250-286-5700

Finance

Director of Finance
Alaina Maher
250-286-5700

Capital Works Manager
Jason Hartley
250-286-5700

Financial Planning Officer
Dennis Brodie
250-286-5700

Controller
Aaron Daur
250-286-5700

Purchasing and Risk Management
Officer
Clinton Crook
250-286-5700

Operations

Director of Operations
Drew Hadfield
250-286-5700

Airport Manager
Vacant
250-923-5012

Fleet and Facilities Manager
Jason Decksheimer
250-286-4045

Operations Manager
(Parks and Roads)
Grant Parker
250-286-7275

Operations Manager (Utilities)
Vacant

Roads Manager
Vacant

Water Manager
Steve Roehr

Liquid Waste Manager
Lorne Sandberg

Community Planning and Livability

Director of Community Planning & Livability
Vacant

Planning and Sustainability Manager
Jason Locke
250-286-5700

Recreation Manager
Vacant

Economic Development

Economic Development Manager
Rose Klukas
250-286-5725







Mission Vision, and Values

Mission and Vision

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



Values

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

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

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

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

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

Ethics | Staying true to principles in all circumstances.

Pragmatism | Down to Earth. Real life.

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

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

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

Non-Financial Goals

Vision 2025

Economic Prosperity

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

Natural Environment

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

Recreation

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

Inclusivity and Diversity

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

Culture and Heritage

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

Health and Safety

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

Excellence in Local Government

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

Dynamic Families

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



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

Strategic Priorities 2020-2023



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



Focus on Management and Governance

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

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

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

Focus on Economic Health

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

We want a vibrant and prosperous downtown core.

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

Focus on Growth Management

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

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

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

Focus on Livability

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

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

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

Focus on Environment

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

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

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

Focus on Relationships

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

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

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

Financial Plan Framework and Policies







Financial Plan Framework

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

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





Strategic Plan

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

Operational Plan (Base Operating Budget)

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

Financial Plan

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



Asset Management

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

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

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

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

In 2017, there was a focus on City facilities and parks inventories, condition assessments, master plans, asset management data needs at the City, as well as expanding the knowledge and expertise of City staff. The 2017 work of the Asset Infrastructure Management (AIM) leadership team resulted in the City building a 10-year renewal plan for several key asset categories. In 2018, the focus was on developing a corporate high-level asset management plan for all asset groups to drive the ongoing development of asset management at the City, planning for a fully integrated asset management plan by 2022.

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

2022 will have a focus on acquiring new software to assist the City with management of its operational activities, and allow for data basing of condition assessment, risk matrices, and life cycle costing. In addition, the City will be completing a 100 per cent federal government grant funded Asset Management Investment Plan, and expects to deliver this report to Council in the spring of 2023, before the official start of budgeting for 2024 and beyond. This plan will outline existing asset conditions, remaining useful lives and expected necessary financial contributions to maintain existing levels of service. This is an integral step of fully integrating asset management into long-term financial planning practises. Once it takes place continual review, analysis and updates to the plan can then be incorporated into City processes.

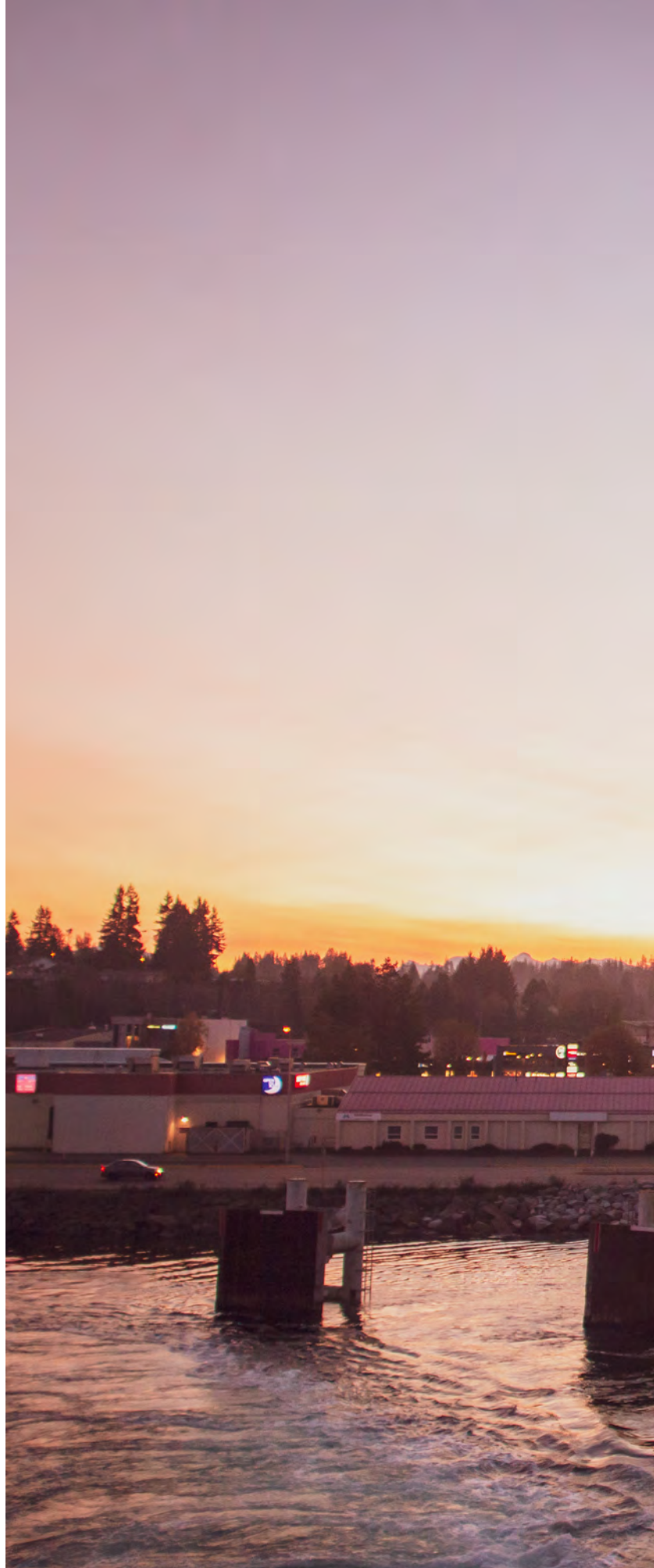
Many municipalities are beginning to consider the value of their natural assets. The City of Campbell River has a below-the-line (currently unfunded) project in 2023 to begin planning for natural asset inclusion with the City's infrastructure asset management initiatives. Natural assets include our foreshore,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

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

As part of the City's overall asset management practises and strategies, the recently adopted Financial Stability and Resiliency policy includes guidance for the City to continue investing in capital asset renewal. This is achieved through a dedicated annual tax levy, as well as specific asset management language outlining that the City will undertake best asset management practises in developing the annual long-term financial plan. For the 2022-2031 long-term financial plan, capital plans will clearly outline near-term asset management projects with projects and locations identified to ensure Council and the community are aware of the specific renewal projects that are being undertaken.

Council’s strategic plan states that “We plan proactively for the long term costs of maintaining our critical infrastructure,” acknowledging the importance in supporting asset management. Council reaffirmed the importance of asset management when it adopted its Financial Stability and Resiliency policy in 2019. This policy establishes the investment in critical infrastructure through the capital budget parameter where a 0.5 to 1.0 per cent increase to taxation accumulatively supports the maintenance of current service levels. In 2022 the City proposes to tax 0.66 per cent or \$220,000 to be invested in infrastructure. Additionally, the policy states that the City will invest in asset management practices to keep infrastructure in a proper state of repair to avoid costly failures and optimizing capital investment to maintain service levels and ensure best value for taxpayer’s dollars.

See Appendix 6 for the City’s approved asset management strategy.





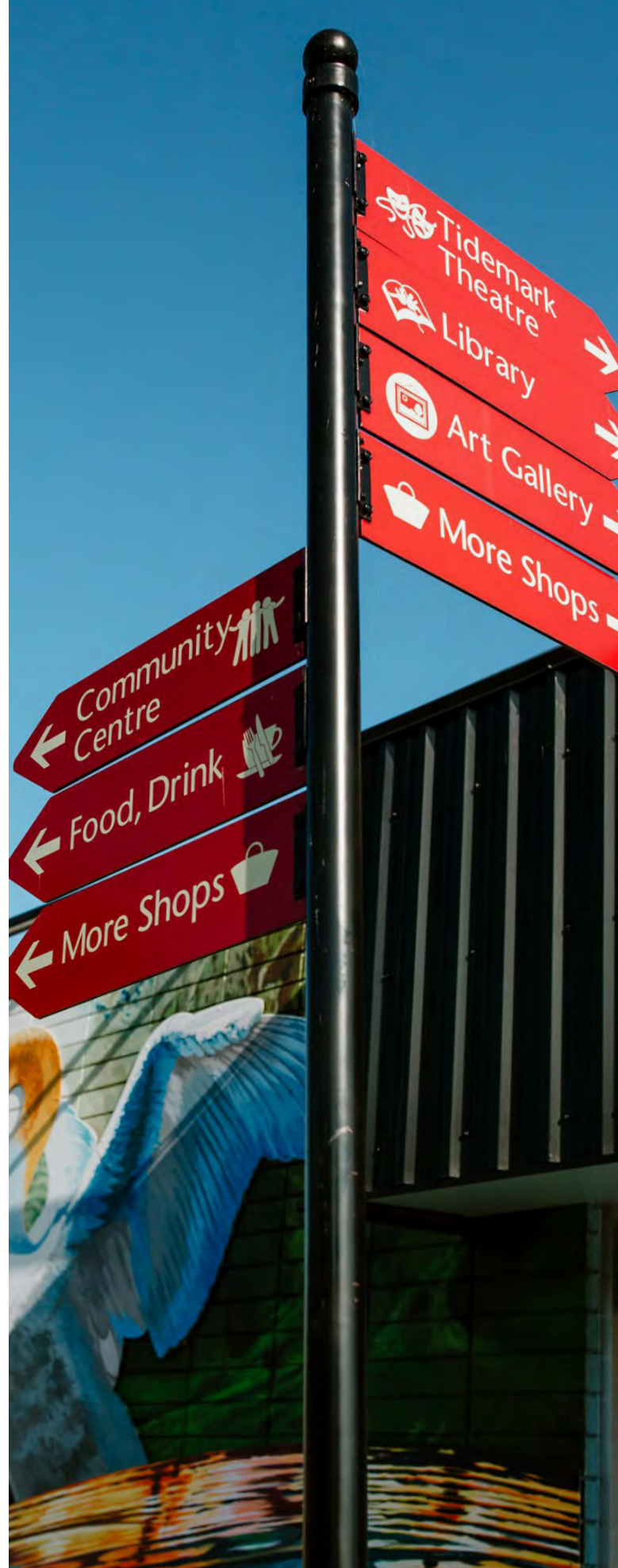


Fund Balance Structure

City Funds

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

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





Fund Balance Categories

- **Unappropriated Surplus** - The Unappropriated Surpluses for each fund are available for working capital to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council. This is defined in the City's Reserve and Surplus Policy in Appendix 6.
- **Non-Statutory Reserves** - The Non-Statutory Reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated. The majority of the City's reserves are non-statutory as defined in the City's Reserve Policy (Appendix 6).
- **Investment in TCA** - The City has millions of dollars invested in infrastructure for City services including facilities, fleet, parks, roads, storm water, airport, sewer, water, and airport. The investment in TCA (Tangible Capital Assets) fund balances are the net book value of these assets less any debt outstanding for these assets. The City has been maintaining their net value in investment in TCA by continuing to invest in infrastructure annually, however this must continue in future years to sustain service delivery by maintaining net asset values.

	2019	2020	2021 (Projected)
Unappropriated surplus			
General	4,400,000	4,400,000	4,400,000
Sewer	800,000	800,000	800,000
Water	850,000	850,000	850,000
	6,050,000	6,050,000	6,050,000
Non-statutory reserves			
General	13,076,969	19,123,368	20,900,435
Airport	440,916	166,035	-
Sewer	14,816,045	13,544,683	2,671,307
Water	19,683,623	21,641,308	21,316,427
	48,017,553	54,475,394	44,888,169
Statutory reserves			
Capital lending	2,619,988	2,245,486	1,309,859
Parkland acquisition & development	1,107,526	1,231,573	385,314
	3,727,514	3,477,059	1,695,172
Investment in tangible capital assets	262,059,540	273,353,875	302,161,234
Total	319,854,607	337,356,328	354,794,575

The history and projected 2021 closing balances for the City's funds are summarized above in the format included on the City's financial statements, included in Appendix 7.2.

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

Financial Plan Overview







Legislation

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

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



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

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

Campbell River's Path to Financial Stability

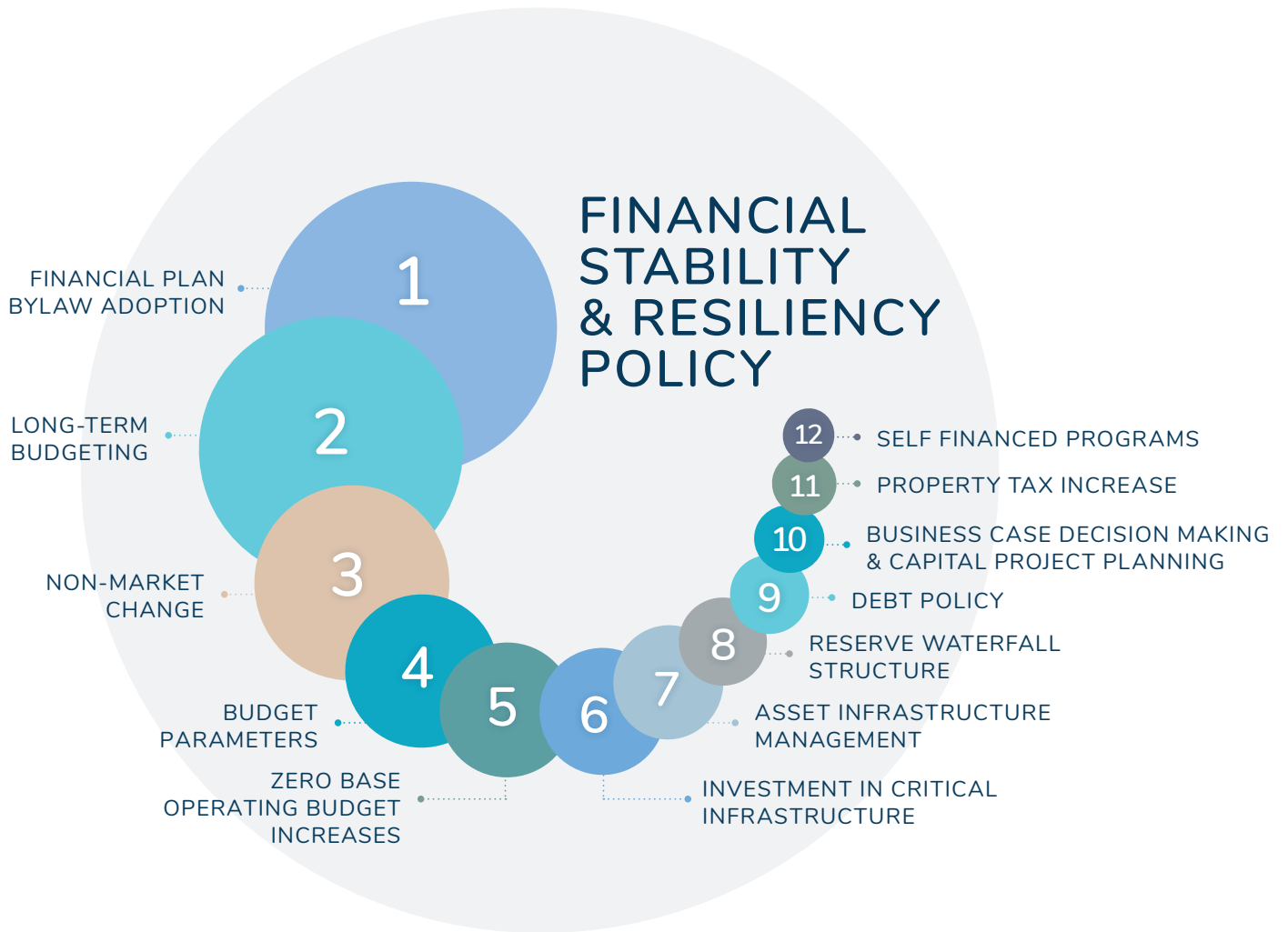
In addition to the mill closure in 2012, in the early 2000s, BC's coastal forestry economy took a steep dive, which for Campbell River meant the community lost many high-paying jobs as the City itself dealt with a 25 per cent loss in property taxation. For a period, accumulated reserves allowed the City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

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

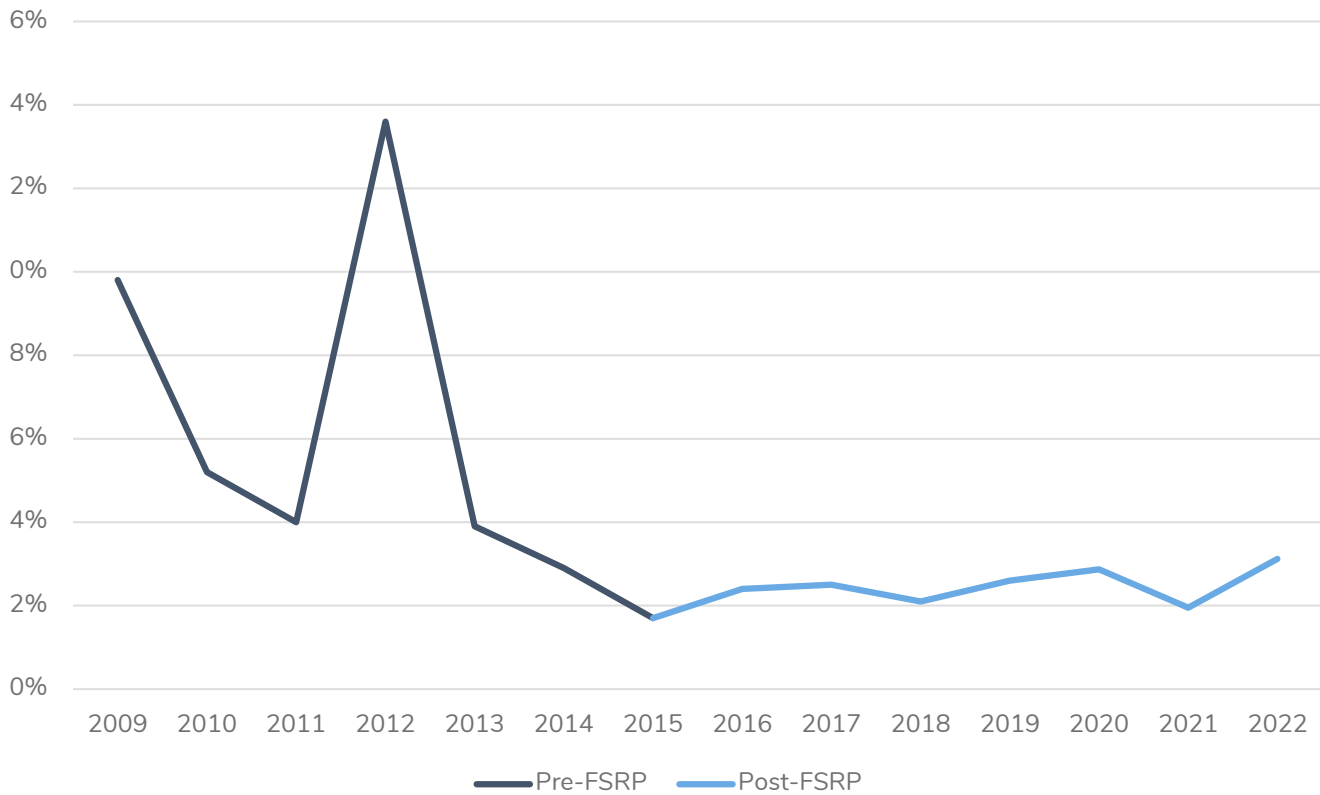
As a result of the survey, there were many policies and principles introduced throughout 2016 financial planning. Key policies that were revised and elaborated were a reserve restructuring and funding mechanisms to assist with the allocation of funding (reserve policy) and the City's long-term debt policy (see Appendix 6). These policies become foundational pillars of the Financial Stability and Resiliency Program.

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

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



Annual Tax Increase

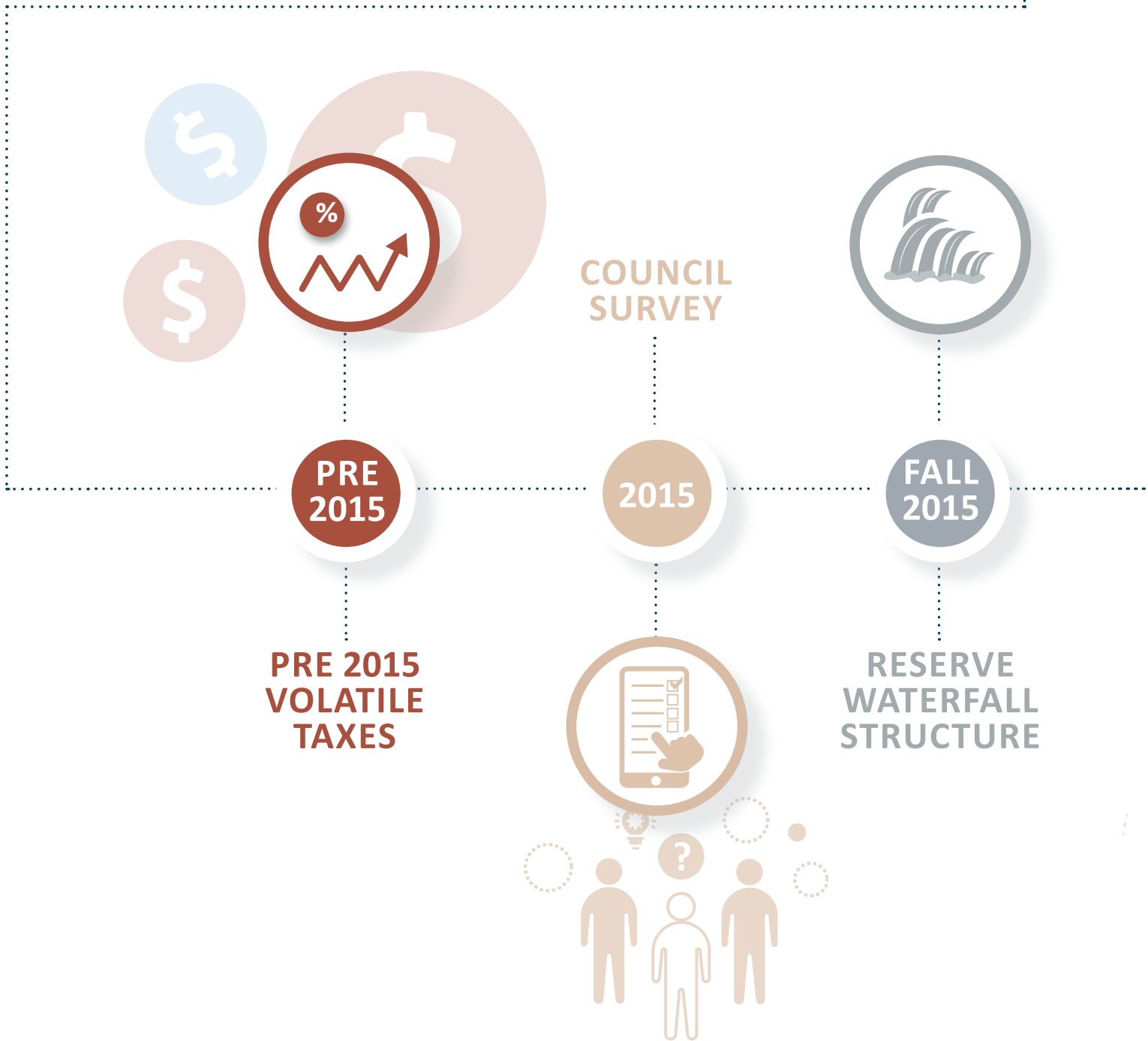


The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and maintain core infrastructure. Stable ongoing tax rate increases provides funding to ensure a sustainable service delivery model and strategic planning for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

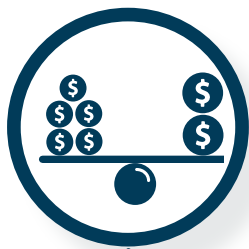
The Financial Stability and Resiliency Program was formalized into policy and expanded upon in preparation for 2020 Financial Planning to guide decision-making. The Financial Stability and Resiliency Policy promotes stability provided by a long-term planning horizon, coupled with the consistency, predictability,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



Financial Stability and Resiliency Program Timeline



**BUSINESS
CASE
DECISION
MAKING**



**EXPANSION OF
PROGRAM &
FORMALIZING
INTO POLICY**

**FALL
2016**

2016

2020



**FINANCIAL
STABILITY &
RESILIENCY
PROGRAM**



Financial Stability and Resiliency Policy

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

The budgeting principles included in the Financial Stability and Resiliency Policy are (see Appendix 6):

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



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

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

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



Base Budget Parameter

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

Investment in Infrastructure Parameter

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



Ongoing New Services Parameter

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

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

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

Budget Component	Low Range		High Range	
	%	\$	%	\$
Base Budget Parameter	1.5	520,100	2.0	693,400
Investment in Infrastructure Parameter	0.5	173,400	1.0	346,700
Ongoing New Service Levels Parameter	0.0	-	0.5	173,400
All Services	2.0%	\$ 693,500	3.5%	\$ 1,213,500



Utility fee Increase parameter

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

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

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



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

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

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

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

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

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

8. **Reserve Waterfall Structure** (Appendix 6) – In 2015, the City developed a reserve policy which includes a waterfall system where the current year’s surplus is transferred into working capital accumulated surplus to pay for operating expenses before property taxes and other revenues are collected. Excess balances are then transferred to the Financial Stabilization Reserve and then any excess flows into the capital reserves to fund the capital program. This waterfall structure ensures that funds are not sitting idle in any one account and are allocated where needed.





9. **Debt Policy (Appendix 6) – Borrowing** will be necessary for the City to tackle its looming infrastructure deficit. In 2016 the City developed a long-term debt policy that establishes fiscally-prudent borrowing limits, payback terms and uses of debt as the City considers undertaking external borrowing for upcoming significant capital projects. The City will balance the use of internal reserve funds and external borrowing with the consideration of interest rates and ability to pay debt servicing. This policy ensures that this scarce resource that commits the City to long-term repayment is only used for priority core infrastructure renewal projects.

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

Starting in 2016, the City has enhanced the business case process to include a full analysis of all staffing positions, key capital projects for new or enhanced infrastructure assets, and any new service request over \$50,000. This analysis ensures department managers consider all options when analyzing department needs, and provides a standard format for Council and senior management to analyze many requests and determine corporate priorities with limited resources under the stability framework. This review has also allowed Council to consider service needs of the City today and in the future, with the population of service priorities in the 10-year plan in Appendix 4.

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

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

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

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

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



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

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

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

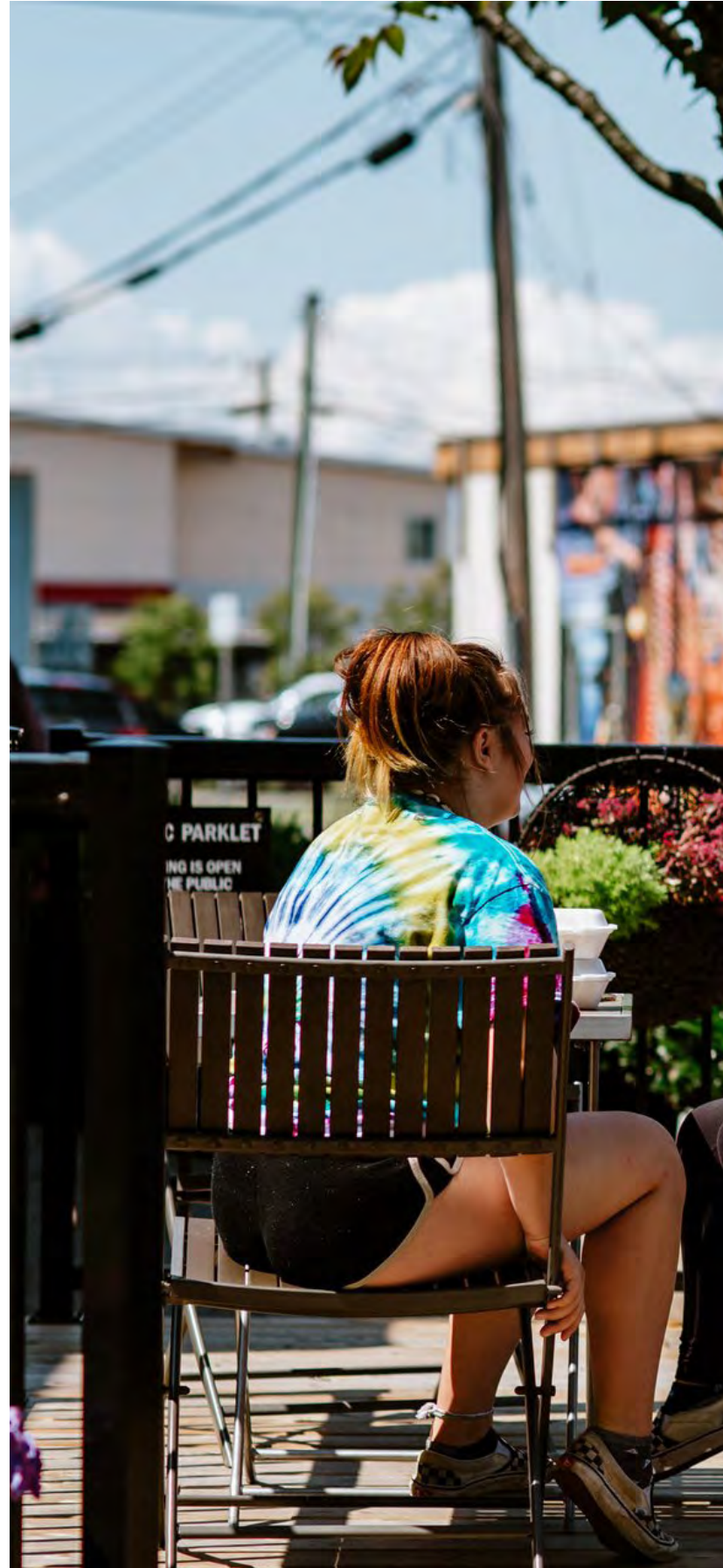


Long-Term Financial Planning

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

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

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





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

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

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

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

Budget Principles

Base Budget Principles

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

Capital Budget Principles

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

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



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

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





Operating Project Principles

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

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

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

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

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



Ongoing New Service Level Budget Principles

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

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

Reserve Funding Principles

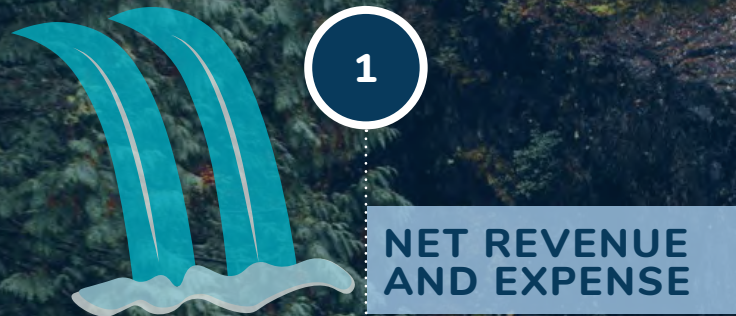
The City's internal reserve funds are a key component of the City's long-term financial outlook. The City utilizes its Reserves and Surplus Policy, as included in Appendix 6, to ensure each reserve has a specific use and purpose while any redundant reserves are eliminated. The reserve policy includes minimum and maximum balances for each reserve that ensures all funds available are used efficiently and where needed, with no funds sitting idle.

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

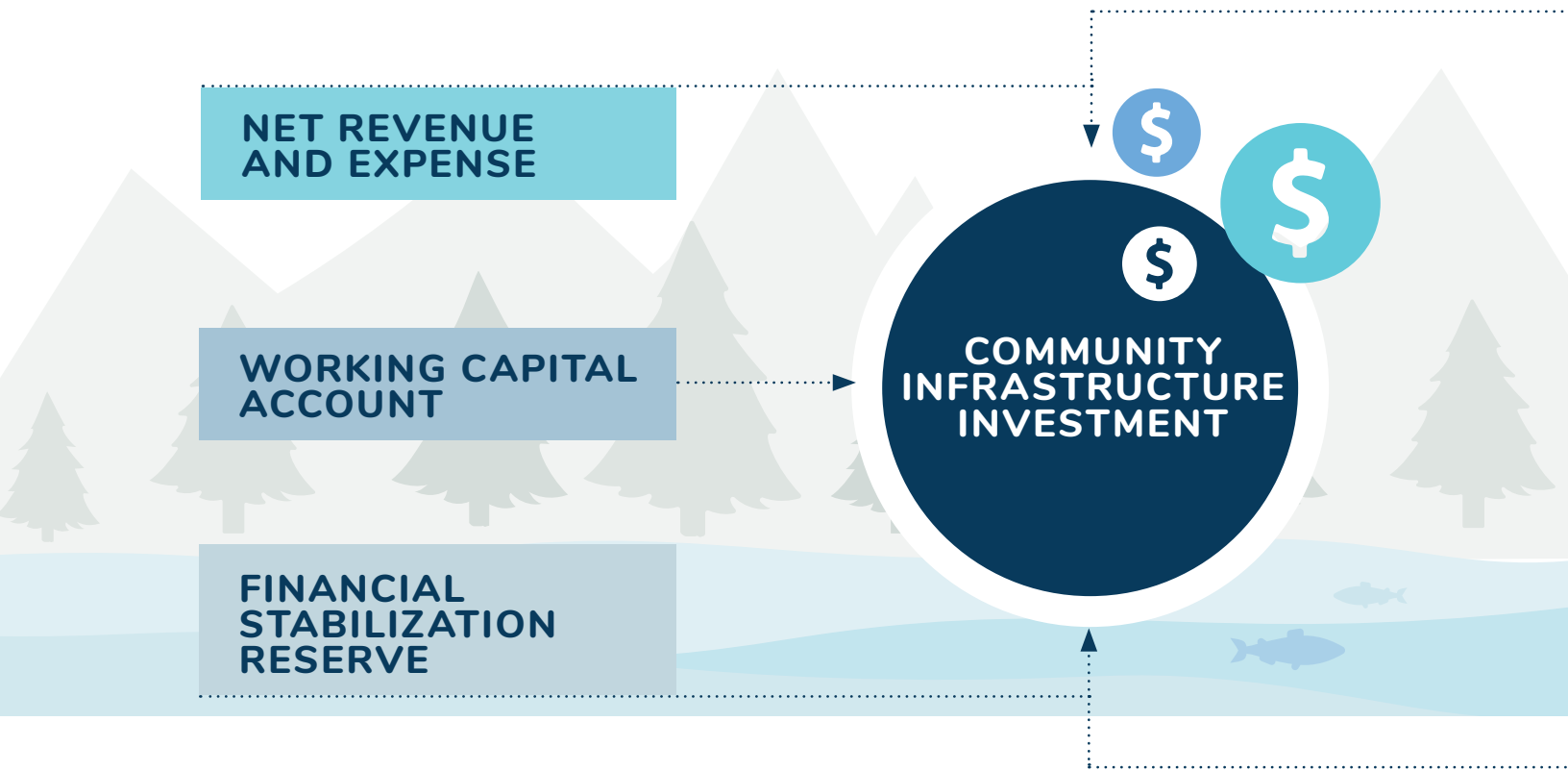
- Working capital and cash flow funds until property taxes and user fees are collected;
- Financial risk funds for emergent risk issues including legal or insurance claims, RCMP significant events, environmental events;
- Leveraging funds for opportunities and strategic priority initiatives both capital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

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

Reserve Waterfall



Net Funding Model





Reserve Principles Continued

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

This provides flexibility to maximize all capital funding available and the focus in building the capital plan is based on completing projects based on priority and need, versus funding available per individual reserve balance. This net funding model is included at the beginning of Appendix 5 – Reserves and has provided funding for a 10-year renewal capital plan in Appendix 2.



Financial Stabilization Reserve

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

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

Gaming Reserve

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

In a typical year, the City receives approximately \$910,000 in gaming funds from the Province. In 2020, the COVID-19 pandemic closed casinos indefinitely and the City received approximately \$177,000. Casino revenues were less than normal in 2021 due to the ongoing pandemic but are anticipated to recover to near-normal levels in 2022.

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

Community Works Fund

The Community Works Fund Reserve is directed toward Council's strategic capital projects and community enhancement projects. The City receives approximately \$1.4 million of funding each year, of which \$600,000 is held to allow Council to fund their priority projects and initiatives outside of the existing staff recommended work plan needs to meet Council's strategic plan. With the federal government doubling transfers to the City in 2021, the reserved amount for Council was also doubled to \$1.2 million for 2022 budgeting.



Debt Principles

The City's debt policy, included in Appendix 6, provides a framework for utilizing this scarce resource in the most efficient and strategic manner. The core use of debt per the policy endorsed by Council is for asset renewal for core capital infrastructure including facilities, roads, storm water, sewer, and water assets. This ensures that the City's focus is on maintaining core service levels for the community.

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

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





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

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

Budget Process

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

Budget Debrief and Timeline

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

While financial planning in 2021 was accelerated due to unknowns with the COVID-19 pandemic, 2022 financial planning returned to a typical budget schedule with formal Council deliberations beginning November 29th.

Budget Planning and Direction

In late spring 2021, budget documents were rolled forward to 2022 and distributed to the organization under the theme "build back better". This theme was designed to strengthen the City's core operating budget to ensure adequate financial resources were available to withstand significant increases in the cost of providing City services as we continue our emergence from the pandemic.

At the initial budget planning meeting held with the City's management group, the City Manager updated the management team on the budget theme and re-affirmed the need to focus on completion of existing projects and only adding absolutely essential new projects to the 10-year plan.

Council Pre-Budget Finance Meetings

The City held two pre-budget finance Committee of the Whole (COW) sessions for Council on November 2 and November 16. The first meeting summarized the current state of the City's continued zero-based budgeting approach and provided some context as to how the continuation of such a policy would severely impact City operations in the near-term future. The second pre-budget COW provided an in depth exploration of how the City's purchasing power has been eroded over several years of zero-base budgeting and recommended that Council consider an additional 0.75% tax increase to provide much-needed increases to operating budgets that had not seen an increase since before 2016.

The second pre-budget COW gave Council the opportunity to review proposed permanent decreases in service levels provided to the community in order to maintain the base operating budget within policy guidelines as earlier directed.

Budget Building

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

Budget Finalization

Following the first pre-budget COW, Finance finalized the budget package. Council was presented the proposed financial plan package on November 19, in advance of the second pre-budget COW. This timeline ensured that Council had two full weekends to review the proposed budget.

Financial Planning deliberations are held over three days, normally in early December. This year, the deliberations began on November 30. First two readings of the 10-year financial plan bylaw were given on December 7, 3rd reading was given on December 13 and final adoption occurred on January 10, 2022.

Public Input

Members of the public are invited to provide their comments on the proposed financial plan to Council by way of newspaper advertisements that run preceding budget deliberations. Members of the public are also able to make in-person comments or presentations to Council on the opening day of budget deliberations. The feedback process ensures that community members can provide valuable feedback to Council on the budget that is being considered. Additionally, all decisions made at Council meetings throughout the year and leading up to deliberations are publicly available on the City's webcast of Council meetings, on the City's website for agendas and meeting minutes, and Council meeting highlights of key decisions are posted to all media outlets after each meeting.

Date	Time	Topic
Monday, November 30	9:30-3:30	<ul style="list-style-type: none"> -Public Feedback -Financial Planning Overview -Base Budget/Capital Budget -Capital Budget
Tuesday, December 1	9:30-3:30	<ul style="list-style-type: none"> -Operating Projects -Ongoing New Service Levels
Wednesday, December 2	9:30-3:30	<ul style="list-style-type: none"> -Ongoing New Service Levels -Financial Planning Summary

Budget Timeline – January to September 2021

January – June

January

(continuous throughout the year)

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

March

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

June

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

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

Budget timeline for 2022-2031 financial planning is prepared, with a recommendation to accelerate financial planning.

July-August

July

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

July 20

Budget documents are distributed to the organization on July 20.

August 14

All completed budget documents returned to Finance.

September

September

Weekly meetings between Finance budget staff and Senior Management begin

Sept. 11

Surplus projections are sent to management for updates.

Sept. 17

Surplus projections due back to Finance

Budget Timeline - October 2021 to January 2022

October 2021	November 2021	December 2021	January 2022
<p>October 6 First pre-budget Committee of the Whole meeting, focussing on anticipated declining revenues in 2021 and base budget parameter.</p> <p>October 15 and 19 Proposed 2022-2031 Budget Package presented to Council and then published for the public on October 19.</p> <p>October 20 Second pre-budget Committee of the Whole meeting, focussing on permanent service reductions and Q&A for the budget package.</p> <p>October 26-28 Financial planning deliberations with Council.</p>	<p>November 16 First three readings of 2020-2029 Financial Plan Amendment Bylaw.</p> <p>November 30 Council meeting to review Non-Market Change (NMC) revenues following the release of NMC assessments from the BC Assessment Authority.</p> <p>2020-2029 Financial Plan Amendment Bylaw Adopted.</p>	<p>December 7 First two readings of 2022-2031 Financial Plan Bylaw</p> <p>December 14 Third reading of 2022-2031 Financial Plan Bylaw</p>	<p>January 10 Adoption of 2022-2031 Financial Plan Bylaw</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); and
- Proposed transfers to or between funds (for each statutory reserve separately, surplus).

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

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

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

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

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

For 2021, the COVID-19 pandemic set the City back in its preparations for a formal financial plan amendment. The amendment was adopted by Council on December 13.

Performance Measures

The City uses various tools to measure its performance, as can be seen in Appendix 8.

City Scorecard

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

Community Survey

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

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

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



Quarterly Financial Reporting

The City prepares a quarterly financial report to Council explaining the actuals to budget for each base operating segment, as well as actuals to budget and status on operating and capital projects. Appendix 7 includes the fourth quarter report for 2021, which includes the base operating summary, segment graphs and variance explanations, and project appendices. This reporting provides accountability to department managers to deliver on initiatives approved by Council and to identify any variances as compared to budget on the base operating budgets or project budgets.

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

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

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

(Grey circle) - Status Pending

(Green circle) - On Track

(Yellow circle) - Some Disruption

(Red circle) - Major Disruption

(Blue circle) - Completed

The report also includes a colour indicator in the appendices, green is the project is tracking as expected including multi-year projects, yellow means the project is facing some disruption to its planned timeline, red means the project has a major disruption to its planned timeline and may be cancelled. The delayed and canceled projects would have been presented to Council ahead of the quarterly reporting.

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



Financial Plan



Basis of Budgeting

Basis of Accounting

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

Basis of Budgeting

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

Differences between the Basis of Budgeting and the Basis of Accounting

The City includes a budget for amortization expense, however does not tax for this expense and therefore the Financial Plan Bylaw includes an operating revenue line item for "Amortization offset". The City's financial statements (Appendix 7.2) include the amortization expense for actuals and budget but excludes the "amortization offset" revenue as this is considered a transfer.

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

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

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

Following Public Sector Accounting Standards, the City's financial statements in note 15 of Appendix 7.2 includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

Three Year Consolidated Fund Financial Schedules

	2019 Actual	2020 Actual	2021 Budget	2022 Budget
REVENUE				
Taxes & Parcel Taxes	34,213,916	35,854,588	37,897,588	38,440,387
Payments in lieu of taxes	683,089	711,370	703,700	714,300
Sale of services	25,065,270	23,816,603	24,438,051	31,429,748
Services provided to other governments	1,545,783	1,596,147	1,728,034	2,222,422
Transfers from other governments	4,961,949	13,423,631	5,862,941	7,540,321
Investment and other income	1,869,796	921,336	1,823,923	2,345,745
Other revenue	338,391	285,472	321,863	413,948
Development Cost Charges Recognized	248,992	1,351,905	-	-
Contributed tangible capital assets	10,227,164	2,639,297	-	-
Gain/(loss) on disposal of tangible capital assets	(46,126)	(311,012)	-	-
Total	79,108,224	80,289,337	72,776,100	83,106,872
EXPENSES				
Wages & Benefits	24,766,557	25,196,012	26,481,818	28,218,681
Contracted Services	17,763,116	17,037,502	17,411,796	17,550,657
Other Operating Expenses	7,243,454	6,947,563	6,710,845	7,643,068
Amortization Expense	10,637,391	10,323,551	9,380,800	10,296,551
Utilities	2,406,005	2,307,721	2,429,531	2,672,250
Insurance	542,581	520,417	597,520	637,691
Debt Servicing	525,724	454,851	412,844	403,071
Total	63,884,828	62,787,616	63,425,154	67,421,969

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





2022 - 2031 Financial Plan and Funding





2022 Base Operating Budget Summary

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

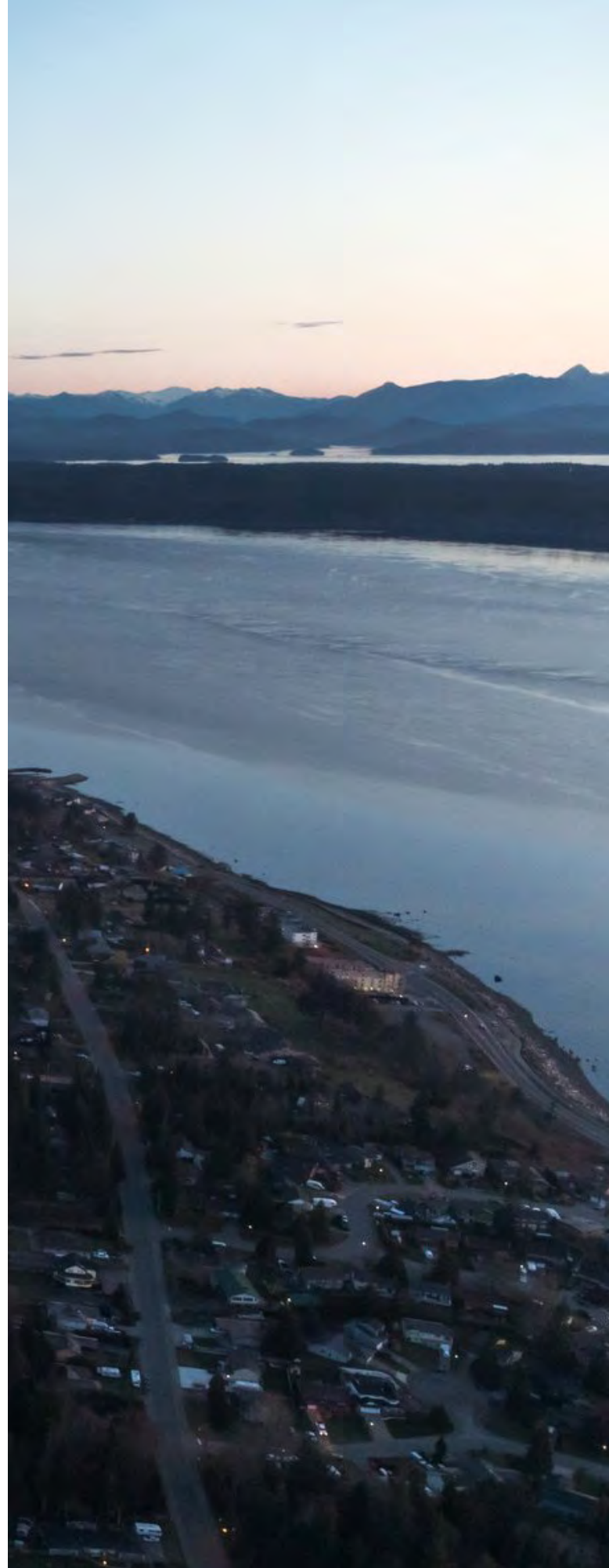
The City provides a variety of services to the community including:

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

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

The proposed net operating budget for the general fund provides for \$1,632,600 of taxation funding need. This amount includes \$549,000 of non-market change revenues, \$228,800 for capital infrastructure, and \$574,800 for ongoing new services. As per the Financial Stability and Resiliency Policy, Non-Market Change (NMC) must first be applied to the base budget to ensure it stays within the 1.5-2 per cent budget parameter. In 2022, all of the anticipated NMC has been applied to the base budget. The major drivers of the base budget increase relate to increases in the RCMP contract, declining revenues at the airport and contractual increases for service provision, namely transit and solid waste collection.

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



2022 Base Operating Budget Summary Continued

A summary of the consolidated budget by fund is summarized below. The detailed department base budget information before consideration of approved new service levels can be referenced in Appendix 4.

	2021 Budget	2022 Approved Budget
Revenue		
Airport Operating	(3,952,312)	(4,577,842)
General Operating	(57,348,857)	(64,360,744)
Sewer Operating	(8,885,345)	(9,282,520)
Water Operating	(10,511,808)	(11,287,712)
	(80,698,322)	(89,508,817)
Expense		
Airport Operating	3,952,312	4,577,842
General Operating	57,348,857	64,360,744
Sewer Operating	8,885,345	9,282,520
Water Operating	10,511,808	11,287,712
	80,698,322	89,508,817
Total	0	0

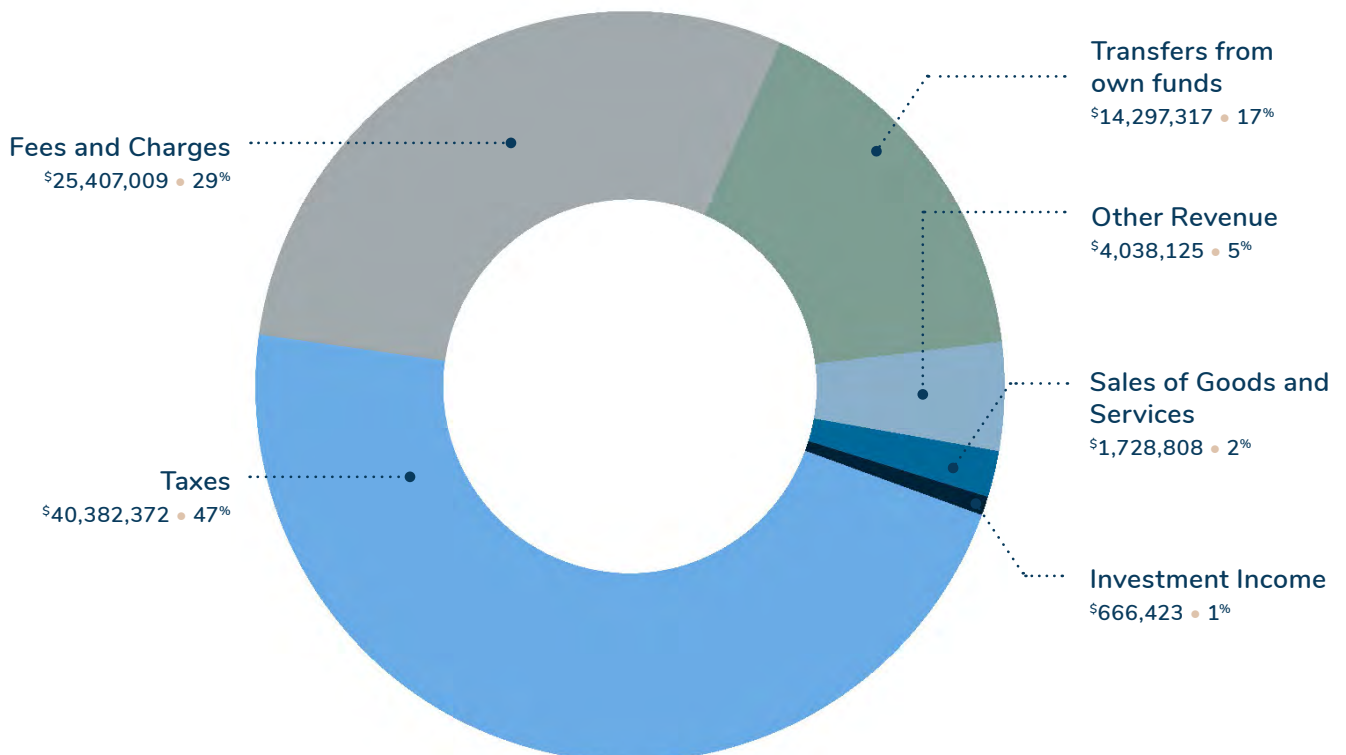
Revenues

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

The budget's key assumption includes:

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

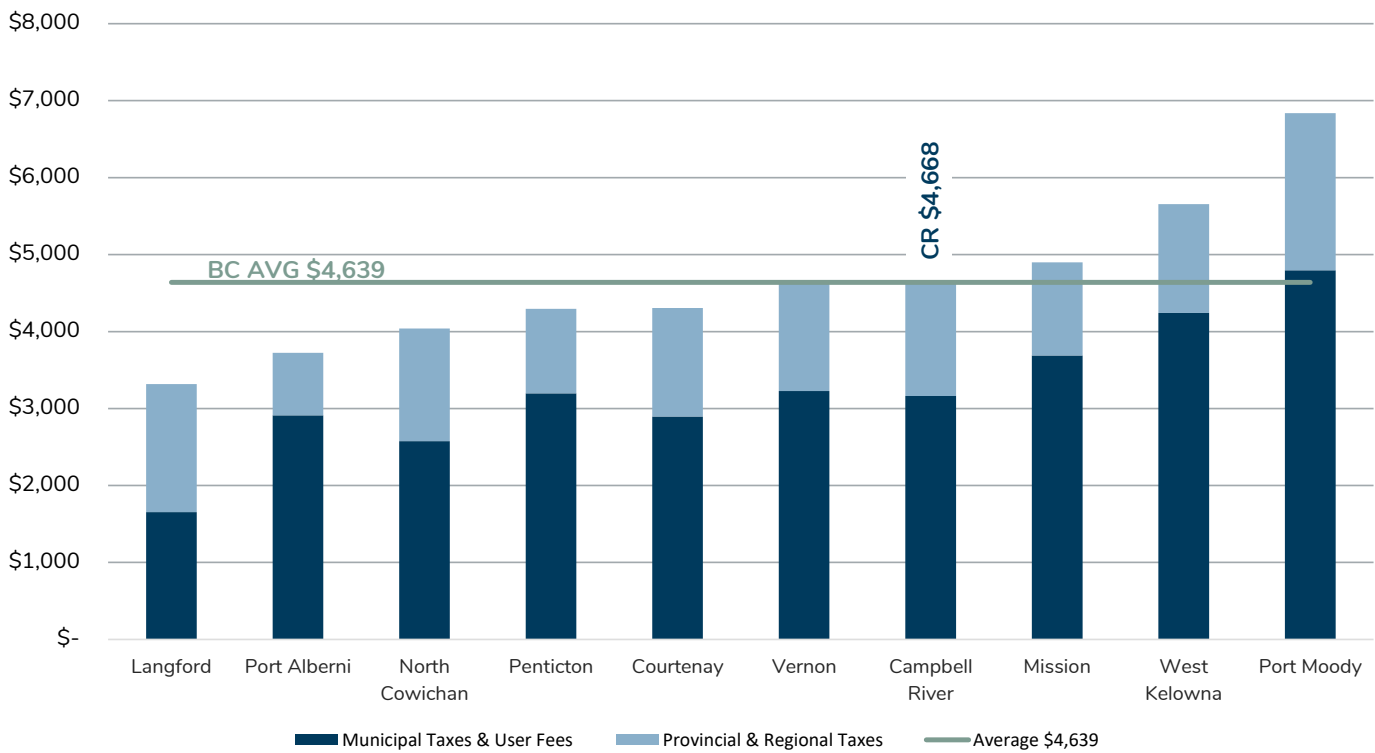
Revenues by Type



Taxation and User Fees — Comparison to other Communities

Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. This high level chart identifies that the City's 2021 taxes and user fees are within the average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

2021 Taxes and User Fees on an Average House

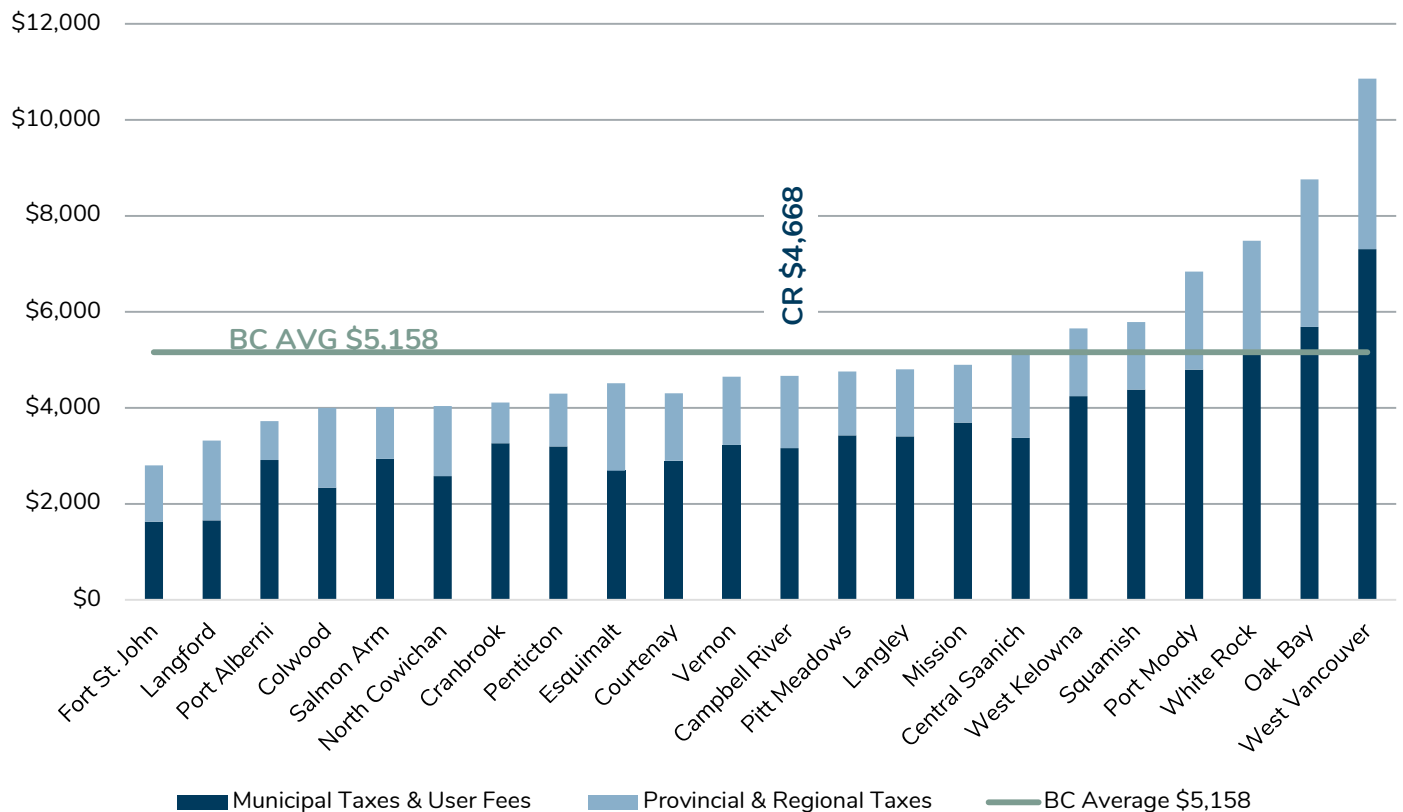


*Average house in Campbell River \$455,600; Source Ministry Municipal Affairs

Taxation — Comparison to other Communities

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

2021 Total Taxes and User Fees on an Average House (for Communities with Population between 15,000 - 50,000)



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



Property Taxation Policy

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

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

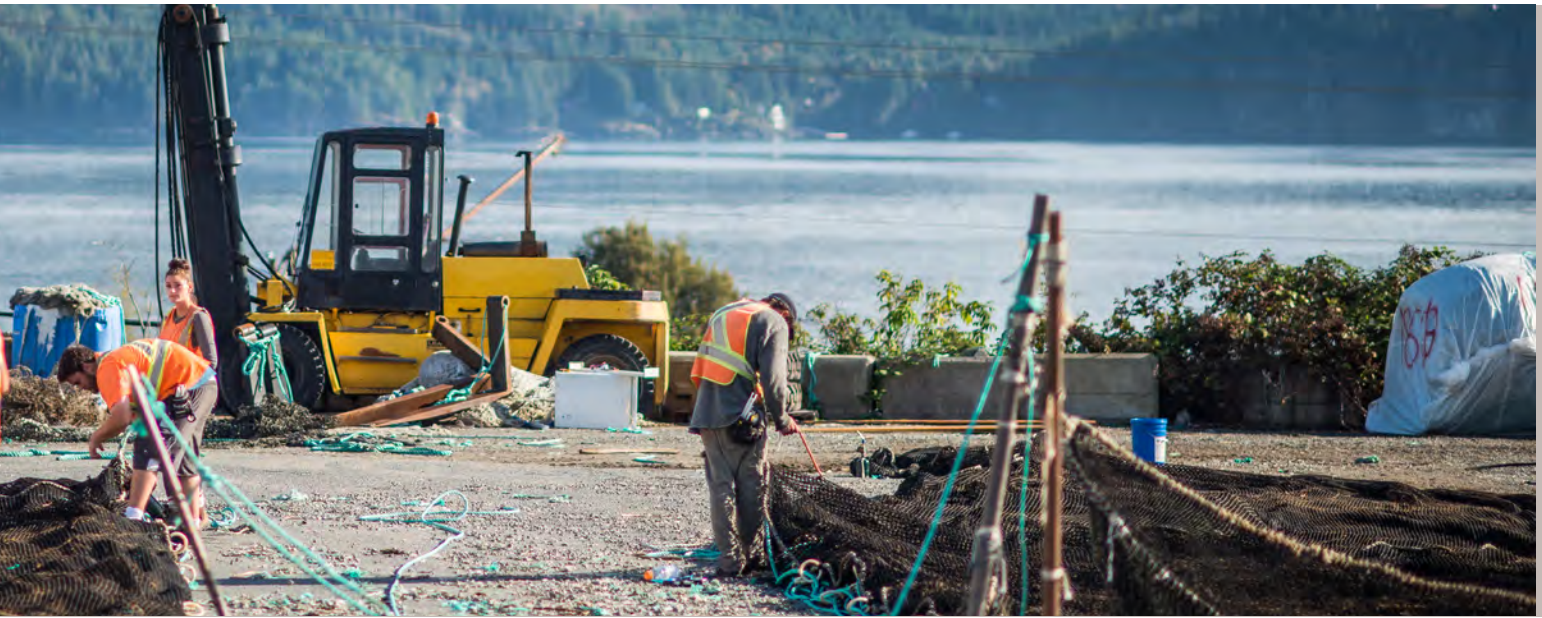
The purpose of the Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

Objective

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

Policies

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



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

Taxation – Tax Class Distribution

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

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

The preliminary estimates indicate the City’s tax distribution between classes will be similar to prior years. The final figures will be provided by BC Assessment in March 2022 and will be considered when building the City’s Tax Rate Bylaw, including principles from the City’s Property Taxation policy, which will be presented to Council in April 2022.



	2020 Budget		2021 Budget		2022 Approved Budget	
Class 1 - Residential	25,336,837	73.2%	26,446,760	73.5%	27,921,454	74.1%
Class 2 - Utilities	1,176,902	3.4	1,187,406	3.3	1,243,466	3.3
Class 4 - Major Industry	69,230	0.2	71,964	0.2	37,681	0.1
Class 5 - Light Industry	346,148	1.0	359,820	1.0	339,127	0.9
Class 6 - Business & Other	7,269,103	21.0	7,520,235	20.9	7,799,920	20.7
Class 7 - Managed Forest	346,148	1.0	287,856	0.8	263,765	0.7
Class 8 - Recreation / Non-Profit	69,230	0.2	107,946	0.3	113,042	0.3
Class 9 - Farm	1,178	0.0	1,178	0.0	1,178	0.0
Total	\$ 34,614,774	100%	\$ 35,983,165	100%	\$ 37,719,633	100%



Taxation – Non-Market Change

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

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

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

Non-Market Change

Property Class	2019	2020	2021	Estimated 2022
Class 1 - Residential	\$ 518,700	\$ 424,800	\$ 454,200	\$ 581,200
Class 2 - Utilities	7,800	-	19,100	4,800
Class 4 - Major Industry	-	-	(2,400)	-
Class 5 - Light Industry	(1,200)	(1,900)	(14,100)	(16,700)
Class 6 - Business & Other	74,900	266,200	107,200	8,000
Class 7 - Managed Forest	39,900	(54,800)	(2,100)	13,800
Class 8 - Recreation / Non-Profit	1,800	1,400	4,300	(46,200)
Class 9 - Farm	(100)	-	-	(100)
Total	\$ 641,800	\$ 635,700	\$ 566,200	\$ 544,800

The Financial Stability and Resiliency policy states that NMC will first be applied to the base budget to ensure it falls within the 1.5 to 2.0 per cent base budget parameter. Subsequently, remaining NMC can either be utilized to offset base budget increases and/or support ongoing new service levels (Appendix 4). The strong revenues the City has realized in recent years has offset some of the financial burden from previous years, however Council is ensuring that they are incremental in increasing service levels, replenishing previously cut services, and looking to ongoing service needs for the growing community to ensure sustainable service delivery in the future.



Property Taxation

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

Components of taxation includes:

- 0.5 per cent for capital investment in infrastructure.
- 1 per cent of revenue from utility companies.
- Parks parcel tax of \$37 per parcel.
- Storm parcel tax of \$60 per parcel; increasing to \$60 in 2021, and \$72 in 2022.
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties.
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement.

Fees and Charges

Fees and charges represents the next largest source of revenue for the City below taxation. As expenses continue to increase due to inflation and rising costs there will be additional fee reviews performed in 2022 for recreation user fees.

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



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

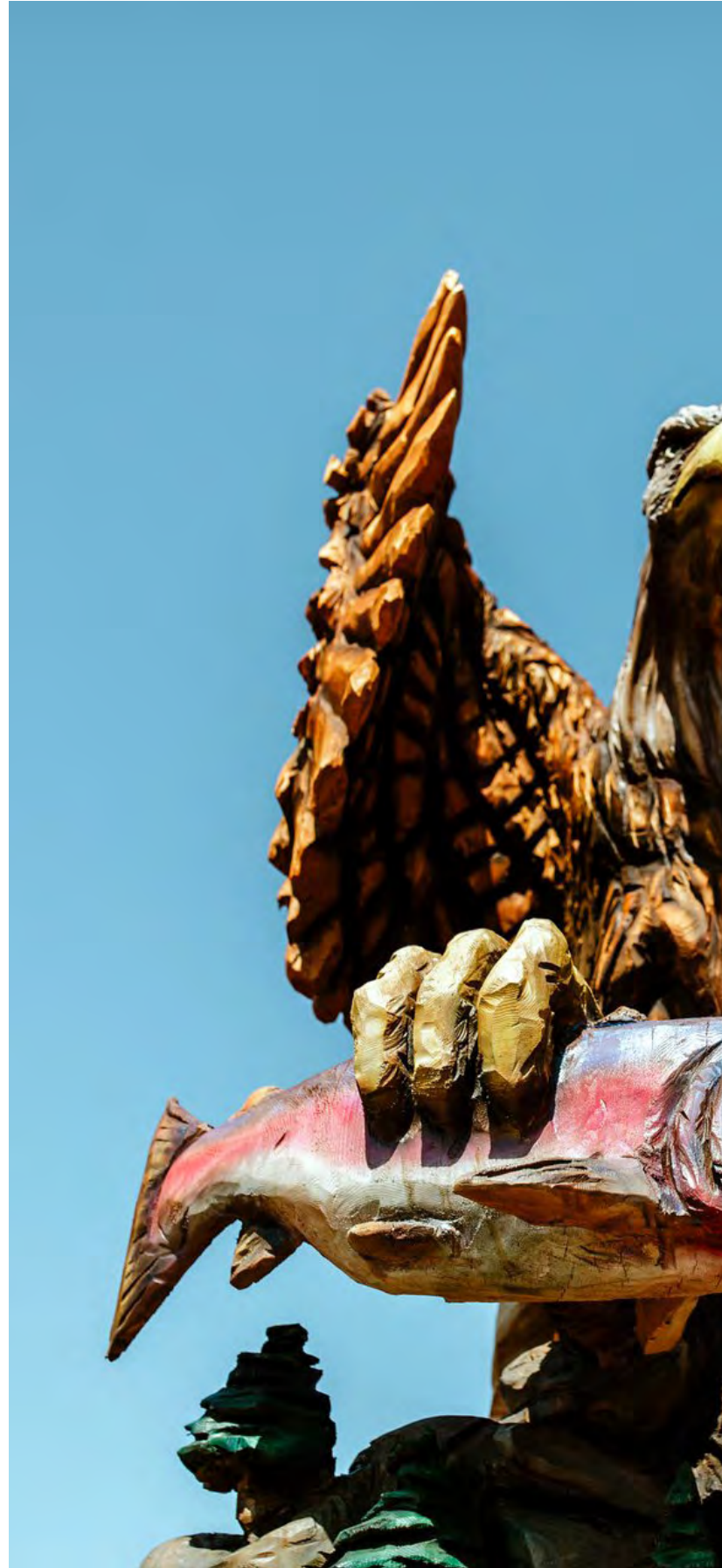
	2017	2018	2019	2020	2021	2022
Sewer	\$ 324	\$ 336	\$ 348	\$ 348	\$ 372	\$ 384
Water	384	396	408	408	432	444
Solid Waste	189	192	198	211	222	222
Total	\$ 897	\$ 924	\$ 954	\$ 967	\$ 1,026	\$ 1,050

Transfers from Own Funds

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

Services include:

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





Other Revenue

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

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

Investment Income

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

Expenses

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

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

Allowable base increases are confined to:

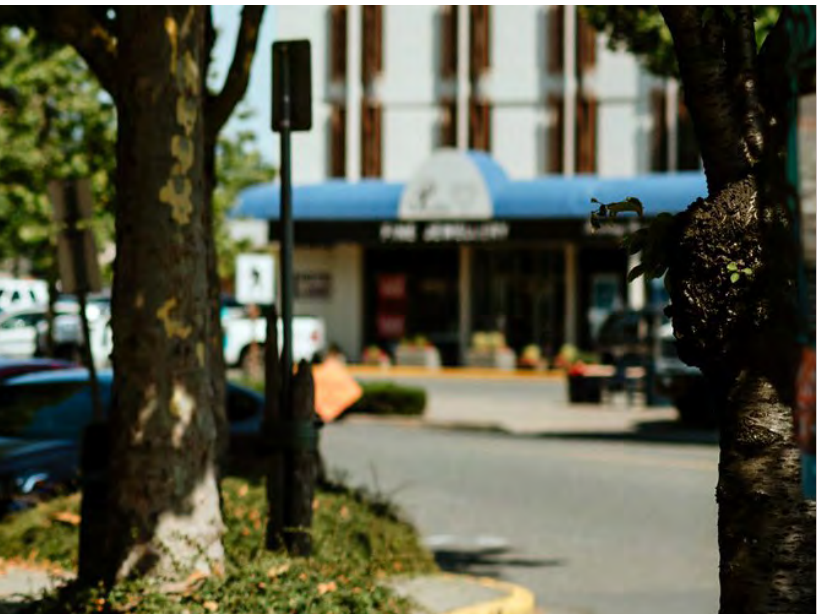
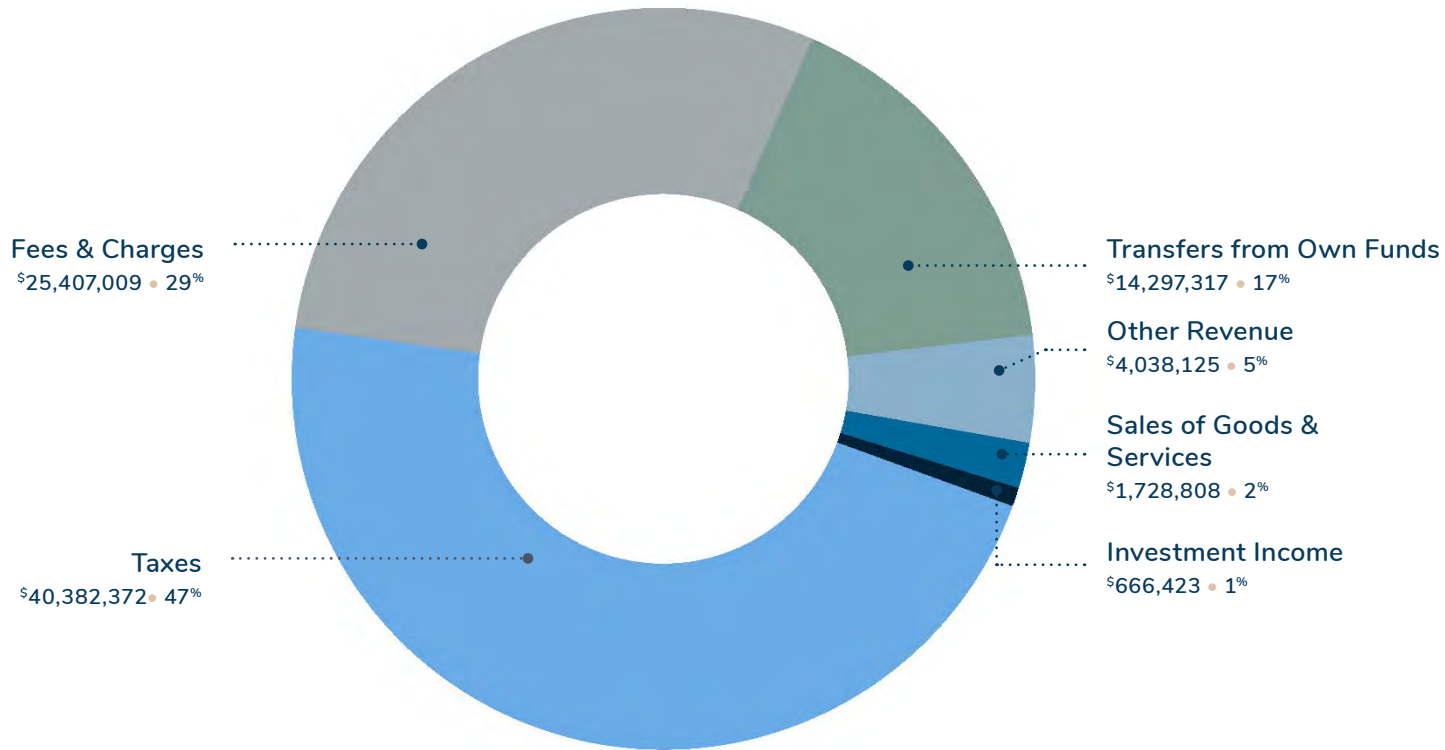
- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance is growing by approximately 15 per cent per year based upon estimates provided.
- Third party contracts are increased by external projections provided.

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



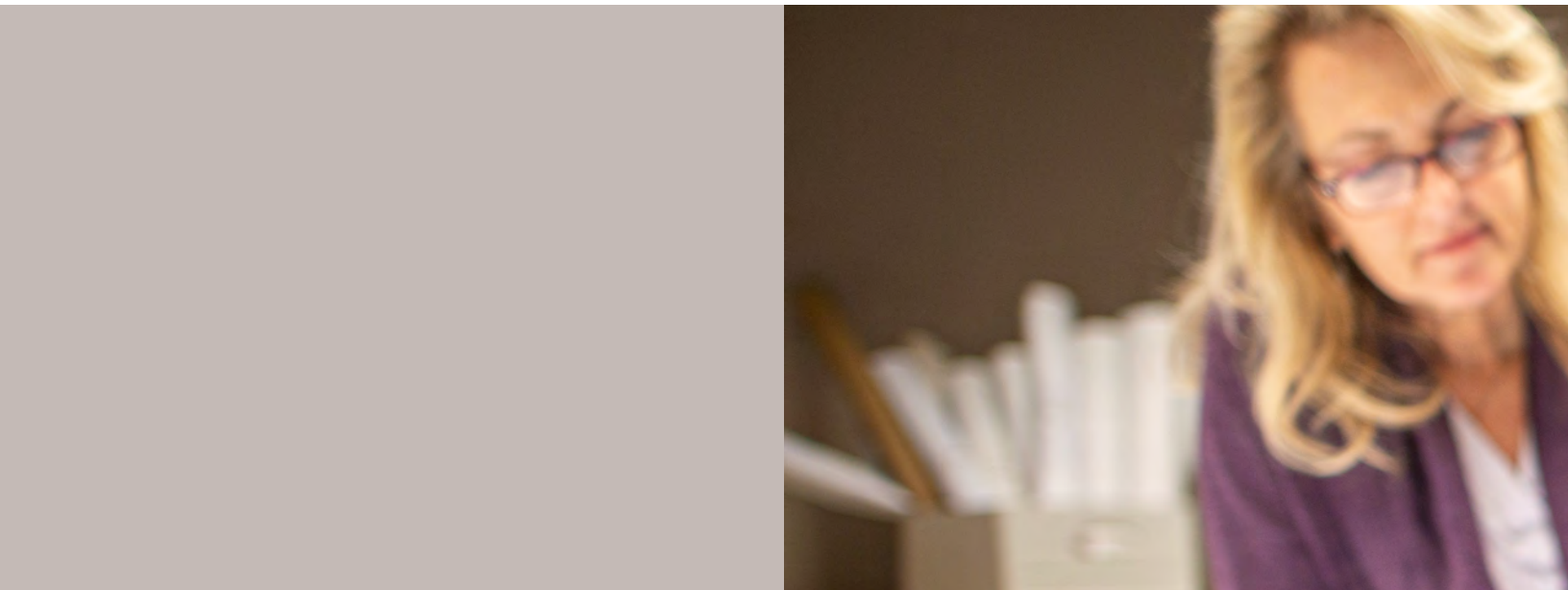
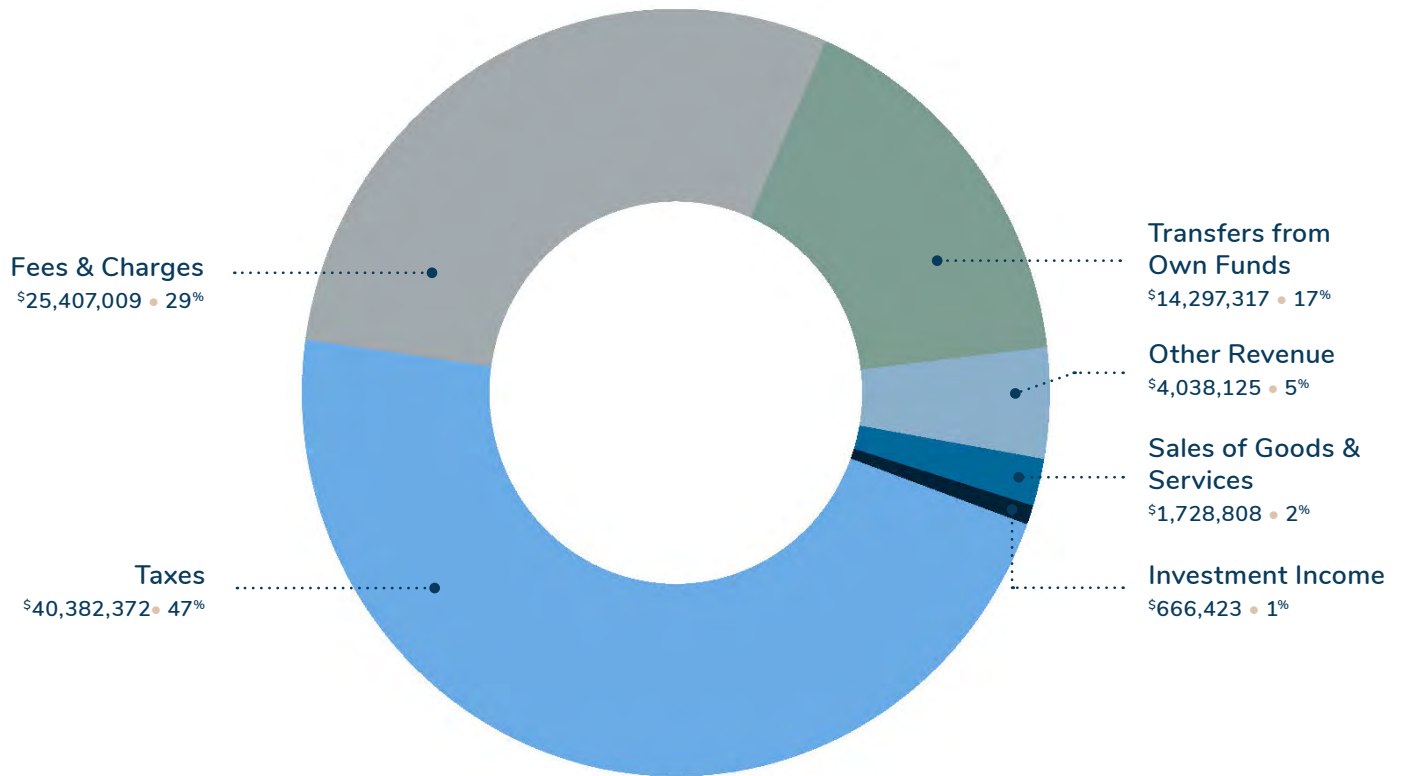
Expenses by Type

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



Expenses by Segment

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



Full Time Employment

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

Full time employment per year:

	2017	2018	2019	2020	2021
Total FTE	230.4	235.4	237.4	240.2	244.4

2022 Full Time Employment by Fund

	FTE
GENERAL	210.4
AIRPORT	8.0
WASTEWATER	8.0
WATER	18.0
Total	244.4

Changes for staffing levels in 2022 and for staffing positions relating to:

- 1.0 FTE for Building Inspector I
- 1.0 FTE for Digital Communications Specialist
- 1.0 FTE for Electronic File Disclosure Clerk
- 1.0 FTE for Business Development Specialist
- 0.2 FTE for Planner I and Planner II



FINANCIAL PLAN OVERVIEW

Ongoing New Service levels



Ongoing New Service Levels

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

The City has developed funding parameters under its Financial Stability and Resiliency Policy to provide for incremental increases to service levels with moderate overall tax and user fee increases. The funding parameter to ensure incremental and priority focused increases to service is 0 to 0.5 per cent of a general tax increase per year or \$166,600 as required. In addition, the City receives annual non-market change tax revenue due to ongoing residential and commercial growth in the community, which is used to offset the need for new service levels as the growth is driving the service level increase needs.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. In 2022, non-market change revenues are estimated at \$549,000.

Appendix 4 summarizes all approved ongoing new service levels in the 10-year plan with a focus on police protection, fire protection, development services, economic development, and increases to parks maintenance. These new service levels are focused on dealing with ongoing increases in work plans with ongoing growth in the community putting demand on protective services and development, and demands for increased human resources management. These are presented to Council with business cases to aide decision making, of the multiple priorities across the City for enhanced services.

The total General Fund approved new services in 2022 are \$574,800 or a 1.66 per cent tax increase which is funded entirely by the new services parameter. These new ongoing service levels are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

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

Below the line items are not determined a priority of Council for 2022 Financial Planning and will be considered in future budget cycles.

FINANCIAL PLAN OVERVIEW

Operating Projects



Operating Projects

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

Appendix 3 summarizes all operating projects with groupings of strategic or Council driven, corporate projects, and operational or maintenance projects. The funding of these projects follow the City’s Reserve and Surplus policy in Appendix 6.1. Gaming is to support Council initiatives, the Financial Stabilization Reserve is for corporate focused projects, and related asset reserves are used for operational projects. The use of reserves for these projects stabilizes the annual base budget.

The 10-year operating project plan is focused on Council’s priorities on community initiatives, and operational maintenance projects. Emerging corporate priorities include promoting a safer downtown through the continuation of the Downtown Safety Office operations, a review of development cost charges (DCCs) with ongoing development, and sea level rise considerations. Many of the operational projects summarized were determined through pre-budget meetings held in the summer and fall to build the 2022 work plan and focus on Council’s strategic priorities.

There are several high priority projects that are determined important for 2022 due to emerging needs of a growing community.

Operating carry-forwards are projects started in 2021, but require a balance of funding to complete in 2022. There are some “below the line” operating projects included for Council’s consideration in future budget cycles.

FINANCIAL PLAN OVERVIEW

Capital, Reserves and Debt



Capital

The City’s Financial Plan has a significant focus on maintaining and enhancing its asset infrastructure for service delivery to the community. The capital plan in Appendix 2 itemizes the capital projects or capital expenditures planned over the next 10 years. Projects noted on this list are defined as a capital expenditure under the City’s Tangible Capital Asset (TCA) Policy in Appendix 6.3. A capital expenditure is defined as the purchase of capital assets, construction of facilities and infrastructure, as well as the upgrade and replacement of existing capital assets. The policy defines capital as non-financial assets having physical substance that:

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

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

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

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

2022-2031 Capital Plan

The City's proposed 2022-2031 Financial Plan includes a 10-year capital plan with a focus on long-term planning. This creates stability for work plans and more importantly, it helps to facilitate long-term strategic decision making on project priorities. Appendix 2 includes a summary of all projects in the 10-year plan, as well as the project description, justifications, funding source, and alignment to Council's strategic priorities.

The 2022-2031 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. The City's in the midst of five-year implementation path for asset management (Appendix 6.4) to ensure ongoing service delivery with the inventory, condition assessments, risk assessment and ongoing investment in its asset infrastructure on an annual basis with incremental funding increases for renewal of core assets. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation and user fee parameters.

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

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

Capital Project Focus

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

The core categories in priority order are:

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

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

Department/Asset Function Capital Project Focus

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

2022 the capital plan totals \$25,451,234 for strategic, renewal and other capital projects. This amount excludes carry forward projects from 2021.

Strategic Priority / Renewal / Other Capital Projects

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

Strategic priority projects as summarized in Appendix 4.2 are related to projects that are Council's strategic budget priorities as determined through the City's pre-budget planning meetings, or through their focus on their 2019-2023 strategic plan. The Municipal Broadband Network, transportation enhancements, parks amenities, economic drivers such as the airport, and CRadvantage initiative have been highlighted in this section. Significant capital projects that drive the City's work plan and community impact are also included in this section, which are made up of significant grant funded projects for Highway 19A and utility capacity upgrades with ongoing development in the community.

Asset management planning, as well as renewal/other capital projects, are required to preserve base service levels by maintaining or replacing existing assets, with minor enhancements. This important section of the capital plan is where most of the projects are required to maintain the City's asset infrastructure and service delivery. The City has been working on asset management activities and determining needs in the long-term for each asset area; therefore, for 2022 the 10-year plan for renewal/other projects are fully populated and stable over the full 10 years. This shows the significant process the City has made in its long-term Financial Planning framework and focus on sustainable service delivery.





Capital Funding

The 10-year capital plan is a result of the City's Financial Stability and Resiliency program which provides incremental and stable taxation and user fee increases to fund the City's capital project plan. The "funding source" is identified on a column on the capital project plan in Appendix 2, which shows the City uses primarily reserve funds for funding the capital plan; annual taxation and user fee transfers to reserves are flowed through reserves to fund the capital plan. Debt, DCC reserves, and grants also provide a funding source for capital when needed or available. The City maintains its Community Works Funds Reserve, which is grant revenue for community enhancement projects with a focus on Council's strategic priority projects.

Below The Line

The City has been strategically increasing capital funding to build a 10-year Financial Plan with a corporate lens to maintain and enhance service levels for all departments/assets of the City. "Below the Line" projects on Appendix 2 are those that may be important however funding is not yet available to fund these projects given other priorities, or these projects may require additional analysis or consideration for priority given other work plan, service delivery, or funding availability.

Operating Costs Of Capital

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

Appendix 2 the capital project summary includes the operating costs of capital to ensure Council is aware that project approval will require a base budget increase. Appendix 2.1 summarizes all operating costs of capital per year, which is incorporated into the 10-year Financial Plan Bylaw.

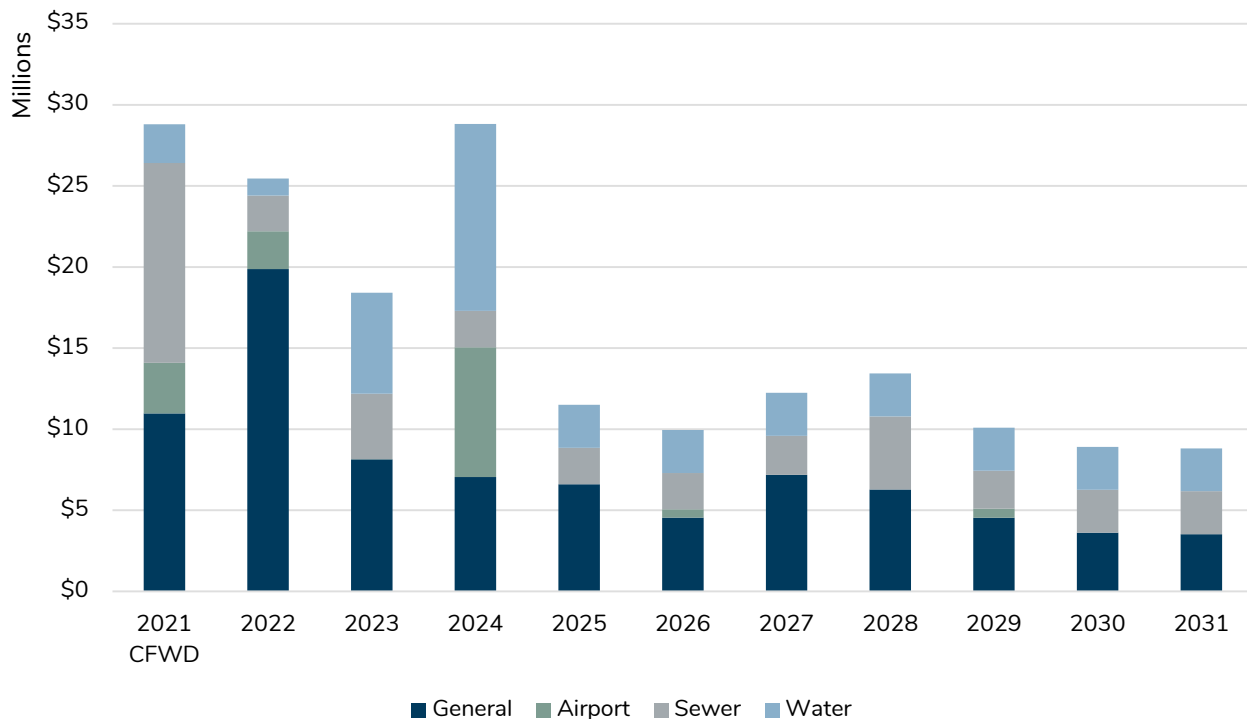
Fund	Amount	Tax Increase %
General	\$57,300	0.17%
Airport	-	-
Sewer	\$150,000	-
Water	\$10,000	-
TOTAL	\$217,300	0.17%

The operating costs of capital for 2022 are \$204,200 for general capital or a 0.61 per cent tax increase.

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

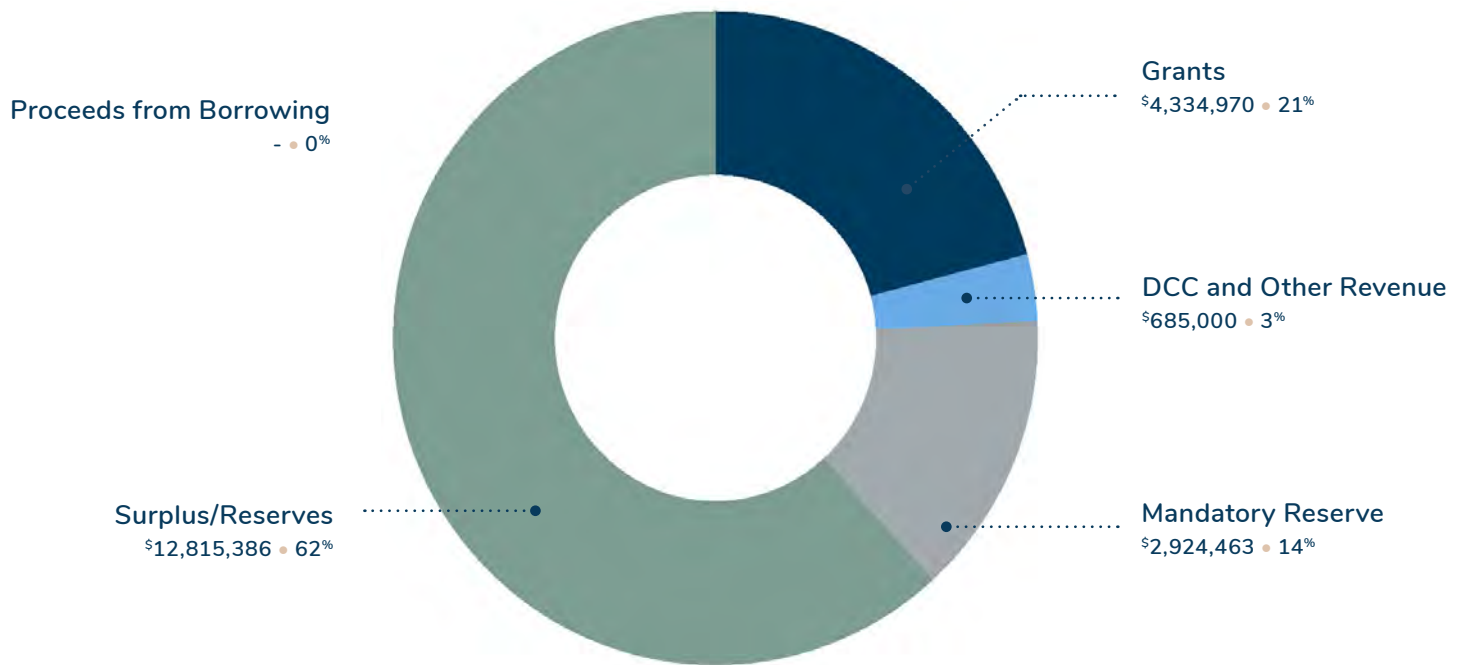
The first chart below summarizes the 2022-2031 capital plan by fund. Years 2021 to 2022 have many significant strategic capital projects as summarized at the top of Appendix 2, and years 2024-2031 has stable renewal plans. There will likely be additional strategic projects added to future years in the ten-year financial plan at subsequent budget cycles as grant or additional community growth occurs.

2022-2031 Capital Budget by Fund

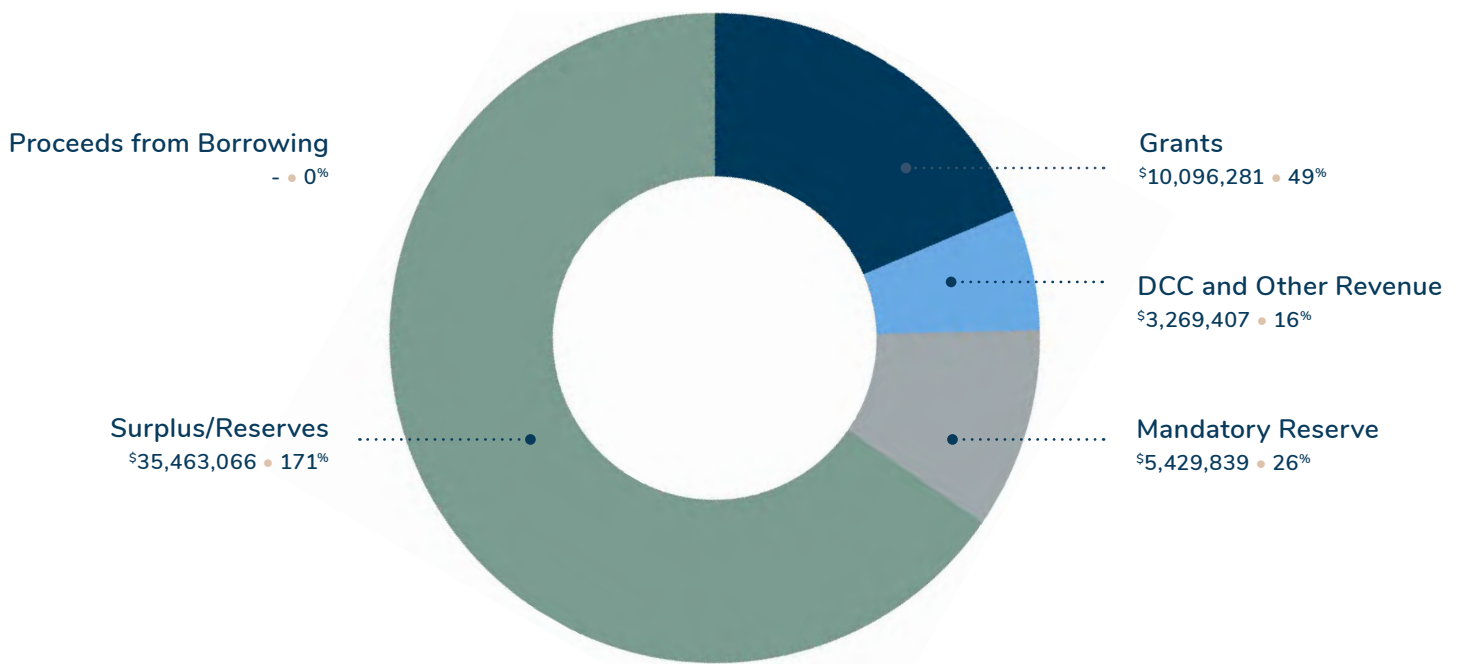


These charts highlight the funding distribution for the 2022-2031 capital plan. The City's capital plan is primarily funded by reserve funds, however grants, and DCCs also supplement projects

Capital Funding Distribution - 2021



Capital Funding Distribution - 2022







Reserves and Surplus Summary

The primary objectives of the City's reserves as per the City's Reserve Policy (Appendix 6) are to:

A. Ensure Stable and Predictable Tax Levies

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

B. Provide for Operating Emergencies

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

C. Finance New Capital Assets

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



D. Safeguard and Maintain Existing Assets

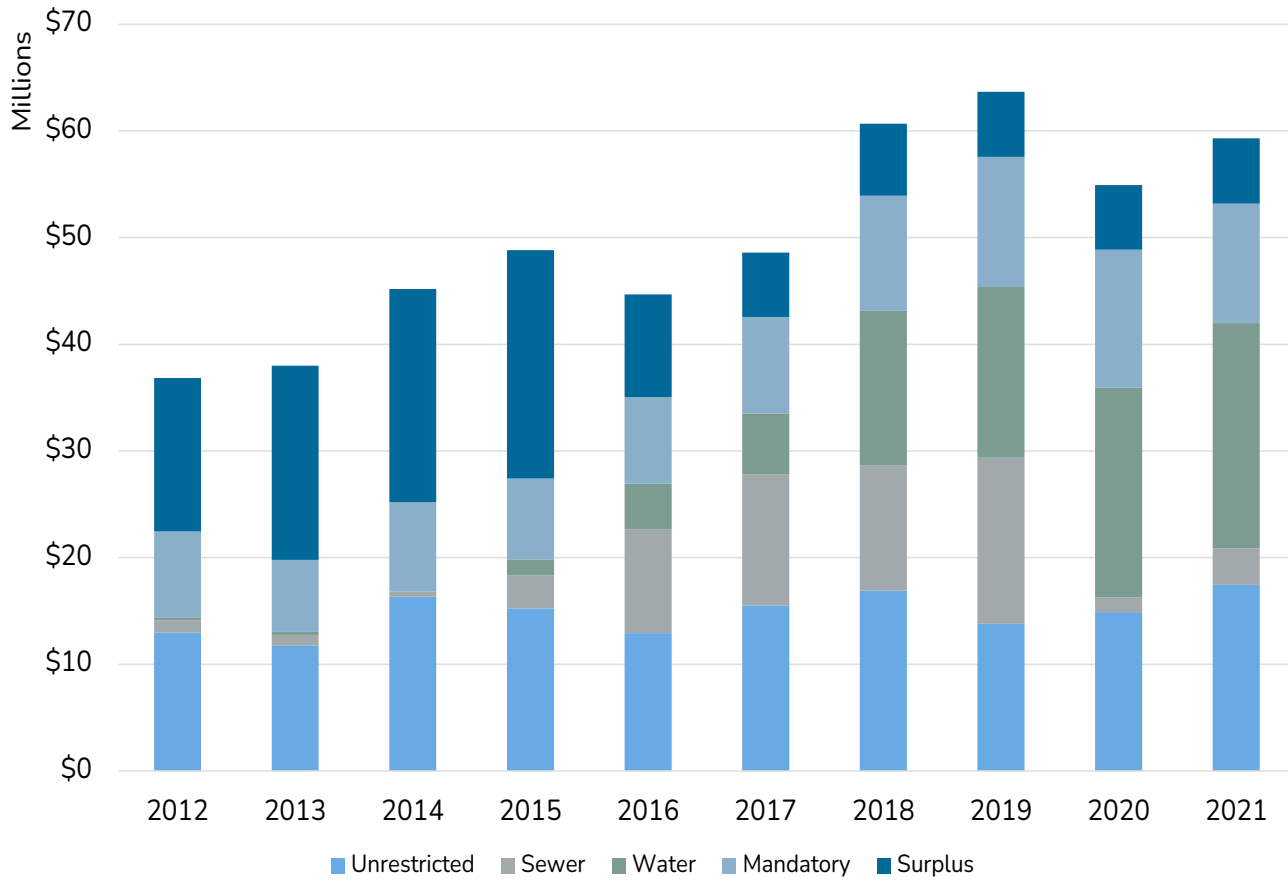
The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service life cycles. The reserve balances are focused on maintaining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

E. Focus on Long-Term Financial Stability

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

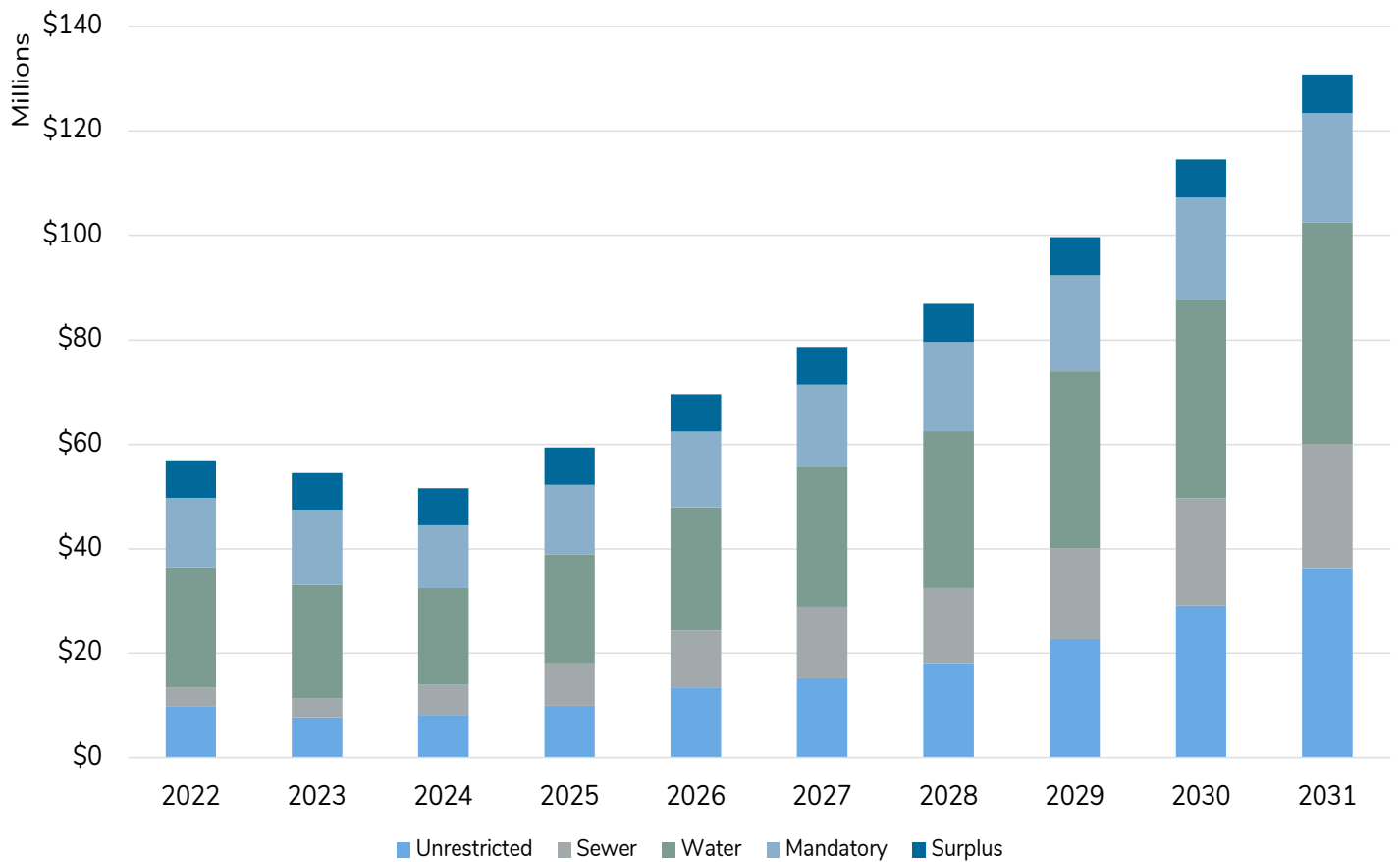
The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2012 through to the end of 2021.

Reserves History



The below graph summarizes the projected reserve balances for 2022-2031 based on the current capital plan; note that as the future years of the capital plan are populated with significant strategic projects these balances will decrease.

Forecasted Reserve Balances



Long-Term Debt

The City uses debt to fund the capital plan where necessary. As noted in the City's debt policy in Appendix 6.2, the use of debt is to provide funding for the capital plan, fairness and stability for taxpayers today and in the future, and maintain service levels. The primary purpose for the use of debt is to safeguard and replace existing core capital assets, and secondly to provide funding for growth and development upgrades to core capital assets as necessary.

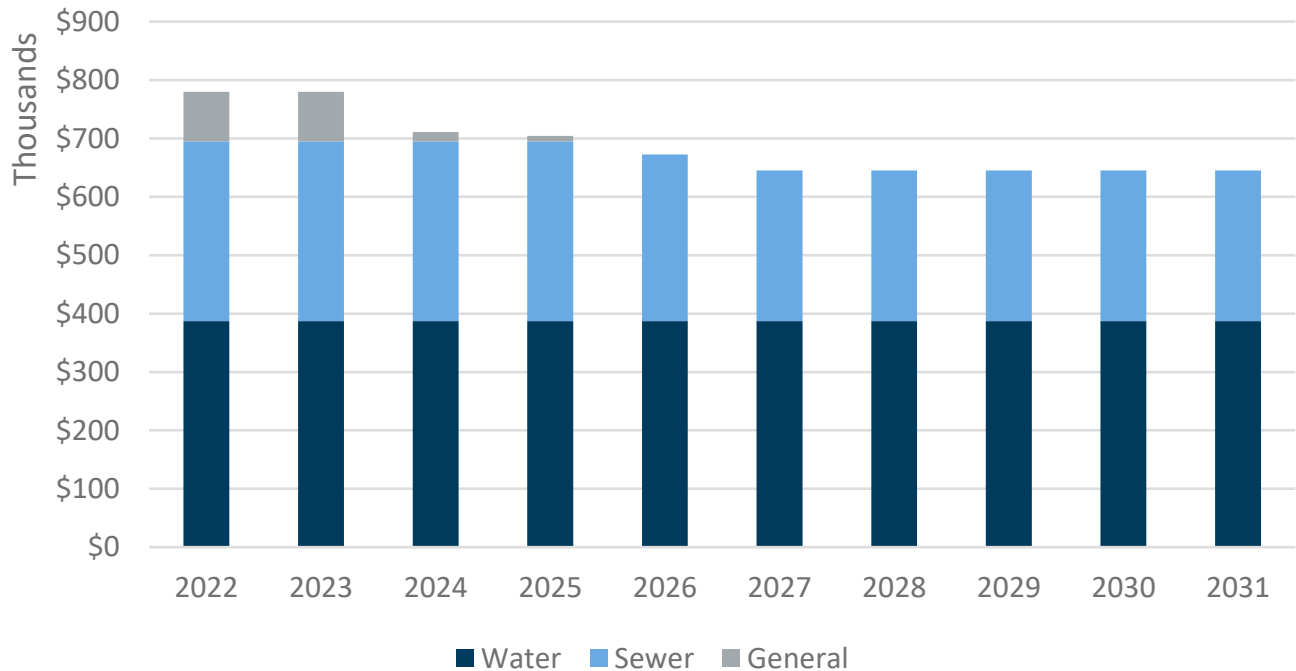
The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for water main renewal and the water supply project.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

As note in the City's policy, the City's legislated debt servicing limit is 25 per cent of all ongoing revenues. However, the City's debt policy limits this to 15 per cent for general fund, and 20 per cent for each of the utility funds. This provides approximately \$65 million of borrowing capacity for the City, approximately \$50 million for general and \$10-15 million per utility. The City is within its borrowing limit for utilities, and has significant room to borrow for general projects. General debt is expected to increase in the next 10 years with Downtown Revitalization projects of \$2.2 million of debt, and an estimated \$21 million for the Fire Station Headquarters replacement, which is currently below the line in the capital plan (Appendix 2), pending further review and discussion.

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

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

Projected Debt Principal Payments 2022-2031



The chart above outlines the projected debt principal payments for the 2022-2031 period.

There are no above-the-line (funded) capital projects in the 2022-2031 capital plan which require debt financing. There are several below-the-line (unfunded) projects that may be initiated in the future which will require the City to take on debt financing.

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

General Fund Bond Debt

Year	Principal	Interest	Total
2022	\$84,846	\$49,453	\$134,299
2023	\$84,846	\$46,877	\$131,722
2024	\$15,928	\$ 9,920	\$ 25,848
2025	\$9,260	\$ 6,916	\$ 16,176
2026	-	-	-
2027	-	-	-
2028	-	-	-
2029	-	-	-
2030	-	-	-
2031	-	-	-

Sewer Fund Bond Debt

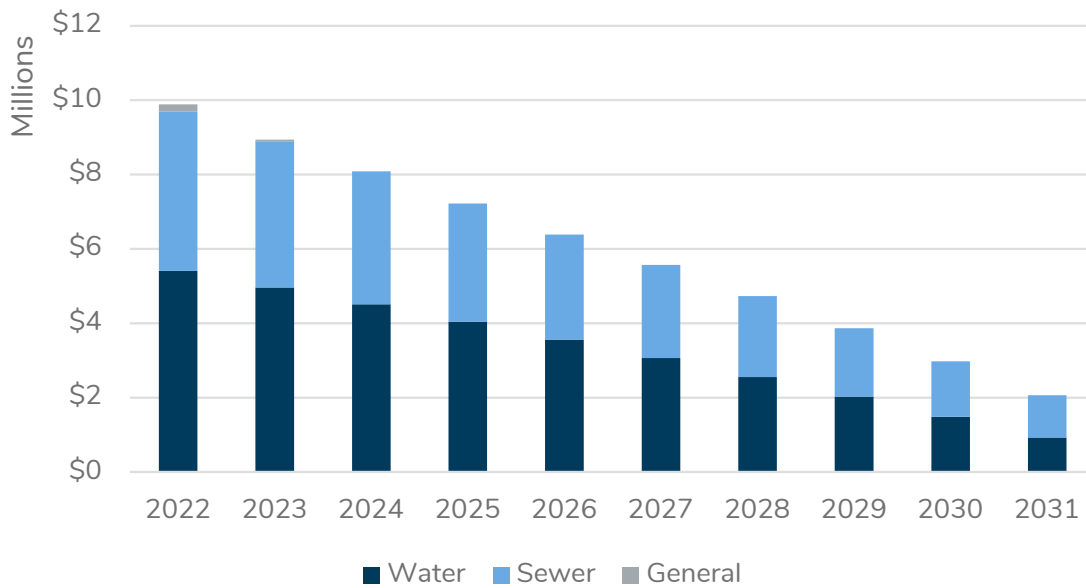
Year	Principal	Interest	Total
2022	\$307,971	\$162,308	\$470,279
2023	\$307,971	\$162,308	\$470,279
2024	\$307,971	\$162,308	\$470,279
2025	\$307,971	\$162,308	\$470,279
2026	\$285,497	\$145,523	\$431,020
2027	\$258,080	\$127,680	\$385,760
2028	\$258,080	\$127,680	\$385,760
2029	\$258,080	\$127,680	\$385,760
2030	\$258,080	\$127,680	\$385,760
2031	\$258,080	\$127,680	\$385,760
To Maturity 2034			

Water Fund Bond Debt

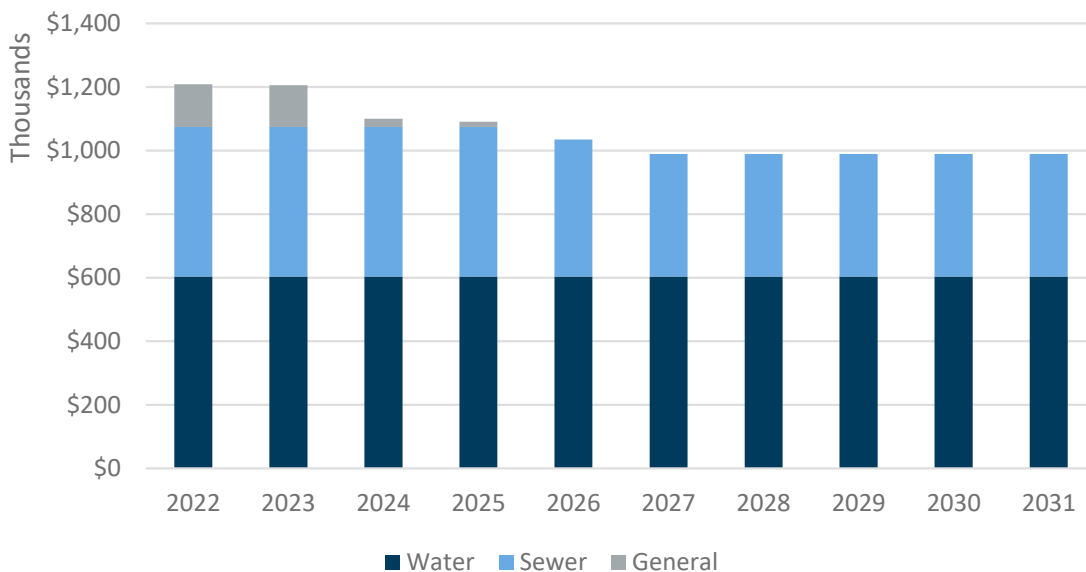
Year	Principal	Interest	Total
2022	\$387,119	\$216,650	\$603,769
2023	\$387,119	\$216,650	\$603,769
2024	\$387,119	\$216,650	\$603,769
2025	\$387,119	\$216,650	\$603,769
2026	\$387,119	\$216,650	\$603,769
2027	\$387,119	\$216,650	\$603,769
2028	\$387,119	\$216,650	\$603,769
2029	\$387,119	\$216,650	\$603,769
2030	\$387,119	\$216,650	\$603,769
2031	\$387,119	\$216,650	\$603,769
To Maturity 2032			

The following charts provide a breakdown of the outstanding debt levels and the associated debt servicing costs at the end of each respective year for the period of 2022-2031 and includes all existing and forecasted debt. The City’s debt servicing costs are expected to decline in 2025 when all current general debt is slated to be retired. Note that debt for projects such as the Fire Station Headquarters replacement, as noted above, are not included in these graphs as this project is “below the line” for future consideration.

Projected Debt Levels 2022-2031



Total Debt Servicing Costs by Fund



A young child with brown hair, wearing a white t-shirt and dark overalls, is seen from behind, looking at a large, vibrant tapestry of marine life. The tapestry features various sea creatures, including a large blue and white jellyfish, a pink and purple sea anemone, and a large orange and red crustacean. The child's hand is reaching out towards the tapestry. The background is a dark, textured surface, possibly a wall or a large piece of fabric. The overall scene is brightly lit, suggesting an indoor setting with natural light.

Definitions and Acronyms



Definitions and Acronyms

Accumulated Surplus

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

Asset Infrastructure

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

AIM

Asset and Infrastructure Management.

AM

Asset management.

Annual Surplus

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

Assets

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

BC Assessment Authority

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

Capital Expenditure

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

CARIP

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

Community Charter

British Columbia Act that governs municipalities

Carry-forward (CFWD)

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

COW

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

CUPE

The Canadian Union of Public Employees.

CWF

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

DCC

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

Debt Servicing

Annual principal and interest payments on debt.

DM

Department Manager.

FCM

Federation of Canadian Municipalities.

Financial Plan

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

FTE

Full time equivalent.

Fund

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

GFOA

Government Finance Officers Association.

GM

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

Grant

A monetary contribution to or from governments.

IAFF

International Association of Fire Fighters.

LGMA

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

Mandatory Reserve Funds

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

MFA

Municipal Finance Authority of British Columbia.

NMC

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

PILTs

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

PSAB

Public sector accounting board.

PSAS

Public sector accounting standards.

Definitions and Acronyms

Reserves

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

Reserve Funds

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

SMT

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

Tax Rates

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

TCA

Tangible Capital Assets.

SLCR

Service Level Change Request.

UBCM

Union of BC Municipalities.

2022 - 2031 Financial Plan Bylaw





2022 - 2031 TEN YEAR
FINANCIAL PLAN
BYLAW 3845, 2021

BYLAWS



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

Cover photo by Toni Falk



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



2022 - 2031 Ten Year Financial Plan Bylaw 3845, 2021

ADOPTED **January 10, 2022**

PURPOSE

A Bylaw for the City of Campbell River to authorize the ten-year financial plan for the years 2022 to 2031.

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

PART 1: Title

1.0 This bylaw may be cited for all purposes as **2022 - 2031 Ten Year Financial Plan Bylaw No. 3845, 2021.**

PART 2: Ten Year Financial Plan Amendment

2.0 Schedules 'A', 'B', 'C', and 'D' attached hereto and being part of this Bylaw are hereby adopted and compromise the Ten Year Financial Plan for the years 2022 to 2031. This bylaw replaces the Financial Plan for the years 2021 to 2030 adopted by Bylaw No. 3845, 2021.

PART 3: Expenses

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

READ THE FIRST TIME this 7th day of December 2021

READ THE SECOND TIME this 7th day of December 2021

READ THE THIRD TIME this 14th day of December 2021

ADOPTED this 10th day of January 2021

Signed by the Mayor and Corporate Officer this 11th day of January 2021

Original signed by Andy Adams
Andy Adams, MAYOR

Original signed by Elle Brovold
Elle Brovold, CORPORATE OFFICER

SCHEDULE 'A'

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATIONAL REVENUES										
Revenue from Property Taxes	37,962,273	39,319,374	40,939,458	42,429,364	43,968,259	45,476,397	47,144,135	48,809,834	50,529,343	52,290,429
Revenue from Parcel Taxes	2,281,300	2,294,300	2,307,100	2,320,100	2,333,000	2,346,000	2,359,000	2,372,000	2,385,000	2,398,000
Revenue from Fees & Charges	25,859,003	26,345,751	27,117,732	27,936,366	28,726,592	29,554,249	30,409,697	31,293,620	32,207,402	33,151,831
Revenue from Other Sources	6,401,661	6,374,844	6,389,243	6,327,215	6,317,877	6,331,615	6,345,968	6,363,937	6,382,022	6,400,226
Surplus/Reserve Accounts	6,059,530	1,762,983	1,015,634	870,461	906,500	859,000	885,500	794,500	828,500	765,000
Transfers from Other Funds	900,000	571,238	613,012	615,437	648,533	662,320	686,819	712,052	738,040	764,808
Amortization Offset	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551
	89,760,318	86,965,041	88,678,730	90,795,494	93,197,312	95,526,132	98,127,670	100,642,494	103,366,858	106,066,845
OPERATIONAL EXPENSES										
General Operating Expenses	49,660,651	48,659,078	49,313,063	50,631,837	52,055,084	53,383,139	54,897,522	56,334,459	57,956,958	59,470,154
Airport Operating Expenses	2,970,956	2,910,764	2,974,060	2,978,065	3,012,799	3,048,283	3,114,537	3,121,583	3,159,444	3,198,144
Sewer Operating Expenses	3,204,023	3,248,610	3,277,669	3,363,212	3,395,287	3,458,940	3,514,171	3,546,072	3,604,696	3,675,097
Water Operating Expenses	4,333,092	4,328,948	4,391,647	4,455,827	4,521,527	4,588,788	4,657,651	4,728,160	4,800,360	4,874,296
Interest Payment on Debt	403,071	400,494	363,538	360,533	362,173	344,330	344,330	344,330	344,330	344,330
Principal Payment on Debt	782,313	782,313	713,395	706,727	672,615	645,199	645,199	645,199	645,199	645,199
Transfers to Other Funds	18,109,661	16,338,283	17,348,807	18,002,742	18,881,276	19,760,902	20,657,709	21,626,140	22,559,320	23,563,074
Amortization	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551	10,296,551
	89,760,318	86,965,041	88,678,730	90,795,494	93,197,312	95,526,132	98,127,670	100,642,494	103,366,858	106,066,845
Annual Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL FUNDING										
Grants	10,096,281	1,195,000	8,485,000	870,000	780,000	945,000	855,000	870,000	780,000	870,000
DCC & Other Revenue	3,269,407	525,000	3,625,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Statutory Reserves	5,429,839	960,450	795,577	270,000	180,000	1,180,000	180,000	180,000	180,000	180,000
Surplus/Reserves	35,463,066	15,735,123	15,916,689	10,235,847	8,867,338	9,986,681	12,269,449	8,915,013	7,825,461	7,644,324
Proceeds from Borrowing	-	-	-	-	-	-	-	-	-	-
	54,258,593	18,415,573	28,822,266	11,500,847	9,952,338	12,236,681	13,429,449	10,090,013	8,910,461	8,819,324
CAPITAL EXPENSES										
General Capital Expenses	30,844,455	8,140,573	7,047,266	6,600,847	4,552,338	7,186,681	6,279,449	4,540,013	3,610,461	3,519,324
Airport Capital Expenses	5,441,600	20,000	8,000,000	-	500,000	-	-	550,000	-	-
Sewer Capital Expenses	14,525,828	4,025,000	2,250,000	2,250,000	2,250,000	2,400,000	4,500,000	2,350,000	2,650,000	2,650,000
Water Capital Expenses	3,446,710	6,230,000	11,525,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
	54,258,593	18,415,573	28,822,266	11,500,847	9,952,338	12,236,681	13,429,449	10,090,013	8,910,461	8,819,324
Net Capital	-	-	-	-	-	-	-	-	-	-
Financial Plan Balance	-	-	-	-	-	-	-	-	-	-

SCHEDULE 'B'

Financial Plan Objectives and Policies

A. Funding Sources

Over the term of the plan funding sources as defined in S(165)(7) of the Community Charter, are derived as shown in Table 1; amounts and proportions shown for fiscal 2022.

Table 1: Funding Sources, Fiscal 2022

Property taxes	37,962,273	42.3%
Parcel taxes	2,281,300	2.5%
Fees & charges	25,859,003	28.8%
Other sources	6,401,661	7.1%
Surplus/reserve accounts	6,059,530	6.8%
Transfers from other funds	900,000	1.0%
Amortization Offset	10,296,551	11.5%
	89,760,318	100.0%

Objectives and Policies:

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

B. Distribution of Municipal Property Taxes Across Property Classes

Over the term of the plan municipal property taxes are distributed across eight property tax classes as shown in Table 2; amounts and proportions shown for fiscal 2022.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2022

Class 1 - Residential	28,130,044	74.1%
Class 2 - Utilities	1,252,755	3.3%
Class 4 - Major Industry	37,962	0.1%
Class 5 - Light Industry	341,660	0.9%
Class 6 - Business & Other	7,858,191	20.7%
Class 7 - Managed Forest	265,736	0.7%
Class 8 - Recreation/Non-Profit	113,887	0.3%
Class 9 - Farm	1,178	0.0%
	37,962,273	100.0%

Objectives and Policies:

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

C. Permissive Tax Exemptions

The Annual Report for 2022 will contain a list of permissive exemptions granted for the taxation year and the amount of revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community.

Objectives and Policies:

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

SCHEDULE 'C'

Financial Stability & Resiliency Policy

Purpose

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

Objectives

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

Policies

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

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

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

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

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

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

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

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer's dollars.
8. Reserve Waterfall Structure – The City's Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be

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

9. Debt Policy – The City’s long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.
11. Property Tax Increase – Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at current service levels and then consider other enhancements.

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

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

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

SCHEDULE 'D'

Property Taxation Policy

Purpose


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

Objective

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

Policies

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

An aerial photograph of a river winding through a dense forest. The trees show signs of autumn, with some yellow and orange leaves. In the background, a city is visible, followed by a large body of water and distant mountains under a blue sky with light clouds. A semi-transparent white curved shape is overlaid on the left side of the image, containing the text.

Appendix 1

2022

Base

Operating

Budget



City of
Campbell
River



2022 Base Operating Budget



Segments

Governance	Financial Services	Corporate Services	Development Services	Community Safety
<ul style="list-style-type: none"> - Mayor & Council - City Manager - Deputy City Manager 	<p>Director of Finance</p> <ul style="list-style-type: none"> - Finance - Capital Works - Risk Management - Supply Management 	<p>Director of Corporate Services</p> <ul style="list-style-type: none"> - Communications - Human Resources - Information Technology - Legislative Services - Property Management 	<p>Director of Development Services</p> <ul style="list-style-type: none"> - Development Services 	<p>Director of Community Safety</p> <ul style="list-style-type: none"> - Bylaw Enforcement - Animal Control - Fire Protection - E911 - Police Protection - Victim Services - RCMP

Operations

Director of Operations

- Fleet
- Stores
- Facilities
- Roads
- Parks
- Cemeteries

Utilities

- Sewer
- Storm Drains
- Water
- Solid Waste

Community Planning & Livability

Director of Community Planning & Livability

- Long Range Planning
- Recreation & Culture
- Transportation
- Public Transit

Economic Development & Tourism

- Economic Development
- Airport

Corporate Fiscal Accounts

- Reserves
- Fiscal Services
- Debt
- Taxation
- Miscellaneous
- Other

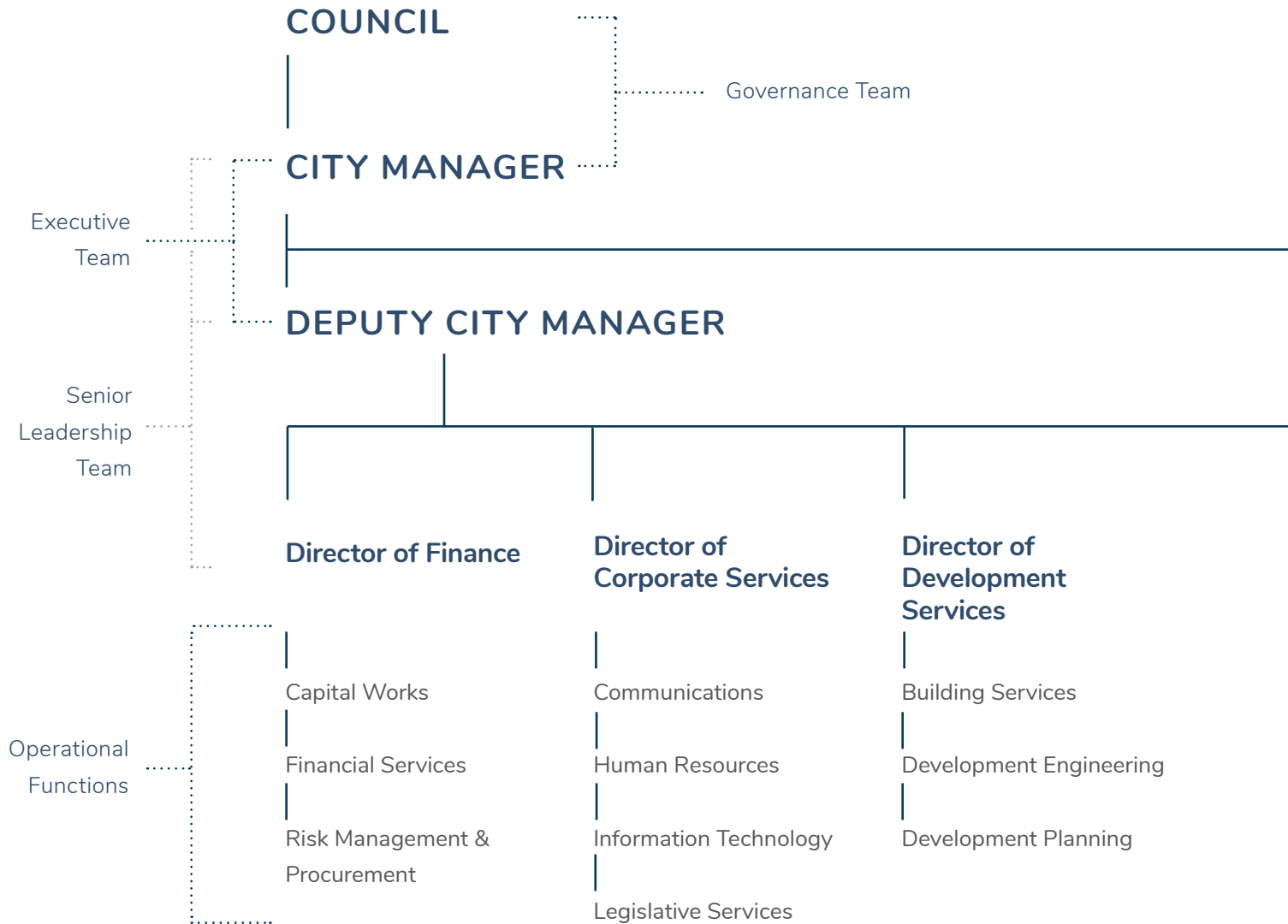
2022 BASE OPERATING BUDGET

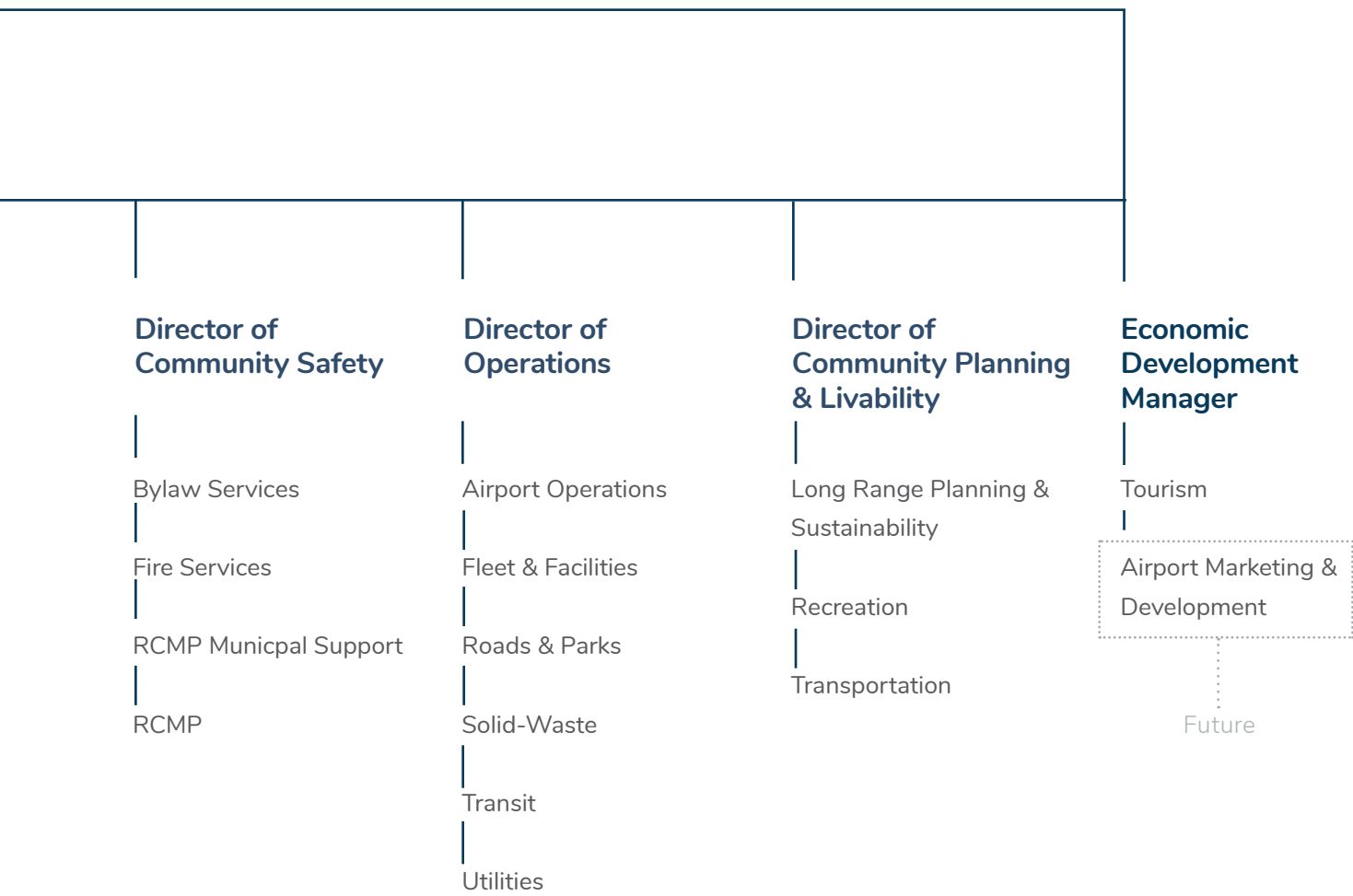
Governance





Governance Structure





Governance Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
GOVERNANCE					
2 - Expense					
Contracted Services	39,048	64,000	64,000	-	0.0%
Other Operating Expenses	95,362	106,413	128,800	22,387	21.0%
Utilities	18,697	21,590	21,590	-	0.0%
Wages & Benefits	839,308	843,628	861,992	18,364	2.2%
2 - Expense Total	992,415	1,035,631	1,076,382	40,751	3.9%
	992,415	1,035,631	1,076,382	40,751	3.9%

Segment Variance

GOVERNANCE	
Increase in wages & benefits	18,364
Increase to staff training & development	22,387
OVERALL SEGMENT VARIANCE	40,751
VARIANCE %	3.9%

Mayor and Council

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
105 - MAYOR & COUNCIL					
2 - Expense					
Contracted Services	-	8,000	8,000	-	0.0%
Other Operating Expenses	55,307	65,100	81,000	15,900	24.4%
Utilities	16,230	19,530	19,530	-	0.0%
Wages & Benefits	273,894	270,754	273,432	2,678	1.0%
2 - Expense Total	345,431	363,384	381,962	18,578	5.1%
	345,431	363,384	381,962	18,578	5.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



CITY MANAGER

EXECUTIVE ASSISTANT

City Manager

The City Manager continues to deliver Council's strategic plan, drive forward the community's vision and takes the lead in managing implementation of policy direction established by Council.

The City Manager also provides managerial leadership, control and direction to all departments and is responsible for planning and implementing policies necessary for sustaining excellence in city operations and staffing.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
110 - CITY MANAGER					
2 - Expense					
Contracted Services	34,598	56,000	56,000	-	0.0%
Utilities	967	1,400	1,400	-	0.0%
Wages & Benefits	354,605	365,575	371,939	6,364	1.7%
2 - Expense Total	409,580	442,775	453,139	10,364	2.3%
	409,580	442,775	453,139	10,364	2.3%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



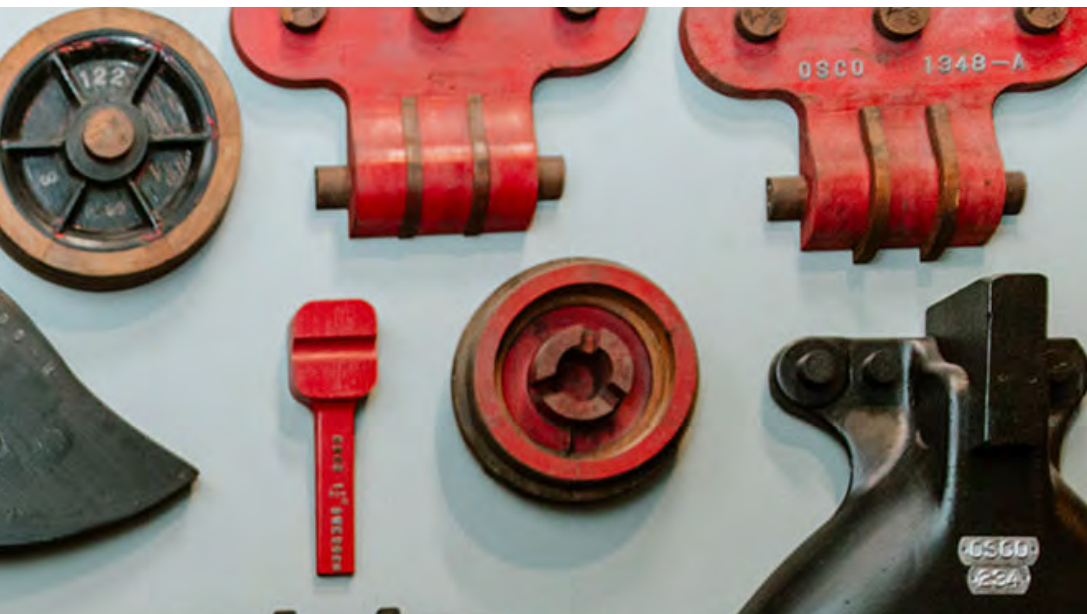
Deputy City Manager


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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
200 - DEPUTY CITY MANAGER					
2 - Expense					
Contracted Services	4,450	-	-	-	0.0%
Other Operating Expenses	20,645	21,513	24,000	2,487	11.6%
Utilities	1,500	660	660	-	0.0%
Wages & Benefits	210,809	207,299	216,621	9,322	4.5%
2 - Expense Total	237,404	229,472	241,281	11,809	5.1%
	237,404	229,472	241,281	11,809	5.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



A close-up photograph of a person's hands with teal nail polish typing on a calculator. The calculator is black with a red equals sign and blue function keys. The background is a blurred office environment with computer monitors and desks. A large white curved shape is overlaid on the left side of the image, containing the text.

2022 BASE OPERATING BUDGET

Financial Services



Financial Services

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF FINANCE

Emergency Preparedness

BC Hydro Liaison

Financial Planning Officer

Accountant III

Accountant II

Accounting Clerk II

Controller

Payroll Administrator

Accountant I

Senior Accountant

Accounting Clerk II

Accounting Clerk II

Accounting Clerk II

Accounting Clerk II (PPT 0.60)

Purchasing and Risk Management Officer

Senior Buyer

Capital Works

Capital Works Manager

Capital Works Supervisor

Engineering Tech III

Engineering Tech III

Clerk Technician

Project Controls Technician

Financial Services Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
FINANCIAL SERVICES					
1 - Revenue					
Investment Income	-	(15,765)	(15,923)	(158)	1.0%
1 - Revenue Total	-	(15,765)	(15,923)	(158)	1.0%
2 - Expense					
Contracted Services	81,987	60,500	60,500	-	0.0%
Insurance	179,778	200,000	245,000	45,000	22.5%
Other Operating Expenses	71,493	205,550	226,750	21,200	10.3%
Utilities	4,920	3,919	3,919	-	0.0%
Wages & Benefits	1,527,408	1,619,910	1,674,841	54,931	3.4%
2 - Expense Total	1,865,586	2,089,879	2,211,010	121,131	5.8%
	1,865,586	2,074,114	2,195,087	120,973	5.8%

Segment Variance

FINANCIAL SERVICES	
Increase in wages & benefits	54,931
Increase to staff training & development	21,200
Increase to insurance	45,000
Increase to investment interest	(158)
OVERALL SEGMENT VARIANCE	120,973
VARIANCE %	5.8%

Director of Finance Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
300 - DIRECTOR OF FINANCE					
2 - Expense					
Other Operating Expenses	-	7,200	16,200	9,000	125.0%
Utilities	-	660	660	-	0.0%
Wages & Benefits	-	148,328	156,359	8,031	5.4%
2 - Expense Total	-	156,188	173,219	17,031	10.9%
	-	156,188	173,219	17,031	10.9%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



Finance Services

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

Core department services:

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

The department oversees a \$90 million annual operating budget and the \$54 million annual capital budget of 185 capital projects. A key function of the department is regular financial reporting, which aids in decision making and managing the City's finances according to budget. Financial reporting generated from the department includes monthly reporting to management, quarterly reporting to Council, and annual reporting to statutory authorities.

Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF. Employees' payroll and benefit administration totaled \$25.2 million in 2020.

The department manages approximately 20 grant files each year for funds received from external organizations and monitored federal and provincial grant opportunities for all City departments to maximize grant funding for the City. Finance also manages the treasury function of the City, which includes reserve, debt, and investment funds, as well as tangible capital asset ledger maintenance.

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

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

The City issues and collects approximately 2,500 general receivable invoices annually, and processes approximately 11,000 accounts payable annually.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
310 - FINANCE					
2 - Expense					
Contracted Services	79,237	60,000	60,000	-	0.0%
Other Operating Expenses	77,752	79,500	86,700	7,200	9.1%
Utilities	2,610	1,279	1,279	-	0.0%
Wages & Benefits	1,177,186	1,052,029	1,084,652	32,623	3.1%
2 - Expense Total	1,336,785	1,192,808	1,232,631	39,823	3.3%
	1,336,785	1,192,808	1,232,631	39,823	3.3%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



2022 Strategic Goals and Objectives

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2022-2031 budget and Financial Reporting for the 202 Annual Report.
- Work collaboratively with other Departments on the implementation of PSAS 3280 Asset Retirement Obligations.
- Fully implement the City's new Investment Policy and strategies to better achieve the purpose and objectives of the City's investment portfolio.
- Review the Financial Stability and Resiliency policy and identify areas of improvement in the City's Financial Planning process.
- Continue to provide increased financial reporting and continued support to meet legislative obligations.
- Commence a multiyear project to replace the City's Financial Reporting Software.

2021 Highlights

- Recipient of the Distinguished Budget Presentation Award for the 2021-2030 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- Recipient of the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and United States.
- Refreshed the City's Investment Policy to better support the purpose and objectives of the City's investment portfolio.
- Implemented Envisio Solutions software to assist the City with Financial and Strategic Reporting.
- Drafted an Asset Management Policy and Strategy for endorsement by City Council to ensure that the City is committed to managing public assets in a manner that aligns with best practices.



Capital Works

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
320 - CAPITAL WORKS					
2 - Expense					
Contracted Services	-	500	500	-	0.0%
Other Operating Expenses	18,900	15,000	17,700	2,700	18.0%
Utilities	2,310	1,980	1,980	-	0.0%
Wages & Benefits	134,033	199,530	204,459	4,929	2.5%
2 - Expense Total	155,243	217,010	224,639	7,629	3.5%
	155,243	217,010	224,639	7,629	3.5%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits
- Increase to transfers of wages to capital projects

2022 Strategic Goals and Objectives

- Complete detailed design, tender and construct Beech Street Renewal Project.
- Complete detailed design, tender and construct Seagull Walkway – North Renewal Project.
- Complete design, tender and construct Downtown Storm Mitigation project.
- Assess and implement next phase of Sportsplex Rehabilitation Project.
- Complete detailed design and commence construction of NWECC Phase 3 project.
- Complete detailed design and construction of approximately 3km of Sewermain renewal through trenchless methods.
- Complete detailed design, tender and construct 6th Ave Renewal Project.
- Complete construction of Hilchey Phase 2 Watermain Renewal Project.
- Complete detailed design, tender and construct Airport Taxiway C/Lighting Project.
- Complete detailed design for: Campbellton Sewer, Erickson Road Rehabilitation, Foreshore Sewer Abandonment projects.

2021 Highlights

- Highway 19A Phase 3 – 5 year major infrastructure renewal project completed within all stated and required objectives and constraints.
- Waterfront Sewer Upgrades – 3rd and final phase completed with new Lift Stations No.s 4 thru 6 placed in operation.
- Seagull Walkway Repairs – Value Engineering exercise completed which resulted in necessity to undertake significant re-design in order to achieve overall best value for City.
- Hilchey Watermain Renewal Phase 2 – majority of project complete with section isolated and work suspended as result of archaeological find.
- CIPP Sewermain Rehabilitation – completed design and construction for renewal of approximately 4,200 lineal meters of sewer main using trenchless methods.
- NVEC Electrical Upgrades – detailed design 90% complete.
- Sportsplex Renovations – detailed design complete and project tendered for construction.
- Airport Taxiway C/Lighting Project grant funding secured and preliminary design completed.
- Beech Street Project defined and preliminary design completed.
- CR Advantage 10th Avenue extension designed and constructed.



Risk Management

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

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

Core services provided include:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
330 - RISK MANAGEMENT					
1 - Revenue					
Investment Income	-	(15,765)	(15,923)	(158)	1.0%
1 - Revenue Total	-	(15,765)	(15,923)	(158)	1.0%
2 - Expense					
Insurance	179,778	200,000	245,000	45,000	22.5%
Other Operating Expenses	(32,351)	100,000	100,000	-	0.0%
2 - Expense Total	147,427	300,000	345,000	45,000	15.0%
	147,427	284,235	329,077	44,842	15.8%

Summary of Budget Changes from 2021 to 2022:

- Increase to liability & property insurance premiums
- Increase to municipal insurance associate dividend revenue

2022 Strategic Goals and Objectives

- Update corporate-wide risk management framework/policy.
- Conduct property appraisals on City facilities to determine that insurance coverage values are adequate.
- Conduct property insurance provider assessment.

2021 Highlights

- Reviewed insurance coverage and conducted a gap analysis on all insurance policies.
- Implemented a Risk Management Information System (RMIS).
- Review and implementation of reporting and claims procedures.



Supply Management

Procurement is an essential professional service that ensures best value – without bias or favour – in purchasing decisions. Maintaining and adhering to a strict purchasing policy and following bylaws and domestic and international trade agreements, ensures that purchases are accountable and maintains high standards for goods and services procured using public funds. The City has awarded approximately \$3.8M in contractual awards, in 67 public competition projects achieving savings in excess of \$500,000. This department also disposes of surplus equipment in a legally compliant, ethical and cost-effective manner.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
332 - SUPPLY MANAGEMENT					
2 - Expense					
Contracted Services	2,750	-	-	-	0.0%
Other Operating Expenses	7,192	3,850	6,150	2,300	59.7%
Wages & Benefits	216,189	220,023	229,371	9,348	4.2%
2 - Expense Total	226,131	223,873	235,521	11,648	5.2%
	226,131	223,873	235,521	11,648	5.2%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Implement an electronic requisition and purchase order process.
- Review cost saving opportunities for the City.
- Update the administrative purchasing procedures to better automate and streamline processes.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Implement a vendor performance evaluation process.

2021 Highlights

- Presented new purchasing policy which was adopted by Council.
- Added Opportunities for Local Business to the purchasing policy.
- Added Community Benefits to the purchasing policy.
- Conducted over 60 major competitions receiving over 125 bid submissions: 40% of competitions were for the purchase of goods, 37% of the competitions were for the purchase of services, and 22% for construction projects.
- Major acquisitions include vehicles and equipment, Hilchey Road Watermain Renewal Phase 2, Airport Runway Deicing Spraying Trailer, Nunn's Creek Park Dugout Replacement, Maritime Heritage Centre Enclosure Renewal, Beech Street Renewal Project, Hilchey Road Bicycle Lane Marking.
- Bids and Tenders evaluation portal implemented.
- 2021 project award amounts to a value of approximately \$3.8 million.
- Annual savings achieved is approximately \$530,000.



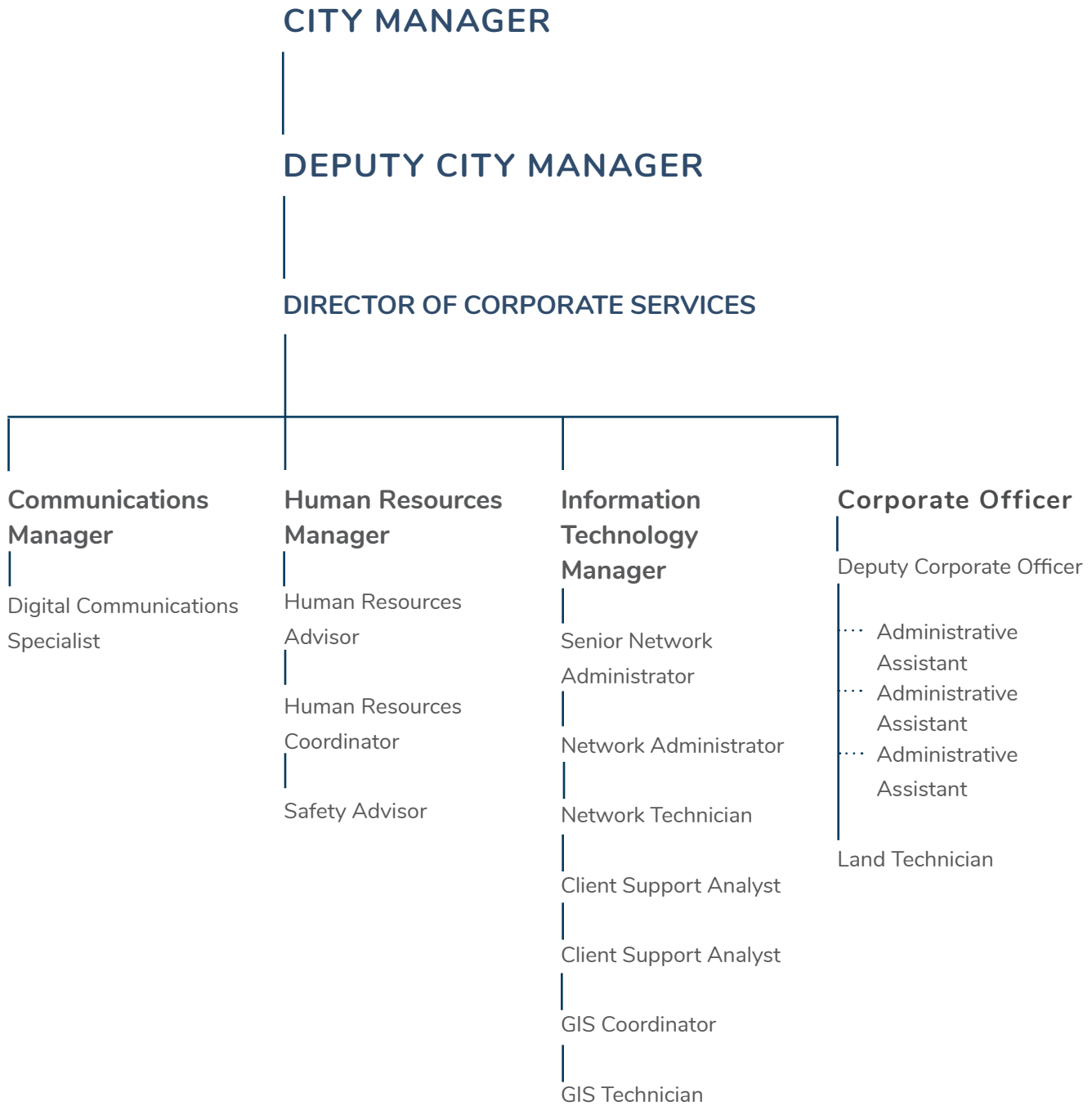


2022 BASE OPERATING BUDGET

Corporate Services



Corporate Services



Corporate Services Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
CORPORATE SERVICES					
1 - Revenue					
Fees & Charges	-	-	-	-	0.0%
Other Revenue	(422,018)	(377,085)	(387,320)	(10,235)	2.7%
1 - Revenue Total	(422,018)	(377,085)	(387,320)	(10,235)	2.7%
2 - Expense					
Contracted Services	52,764	93,700	103,700	10,000	10.7%
Insurance	-	-	-	-	0.0%
Other Operating Expenses	524,464	697,552	730,334	32,782	4.7%
Utilities	63,602	81,820	81,820	-	0.0%
Wages & Benefits	2,072,739	2,184,683	2,233,055	48,372	2.2%
2 - Expense Total	2,713,569	3,057,755	3,148,909	91,154	3.0%
	2,291,551	2,680,670	2,761,589	80,919	3.0%

Segment Variance

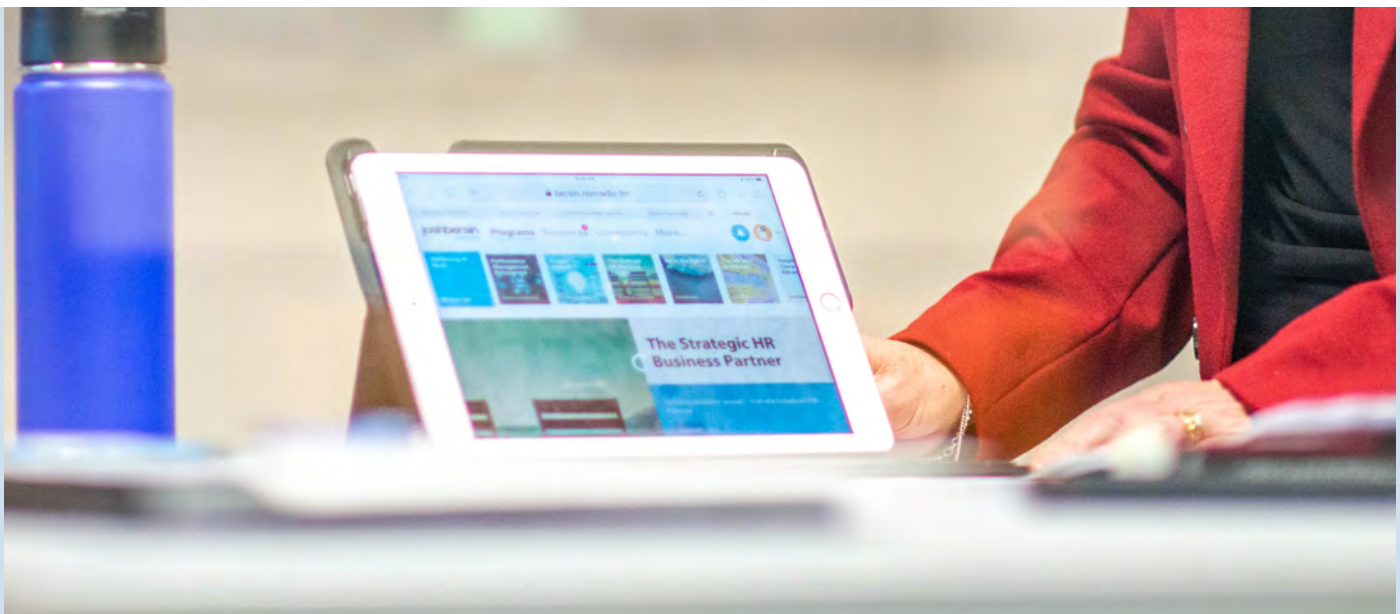
CORPORATE SERVICES	
Increase in wages & benefits	48,372
Increase to staff training & development	25,898
Increase to HR employee programs	10,000
Increase to software & licenses	6,884
Increase to library lease revenues	(35,667)
Decrease to Enterprise Centre lease revenues	16,387
Decrease to miscellaneous revenues	9,045
OVERALL SEGMENT VARIANCE	80,919
VARIANCE %	3.0%

Director of Corporate Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
400 - DIRECTOR CORPORATE SERVICES					
2 - Expense					
Other Operating Expenses	-	11,257	24,555	13,298	118.1%
Utilities	-	660	660	-	0.0%
Wages & Benefits	-	163,112	163,112	-	0.0%
2 - Expense Total	-	175,029	188,327	13,298	7.6%
	-	175,029	188,327	13,298	7.6%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19



Communications

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

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
410 - COMMUNICATIONS					
2 - Expense					
Contracted Services	8,625	7,000	7,000	-	0.0%
Other Operating Expenses	26,631	20,400	20,400	-	0.0%
Utilities	575	700	700	-	0.0%
Wages & Benefits	140,342	148,542	151,167	2,625	1.8%
2 - Expense Total	176,173	176,642	179,267	2,625	1.5%
	176,173	176,642	179,267	2,625	1.5%

Summary of Budget Changes from 2021 to 2022:

- Increase in wages & benefits

2022 Strategic Goals and Objectives

- Align resources to support efficient, strategic, planned and consistent City communications
- Update strategic communications plan
- Enhancements to intranet and external website

2021 Highlights

- Conducted statistically valid Citizen Satisfaction survey, indicating that the majority of residents continue to be satisfied with most City services
- Expansion of digital communications (video, online information)
- Refreshed templates, website and photo library to maintain and reflect contemporary City appearance and branding
- Continued response to COVID-19 pandemic
 - Increased social media campaigns, in-house video production
 - Weekly updates by Mayor and City Manager for three radio stations, video recordings for Shaw TV
 - New templates for signs, advertising, social media and print materials



Human Resources

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

The City of Campbell River employs approximately 250 people in permanent positions and approximately 85 more in seasonal or auxiliary roles. The Canadian Union of Public Employees (CUPE) Local 401 represents 70 per cent of employees, the International Association of Fire Fighters (IAFF) Local 1668 represents 15 per cent, and 15 per cent are non-union positions.

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
420 - HUMAN RESOURCES					
2 - Expense					
Contracted Services	20,607	39,000	49,000	10,000	25.6%
Insurance	-	-	-	-	0.0%
Other Operating Expenses	33,052	90,265	92,465	2,200	2.4%
Utilities	1,745	1,740	1,740	-	0.0%
Wages & Benefits	628,107	543,210	558,406	15,196	2.8%
2 - Expense Total	683,511	674,215	701,611	27,396	4.1%
	683,511	674,215	701,611	27,396	4.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of employee programs budget that was cut in 2021 due to COVID-19
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Continued focus on recruitment to fill unprecedented numbers of vacant positions, as well as strategies to retain valued employees
- Strategic human resource management with emphasis on organizational development and talent management.
- Continued workforce strategy development for post-COVID recovery: navigating change and building organizational resiliency.
- Integral involvement in organizational culture assessment and action plan, as well as development of a long-term staffing plan.
- Development of a flexible work options roadmap and action plan through the work of an HR led corporate project team.
- Maintenance and enhancement of workplace health, wellbeing & safety programs.
- Renewed collective agreement with IAFF Local 1668.

2021 Highlights

- Focused on high recruitment volume and filling significant vacant positions with highly qualified candidates.
- Focused and adapted Human Resources department strategic planning to align services with corporate objectives and changing priorities.
- Workforce planning and active collaboration with departments to optimize organizational structure and performance.
- Support and guidance for fluid working arrangements to ensure continuity of City services.
- Continued focus on talent management: there were 80 vacancies in 2021, compared with 43 in 2020. Ongoing staff development has resulted in 58 percent of positions being filled internally in the past year.

Information Technology

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

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

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

Core department services:

- Provide strategic planning and coordination for all City of Campbell River technology initiatives
- Ensure network services operations so that staff can communicate internally and with residents
- Maintain major business applications to meet City's business requirements
- Manage the development and implementation of City's municipal broadband network—CRadvantage
- Maintain currency with new technology and data management requirements; implement enhancements to support efficiency and meet legislative requirements
- Support City website, mobile and cloud-based business requirements
- Support geographical information system (GIS) requirements including interactive maps and applications
- Provide technology support for the local Royal Canadian Mounted Police detachment
- Support geographical information system requirements including interactive maps and applications
- Provide technology support for the Royal Canadian Mounted Police

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

Summary of Budget Changes from 2021 to 2022:

- Increase in software licenses
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

Business Technology Support

- Complete key business application roadmaps.
- Enhance threat protection measures to increase network security.
- Increase resources for cybersecurity.

Geographic Information Systems (GIS)

- Complete Phase 1 Asset Management Software Update focusing on data migration to the new system.
- Acquire new orthophoto imagery
- Improve standing in Geomatics Maturity Index ranking.

CRadvantage and Economic Development

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

2021 Highlights

Business Technology Support

- External review of Information Technology and Telecommunications Directions with 3-to-5-year strategic goals.
- Creation of the Information Technology / Information Management governance model.
- Dedicated resource to IT security.

Geographic Information Systems (GIS)

- Provided data and support to implement the Campbell River Recycles App for citizen use.
- Created 3 new web apps to support Official Community Plan updates: Steep Slope, Bald Eagle and Blue Heron.
- Created Tree Inventory data collection app.

CRAdvantage and Economic Development

- Renewed CRadvantage service provider agreement with Strathcona Regional District.
- Completed 2 CRadvantage extensions: 10th Ave – Cedar St to Alder St and 11th Ave – Community Centre to the library.
- Supported a successful Nexstream 2.0 Tech Competition with the Tech Advisory Committee.



Legislative Services

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

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
440 - LEGISLATIVE SERVICES					
1 - Revenue					
Fees & Charges	-	-	-	-	0.0%
1 - Revenue Total	-	-	-	-	0.0%
2 - Expense					
Contracted Services	441	11,200	11,200	-	0.0%
Other Operating Expenses	66,080	60,420	61,520	1,100	1.8%
Utilities	25,589	26,600	26,600	-	0.0%
Wages & Benefits	459,202	460,596	471,202	10,606	2.3%
2 - Expense Total	551,312	558,816	570,522	11,706	2.1%
	551,312	558,816	570,522	11,706	2.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives:

- Continue to provide both virtual and in-person opportunities for community and Council engagement.
- Organize and hold a General Local Election in the fall of 2022.
- Implement recommendations for the City's corporate records management review.
- Conduct a corporate privacy impact assessment.

2021 Highlights:

- Continued to host virtual Council, Committee and Public Hearing meetings in response to the COVID-19 pandemic.
- Conducted a By-Election to fill a vacant Council position, with appropriate COVID-19 protocols in place.
- Assisted various departments with the preparation of bylaws and legal agreements.



Property Management

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

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
442 - PROPERTY MANAGEMENT					
1 - Revenue					
Other Revenue	(342,091)	(304,895)	(315,130)	(10,235)	3.4%
1 - Revenue Total	(342,091)	(304,895)	(315,130)	(10,235)	3.4%
2 - Expense					
Contracted Services	458	10,000	10,000	-	0.0%
Other Operating Expenses	91,665	94,855	95,255	400	0.4%
Utilities	575	660	660	-	0.0%
Wages & Benefits	34,630	77,759	77,134	(625)	(0.8%)
2 - Expense Total	127,328	183,274	183,049	(225)	(0.1%)
	(214,763)	(121,621)	(132,081)	(10,460)	8.6%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Decrease in wages & benefits

2022 Strategic Goals and Objectives:

- Facilitate land transactions for a variety of capital and community projects.
- Work with the Airport to develop a Land Management Plan for the Campbell River Airport.
- Review and analyze city land inventory to consider asset retirement obligations.
- Complete transition to electronic contract and agreement tracking system.

2021 Highlights:

- Coordinated three land acquisitions in support of the Waterfront Acquisition Strategy.
- Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- Began Transition to electronic contract and agreement tracking system.



A close-up photograph of a person's hands writing on a document. The person is wearing a grey, ribbed sweater. They are holding a pink pen in their right hand and writing on a white document. The background is blurred, showing a desk and some papers. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text.

2022 BASE OPERATING BUDGET

Development Services



Development Services

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF DEVELOPMENT SERVICES

**Development
Planning Manager**

Senior Planner

Planner II

Planner II (PPT 0.80)

Planner I (PPT 0.71)

Clerk Technician

Administrative
Assistant x2

**Development
Engineering
Manager**

Development
Engineering Supervisor

... Development Officer
... Engineering
Technologist II
... Engineering
Technologist I

**Building Services
Supervisor**

Building Inspector III

Building Inspector II x2

Building Inspector I

Development Services Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
DEVELOPMENT SERVICES					
1 - Revenue					
Fees & Charges	(1,141,872)	(908,100)	(1,350,000)	(441,900)	48.7%
Other Revenue	(71,341)	(206,500)	(206,500)	-	0.0%
Sales of Goods & Services	(42,113)	(20,000)	(20,000)	-	0.0%
1 - Revenue Total	(1,255,326)	(1,134,600)	(1,576,500)	(441,900)	38.9%
2 - Expense					
Contracted Services	128,681	224,500	224,500	-	0.0%
Other Operating Expenses	101,388	111,180	124,540	13,360	12.0%
Utilities	2,241	5,300	5,300	-	0.0%
Wages & Benefits	1,549,122	1,721,462	1,770,152	48,690	2.8%
2 - Expense Total	1,781,432	2,062,442	2,124,492	62,050	3.0%
	526,106	927,842	547,992	(379,850)	(40.9%)

Segment Variance

DEVELOPMENT SERVICES	
Increase to building permit revenues	(441,900)
Increase to wages & benefits	48,690
Increase to staff training & development	13,360
OVERALL SEGMENT VARIANCE	(379,850)
VARIANCE %	(40.9%)

Director of Development Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
500 - DIRECTOR DEVELOPMENT SERVICES					
2 - Expense					
Other Operating Expenses	-	4,540	12,000	7,460	164.3%
Utilities	-	660	660	-	0.0%
Wages & Benefits	-	161,284	170,467	9,183	5.7%
2 - Expense Total	-	166,484	183,127	16,643	10.0%
	-	166,484	183,127	16,643	10.0%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

Development Services

This department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects. Over the past three years the department has processed an average of 350 building permits applications each year with an annual construction value averaging over \$125 million dollars and approved roughly \$2 million dollars of new public infrastructure. Land use & development applications involve the preparation of reports and recommendations for City Council's consideration and often involve public consultation.

Core department services:

- Building permits, inspections & compliance
- Development & land use planning applications (OCP & zoning amendments, development permit, and variance permit applications)
- Subdivision
- Engineering infrastructure review and approvals related to subdivision, development and building Engineering infrastructure review and approvals related to both current and future development
- Information & support for the local real estate industry
- Business licensing & compliance
- Administration of City correspondence
- Acting as the official signatory of the City
- Providing Legislative guidance and direction

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
510 - DEVELOPMENT SERVICES					
1 - Revenue					
Fees & Charges	(1,141,872)	(908,100)	(1,350,000)	(441,900)	48.7%
Other Revenue	(71,341)	(206,500)	(206,500)	-	0.0%
Sales of Goods & Services	(42,113)	(20,000)	(20,000)	-	0.0%
1 - Revenue Total	(1,255,326)	(1,134,600)	(1,576,500)	(441,900)	38.9%
2 - Expense					
Contracted Services	128,681	224,500	224,500	-	0.0%
Other Operating Expenses	101,388	106,640	112,540	5,900	5.5%
Utilities	2,241	4,640	4,640	-	0.0%
Wages & Benefits	1,549,122	1,560,178	1,599,685	39,507	2.5%
2 - Expense Total	1,781,432	1,895,958	1,941,365	45,407	2.4%
	526,106	761,358	364,865	(396,493)	(52.1%)

Summary of Budget Changes from 2021 to 2022:

- Increase in building permit revenues
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives:

- Maintain levels of service amid the COVID-19 pandemic.
- Complete review of Development Approvals Processes.
- Update Planning Procedures Bylaw, Zoning Bylaw and Subdivision and Development Servicing Bylaw.
- Review Subdivision and Development Application Fees.
- Adopt new Building Bylaw.

2021 Highlights:

- Implemented COVID-19 measures to maintain service levels for the construction industry.
- Completed recruitment and successfully filled Director of Development Services and Manager of Development Planning positions and internally promoted an Engineering Technologist II.
- Processed approximately 120 development, land use & subdivision applications creating over 100 new residential lots, 403 building permits applications & 2,000 business license applications.
- Implemented new development application form and procedures.
- Updated building permit fees.



2022 BASE OPERATING BUDGET

Community Safety



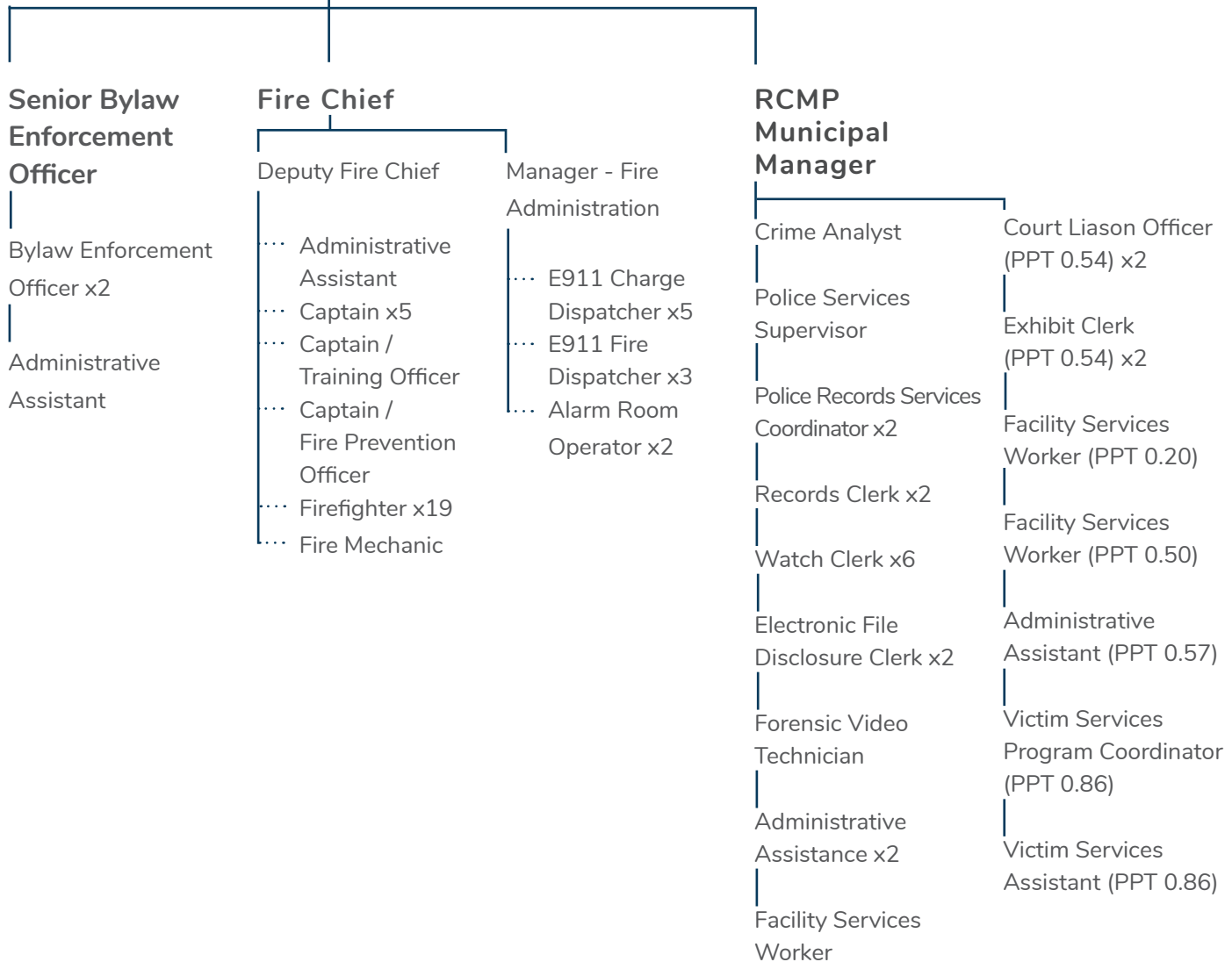


Community Safety

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF COMMUNITY SAFETY



Community Safety Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
COMMUNITY SAFETY					
1 - Revenue					
Fees & Charges	(2,156,923)	(2,177,749)	(2,239,973)	(62,224)	2.9%
Other Revenue	(586,276)	(600,974)	(537,121)	63,853	(10.6%)
Sales of Goods & Services	(21,680)	(21,000)	(24,000)	(3,000)	14.3%
1 - Revenue Total	(2,764,879)	(2,799,723)	(2,801,094)	(1,371)	0.0%
2 - Expense					
Contracted Services	8,411,603	8,933,282	9,126,149	192,867	2.2%
Insurance	55,294	67,469	70,800	3,331	4.9%
Other Operating Expenses	609,697	675,489	786,273	110,784	16.4%
Utilities	98,684	85,073	92,420	7,347	8.6%
Wages & Benefits	7,978,841	8,565,608	8,874,569	308,961	3.6%
2 - Expense Total	17,154,119	18,326,921	18,950,211	623,290	3.4%
	14,389,240	15,527,198	16,149,117	621,919	4.0%

Segment Variance

Increase to staff training & development	78,215
Increase to RCMP contract	263,038
Increase to fire operating expenses	30,898
Increase to utilities	7,347
Increase to insurance	3,331
Increase to shared service revenues	(64,293)
Increase to other revenues	(11,893)
Miscellaneous other changes	6,313
OVERALL SEGMENT VARIANCE	621,919
VARIANCE %	4.0%

Director of Community Safety

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
600 - DIRECTOR COMMUNITY SAFETY					
2 - Expense					
Other Operating Expenses	-	535	9,000	8,465	1582.2%
Utilities	-	-	-	-	0.0%
Wages & Benefits	-	151,694	157,530	5,836	3.8%
2 - Expense Total	-	152,229	166,530	14,301	9.4%
	-	152,229	166,530	14,301	9.4%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits
- Increase in wage transfers to other departments

Bylaw Enforcement & Animal Control

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
610 - BYLAW ENFORCEMENT					
1 - Revenue					
Fees & Charges	(56,955)	(52,572)	(52,834)	(262)	0.5%
Other Revenue	-	(2,564)	(2,577)	(13)	0.5%
1 - Revenue Total	(56,955)	(55,136)	(55,411)	(275)	0.5%
2 - Expense					
Contracted Services	113,948	115,122	116,774	1,652	1.4%
Other Operating Expenses	26,700	26,500	28,000	1,500	5.7%
Utilities	4,734	2,220	2,220	-	0.0%
Wages & Benefits	278,618	285,352	294,043	8,691	3.0%
2 - Expense Total	424,000	429,194	441,037	11,843	2.8%
	367,045	374,058	385,626	11,568	3.1%

Summary of Budget Changes from 2021 to 2022:

- Increase in bylaw infraction fine revenues
- Increase in parking patrol and animal control contracted services
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

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

2022 Strategic Goals and Objectives (continued)

- Decision through Council regarding the continuance of the Downtown Safety Office as a operational base for Bylaw Enforcement, Downtown Security and Downtown Parking.
- Renewal of the Downtown Parking Enforcement contract.
- Amendment to all regulatory bylaws to update penalty clause for bylaw offences pursuant to the BC Community Charter.

2021 Highlights

- Completed daily downtown foot patrols and regular cleanup of encampments.
- Active engagement in Downtown Safety Working Group.
- Proactive outreach with Heart of the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues and assist in information sharing on new BC Housing projects (Bridge to Housing & Supportive Housing).
- Assisted with public education and compliance with Provincial Health Orders during COVID-19, including receiving complaints and providing advice or referral to other government agencies for follow-up as appropriate.
- Responded to over 1500 bylaw complaint files ranging from public nuisance issues to violations under the Traffic and Highway Bylaw, Zoning Bylaw, Building Bylaw and a wide range of other bylaws.
- Administered the Animal Control Bylaw.



Fire Protection

Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities, and a portion of Area D of the Strathcona Regional District south of Campbell River from two fire stations. Fire protection services are maintained 24 hours a day by 25 career firefighters, 47 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
620 - FIRE PROTECTION					
1 - Revenue					
Fees & Charges	(581,287)	(558,100)	(569,732)	(11,632)	2.1%
Other Revenue	(28,523)	(20,896)	(21,114)	(218)	1.0%
1 - Revenue Total	(609,810)	(578,996)	(590,846)	(11,850)	2.0%
2 - Expense					
Contracted Services	236,366	61,241	43,800	(17,441)	(28.5%)
Insurance	39,034	50,000	52,500	2,500	5.0%
Other Operating Expenses	501,570	490,668	570,016	79,348	16.2%
Utilities	21,672	18,344	23,331	4,987	27.2%
Wages & Benefits	4,603,036	4,922,987	5,114,932	191,945	3.9%
2 - Expense Total	5,401,678	5,543,240	5,804,579	261,339	4.7%
	4,791,868	4,964,244	5,213,733	249,489	5.0%

Summary of Budget Changes from 2021 to 2022:

- Increase in fire protection contract revenues
- Increase in fire permit revenues
- Decrease in contracted service expenses offset by increases to other operating budgets
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Address strategic safety issues identified in the Fire Services Review.
- Train our next class of nine POC firefighters to be response ready by December
- Expand service coverage to unprotected residents in the SRD on Duncan Bay Road.
- Enhance work environment focused on wellness & positive culture so that all emergency service employees can feel supported physically and mentally.
- Enhance wildland response capabilities by acquiring an off-road response unit
- Improve the health and safety of firefighters through the acquisition of a decontamination unit
- Replace two light duty response vehicles that are 23 & 29 years old
- Enhance partnerships and collaboration with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- Increase FireSmart Public Education around interface areas with funding from UBCM grant.

2021 Highlights

- Identified and secured site location for new fire station headquarters.
- Updated covenant on new fire station site location
- Increased FireSmart Public Education around interface areas through UBCM grant funding.
- Recruited nine new paid-on-call firefighters.
- Improved fire fleet maintenance program.
- Provided fleet maintenance support to neighborin departments on a cost recovery basis.
- Provided operational and administrative support to the Gold River Fire Department as they transitioned through a change in leadership.
- Entered into a formal Fire Services Agreement with the Village of Gold River in support of their fire and rescue operations.
- Recruited two term firefighters to replace a member on secondment and a member on medical leave.
- Maintained employee and public safety while continuing to deliver emergency response during the pandemic.

E-911

This department delivers emergency fire dispatch communications to eight regional districts (80 fire departments) throughout Vancouver Island, qathet region, and Peace River region, encompassing a total service area of more than 180,000 square kilometres. Fire dispatch operations are maintained 24 hours a day. The City and fire dispatch centre has achieved many milestones in the course of our 25 years of providing service through the contract with the North Island 9-1-1 Corporation (NI911).

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
623 - E-911					
1 - Revenue					
Fees & Charges	(1,322,317)	(1,378,000)	(1,424,852)	(46,852)	3.4%
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	(1,322,317)	(1,378,000)	(1,424,852)	(46,852)	3.4%
2 - Expense					
Contracted Services	4,143	765	765	-	0.0%
Insurance	425	463	486	23	5.0%
Other Operating Expenses	12,166	26,877	38,708	11,831	44.0%
Utilities	1,754	1,300	1,300	-	0.0%
Wages & Benefits	1,122,554	1,184,174	1,217,141	32,967	2.8%
2 - Expense Total	1,141,042	1,213,579	1,258,400	44,821	3.7%
	(181,275)	(164,421)	(166,452)	(2,031)	1.2%

Summary of Budget Changes from 2021 to 2022:

- Increase to E-911 contract fee revenues
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Deploy technology upgrades & training associated with Next Generation 9-1-1 (NG911).
- Improve business continuity plans to ensure that a single site disruption does not interrupt services.
- Review call-taking and dispatch practices to meet NG911 standards and provide sound change management to ensure a smooth transition to NG911 .
- Support Campbell River’s tech ecosystem by providing state of the art dispatch and Next Generation 9-1-1 technology.
- Collaborate with partners to develop and enhance the quality of Fire Dispatch and ensure a healthy and trusting relationship with the fire departments and regional districts we serve.
- Enhance the work environment focused on wellness & positive culture so that all emergency service employees can feel supported physically and mentally.
- Renew the Fire Dispatch Contract with NI911 Corporation long term.

2021 Highlights

- Provided dispatch services for an estimated 17,621 fire and medical emergency incidents to Fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 – Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as NFPA Standard 1061 – Professional.
- Continued to maintain qualifications for public safety telecommunications personnel.
- Purchased equipment and the technology required to meet NG911 standards.
- Expanded service area to include 19 fire departments within the Cowichan Valley Regional District bringing total fire department client base to 80 Fire Departments.
- Completed a fire dispatch study analysis.
- Extended the fire dispatch contract with NI911 Corporation for an additional year.

Police Protection

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

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
630 - POLICE PROTECTION					
1 - Revenue					
Fees & Charges	(26,707)	(26,000)	(26,000)	-	0.0%
Other Revenue	(120,388)	(186,000)	(118,000)	68,000	(36.6%)
Sales of Goods & Services	(21,680)	(21,000)	(24,000)	(3,000)	14.3%
1 - Revenue Total	(168,775)	(233,000)	(168,000)	65,000	(27.9%)
2 - Expense					
Contracted Services	302,437	418,940	361,566	(57,374)	(13.7%)
Insurance	13,558	14,470	15,194	724	5.0%
Other Operating Expenses	52,242	100,424	109,233	8,809	8.8%
Utilities	68,544	62,538	64,727	2,189	3.5%
Wages & Benefits	1,834,113	1,874,892	1,937,926	63,034	3.4%
2 - Expense Total	2,270,894	2,471,264	2,488,646	17,382	0.7%
	2,102,119	2,238,264	2,320,646	82,382	3.7%

Summary of Budget Changes from 2021 to 2022:

- Decrease to Keep of Prisoner revenue
- Increase in criminal record checks revenue
- Decrease in Keep of Prisoner contracted service
- Increase in insurance
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- The RCMP will continue to address strategic initiatives through development of the Annual Performance Plan in consultation with Mayor and Council.
- Police/Community Relations: Continue to actively participate in as many community events.
- Drug Enforcement: Continue to combat the negative effects of alcohol/drug use within the community by teaching DARE and Party Program to School District students. In addition, police target individuals within the community who sell drugs.
- Traffic Enforcement: Continue to focus on distracted driving as well as impaired driving to keep our roads safer.
- First Nations Policing: Continue to contribute to safer and healthier First Nation Communities through proactive enforcement and cultural sensitivity training.
- Crime Reduction: Strategies specifically target the downtown core. The RCMP aims to decrease the effects of alcohol abuse in this area by decreasing the number of incidents of Cause Disturbance/ Drunk in a Public Place. This will be achieved through a number of initiatives including foot and bike patrols, as well as participation in the Downtown Safety Working Group.

2021 Highlights

- The annual file count for 2020 was 16,782. The file count for 2021 was 17,588 representing a 5% increase over 2020.
- 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.

Victim Services

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
632 - VICTIM SERVICES					
1 - Revenue					
Fees & Charges	(73,214)	(70,577)	(74,055)	(3,478)	4.9%
Other Revenue	(3,757)	-	-	-	0.0%
1 - Revenue Total	(76,971)	(70,577)	(74,055)	(3,478)	4.9%
2 - Expense					
Contracted Services	822	-	-	-	0.0%
Other Operating Expenses	6,869	16,911	16,911	-	0.0%
Utilities	1,231	400	566	166	41.5%
Wages & Benefits	99,072	103,384	108,469	5,085	4.9%
2 - Expense Total	107,994	120,695	125,946	5,251	4.4%
	31,023	50,118	51,891	1,773	3.5%

Summary of Budget Changes from 2021 to 2022:

- Increase in provincial funding for service
- Increase to wages & benefits

2022 Strategic Goals and Objectives

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

2021 Highlights

- This program provided continued support and assistance to victims and witnesses of crime and trauma, serving 379 clients in 2021.

RCMP

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.

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.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
640 - RCMP					
1 - Revenue					
Other Revenue	(433,608)	(391,514)	(395,430)	(3,916)	1.0%
1 - Revenue Total	(433,608)	(391,514)	(395,430)	(3,916)	1.0%
2 - Expense					
Contracted Services	7,607,282	8,187,611	8,450,649	263,038	3.2%
Other Operating Expenses	788	3,850	4,450	600	15.6%
2 - Expense Total	7,608,070	8,191,461	8,455,099	263,638	3.2%
	7,174,462	7,799,947	8,059,669	259,722	3.3%

Summary of Budget Changes from 2021 to 2022:

- Increase in strategic community investment fund grant revenues
- Increase in RCMP contracted service

2022 Strategic Goals and Objectives

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

2021 Highlights

- The department processed 159 requests for video evidence for court files in 2021. Video processing hours increased 15 percent in 2021 due to the increasing complexity of video technology.
- The department processed 1,436 police information checks for 2021, which represented a 26 percent increase over 2020.
- The department processed 472 fingerprint submissions in 2021 representing a 25 percent increase over 2020.



2022 BASE OPERATING BUDGET

Operations



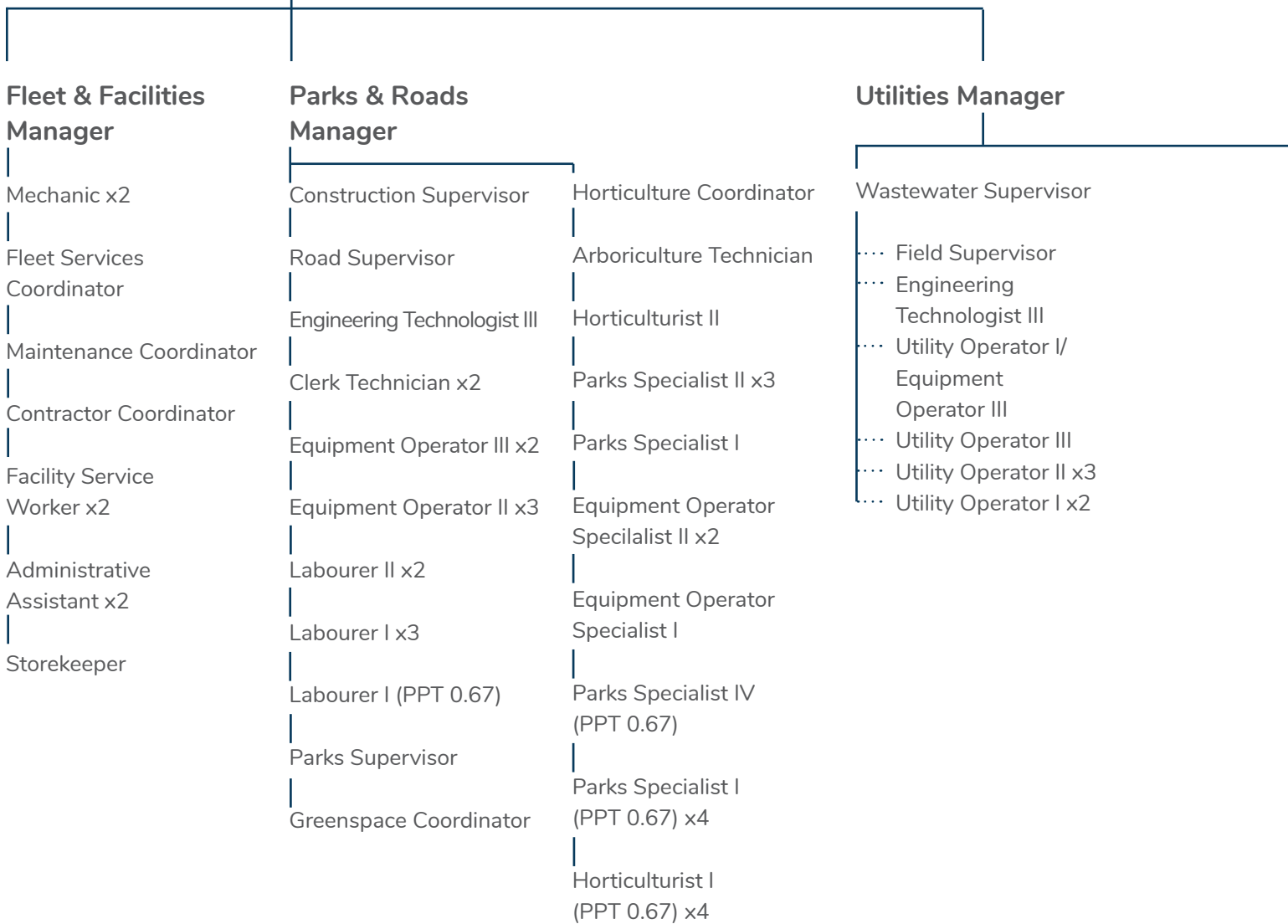


Operations

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF OPERATIONS



Collections &
Drainage Supervisor

Water Manager

- Engineering Technologist III x2
- Instrumentation Analyst
- Electrical Instrumentation Technologist
- Water Supervisor x2
- Utility Operator III x3
- Utility Operator II x4
- Utility Operator I x2
- Clerk Technician
- Administrative Assistant



Operations Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
OPERATIONS					
1 - Revenue					
Fees & Charges	(20,237)	(29,000)	(29,000)	-	0.0%
Other Revenue	(178,143)	(63,400)	(64,077)	(677)	1.1%
Sales of Goods & Services	(97,348)	(50,800)	(56,400)	(5,600)	11.0%
1 - Revenue Total	(295,728)	(143,200)	(149,477)	(6,277)	4.4%
2 - Expense					
Contracted Services	1,381,698	1,471,022	1,548,022	77,000	5.2%
Insurance	199,761	189,514	168,351	(21,163)	(11.2%)
Other Operating Expenses	1,894,618	1,848,018	1,893,464	45,446	2.5%
Utilities	819,154	837,608	869,602	31,994	3.8%
Wages & Benefits	3,876,250	4,336,962	4,479,663	142,701	3.3%
2 - Expense Total	8,171,481	8,683,124	8,959,102	275,978	3.2%
	7,875,753	8,539,924	8,809,625	269,701	3.2%

Segment Variance

OPERATIONS	
Increase in wages & benefits	142,700
Increase to staff training & development	40,542
Increase to facility repairs & maintenance	70,000
Increase to utilities	31,995
Decrease to insurance	(21,162)
Miscellaneous other changes	5,626
OVERALL SEGMENT VARIANCE	269,701
VARIANCE %	3.2%

Director of Operations

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
700 - DIRECTOR OPERATIONS					
2 - Expense					
Other Operating Expenses	-	5,608	19,100	13,492	240.6%
Utilities	-	1,000	1,000	-	0.0%
Wages & Benefits	-	99,930	101,632	1,702	1.7%
2 - Expense Total	-	106,538	121,732	15,194	14.3%
	-	106,538	121,732	15,194	14.3%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

1 - Revenue Total	(77,820)	-	(8,000)	(8,000)	0.0%
2 - Expense					
Contracted Services	119,241	65,000	65,000	-	0.0%
Other Operating Expenses	18,423	44,260	48,260	4,000	9.0%
Utilities	1,101	1,980	1,980	-	0.0%
Wages & Benefits	611,770	566,045	581,297	15,252	2.7%
2 - Expense Total	750,535	677,285	696,537	19,252	2.8%
	672,715	677,285	688,537	11,252	1.7%

Fleet

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
720 - FLEET					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	-	-	-	-	0.0%
2 - Expense					
Contracted Services	146,729	193,000	193,000	-	0.0%
Insurance	136,580	124,493	100,095	(24,398)	(19.6%)
Other Operating Expenses	525,235	476,020	481,785	5,765	1.2%
Utilities	2,014	2,800	2,800	-	0.0%
Wages & Benefits	461,382	485,936	498,497	12,561	2.6%
2 - Expense Total	1,271,940	1,282,249	1,276,177	(6,072)	(0.5%)
	1,271,940	1,282,249	1,276,177	(6,072)	(0.5%)

Summary of Budget Changes from 2021 to 2022:

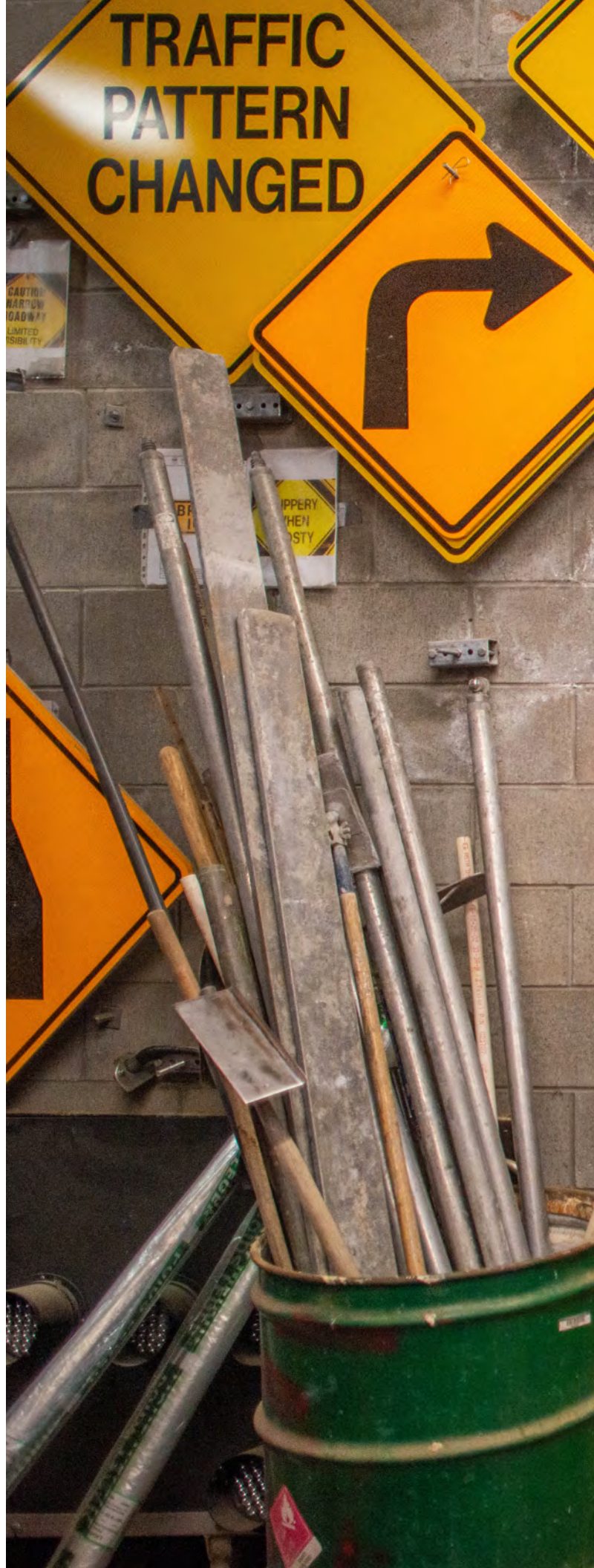
- Decrease to ICBC fleet Insurance
- Increase in fuel (gasoline & diesel) cost
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Transition to a new fleet maintenance software package, a module of the new Operations Management System software.
- Enhance fleet analytics using new and augmented existing data sources for better management planning and efficient operations.
- Enhance customer department working arrangements and seek to streamline maintenance processes.
- Working with both the Utilities and Facilities Department establish an improved process for maintenance of the City's 30+ standby generators to ensure essential service delivery.

2021 Highlights

- Replacement of a number of fleet units including several light duty pickups, passenger SUV's, and a variety of equipment at the Airport including two pieces of equipment (a front end loader and a runway de-icer) through the ACAP grant program.
- Operated with a distributed model utilizing the Airport operations shop to minimize COVID-19 related risks.
- Utilized alternative purchasing methods in light of global supply chain supply issues. Sourced used vehicles from local dealers for availability where appropriate.



Stores

Stores manages internal parts and materials and stocks approximately 1,700 stock keeping units (SKUs) at a value of \$340,000. Items include clamps, pipes, and fittings that are used in emergency repair and are not readily available locally. These are critical to providing uninterrupted City services.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
722 - STORES					
2 - Expense					
Other Operating Expenses	(29,250)	(29,249)	(29,659)	(410)	1.4%
Utilities	517	260	360	100	38.5%
Wages & Benefits	83,866	90,191	92,839	2,648	2.9%
2 - Expense Total	55,133	61,202	63,540	2,338	3.8%
	55,133	61,202	63,540	2,338	3.8%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Establish a new internal small tools management program working closely with all Operating Departments.
- Review and augment security of the Dogwood Operations Centre yard.
- Work with Purchasing Department to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.
- Continue to explore all options and sales channels for providing COVID-19 related Personal Protective Equipment and supplies for the safe provision of City services.
- Continue efforts to improve functionality of the Dogwood Operations Centre yard.

2021 Highlights

- Department continues to be heavily leveraged in support of the COVID-19 response. This included the acquisition of Personal Protective Equipment, sanitizer, masks, and other critical response items for all departments as part of the City's ongoing COVID-19 business continuity plans.
- Re-organization and remediation of the City's ERT Materials Transfer Site to facilitate more efficient management of aggregates and organics produced through normal City business.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.

Facilities

The department manages more than 300,000 square feet of a 30-plus mixed use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$150 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system.

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
724 - FACILITIES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	-	-	-	-	0.0%
2 - Expense					
Contracted Services	636,270	644,600	721,600	77,000	11.9%
Insurance	55,517	58,113	61,019	2,906	5.0%
Other Operating Expenses	151,273	141,424	143,973	2,549	1.8%
Utilities	189,014	178,475	184,629	6,154	3.4%
Wages & Benefits	442,835	452,889	469,089	16,200	3.6%
2 - Expense Total	1,474,909	1,475,501	1,580,310	104,809	7.1%
	1,474,909	1,475,501	1,580,310	104,809	7.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of facility maintenance budgets that were cut in 2021 due to COVID-19
- Increase in insurance premiums
- Increase in utilities (natural gas & electricity) cost
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Implement an upgrade to the City's Operations Management System software, transitioning to a wholly digital maintenance / asset management process for all asset classes.
- In conjunction with the Purchasing Department, continue to standardize and refine trades contractor procurement processes.
- Finalize updating of a number of Fire Safety Plans for the portfolio.
- Complete access control / security upgrades at a number of facilities.
- Continue to provide broad support to the organization around the Covid-19 response and changing PHO orders that affect City facilities and services.
- Undertake a number of major capital projects including the replacement of 3 roofing systems at the RCMP building, Community Centre, and Museum.

2021 Highlights

- Department was heavily involved in the City's Emergency Operations Centre / COVID-19 response with changing PHO direction. This included working on re-opening activities and supporting the City's hosting of the community-wide Covid-19 mass vaccination clinic.
- Completed a number of major capital projects including completion of structural works at the Centennial Pool, installation of roof safety systems at 8 buildings, rehabilitation works at the ERT materials xfer site, and a major envelope repair at the Maritime Heritage Centre.
- Commissioned the new Rotary Fieldhouse for City use working with the Recreation and Parks Departments.
- Augmented the City's networked video surveillance system with 7 new cameras in the downtown core to enhance public safety.
- Relocated a department to vacated space within the Enterprise Centre.

Roads

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

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
730 - ROADS					
1 - Revenue					
Fees & Charges	(8,718)	-	-	-	0.0%
Other Revenue	(104,380)	(35,000)	(35,000)	-	0.0%
1 - Revenue Total	(113,098)	(35,000)	(35,000)	-	0.0%
2 - Expense					
Contracted Services	337,860	402,142	402,142	-	0.0%
Insurance	420	494	504	10	2.0%
Other Operating Expenses	670,991	687,193	698,543	11,350	1.7%
Utilities	518,918	525,400	543,561	18,161	3.5%
Wages & Benefits	1,184,815	1,220,777	1,272,058	51,281	4.2%
2 - Expense Total	2,713,004	2,836,006	2,916,808	80,802	2.8%
	2,599,906	2,801,006	2,881,808	80,802	2.9%



Summary of Budget Changes from 2021 to 2022:

- Increase in electricity cost due to BC Hydro streetlight conversion
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Complete annual asphalt overlay as per the pavement management plan developed in 2018
- Complete Willis road Pedestrian walkway
- Upgrades to Rotary Beach parking lot
- Look for snow removal efficiencies through equipment and procedures

2021 Highlights

- Responded to more than 1,800 service requests
- Conversion of Street lights in town to LED
- Completion Carihi Bus Stop
- Paving of the entrance of 3.5 acre site
- Completed road overlays on Peterson Road south, Rama Road, Valejjo Road, Vargo Road, Coulter Road, Glendinning Drive, Wood and Barclay road
- Upgraded road marking to thermoplastic at a number of intersections
- Installation of new bus shelters along Hwy 19a

Parks

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

Core department services:

- Community banner program and decorative lighting
- Maintenance of parks and outdoor sports facilities
- Oceanfront Seawalk maintenance plus 43 km of trails and subdivision walkways
- Marine foreshore restoration
- Mclvor Lake beach maintenance
- Park furniture donation program (243 benches, tables)
- Assessing City property, greenspace and street trees for hazards, sightlines (more than 4,000 street trees)
- Special events support (especially for Canada Day, Spirit Square)
- Vandalism repairs, graffiti removal, biohazard disposal
- Invasive plant species removal and community beautification support (Broom Busters, Business Improvement Associations)

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
732 - PARKS					
1 - Revenue					
Fees & Charges	(11,519)	(29,000)	(29,000)	-	0.0%
Other Revenue	(59,976)	(15,000)	(15,000)	-	0.0%
1 - Revenue Total	(71,495)	(44,000)	(44,000)	-	0.0%
2 - Expense					
Contracted Services	251,952	221,640	221,640	-	0.0%
Insurance	7,194	6,367	6,685	318	5.0%
Other Operating Expenses	549,644	548,722	561,022	12,300	2.2%
Utilities	106,077	127,353	134,809	7,456	5.9%
Wages & Benefits	1,630,352	1,914,904	1,971,165	56,261	2.9%
2 - Expense Total	2,545,219	2,818,986	2,895,321	76,335	2.7%
	2,473,724	2,774,986	2,851,321	76,335	2.8%

Summary of Budget Changes from 2021 to 2022:

- Increase in utilities (electricity & irrigation water) cost
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

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

2021 Highlights

- Installation of two water fountains at Robron and Willow Point Skate Park.
- Completion of drainage system at Bike Skills Park at Willow Park.
- Resurfacing of playground material from sand to engineered wood fiber.
- Continuing park sign replacements at Centennial, Adams, Larwood and King Fisher.
- Arboriculture Technician continuing to work on the Urban Forestry Management Plan recommendations.
- Parks department planting 68 trees at various locations in the city including Hwy19a cemetery.
- Number of service requests for 2021 is 835.

Cemeteries

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
734 - CEMETERIES					
1 - Revenue					
Other Revenue	(13,787)	(13,400)	(14,077)	(677)	5.1%
Sales of Goods & Services	(97,348)	(50,800)	(56,400)	(5,600)	11.0%
1 - Revenue Total	(111,135)	(64,200)	(70,477)	(6,277)	9.8%
2 - Expense					
Contracted Services	8,887	9,640	9,640	-	0.0%
Insurance	50	47	48	1	2.1%
Other Operating Expenses	26,725	18,300	18,700	400	2.2%
Utilities	2,614	2,320	2,443	123	5.3%
Wages & Benefits	73,000	72,335	74,383	2,048	2.8%
2 - Expense Total	111,276	102,642	105,214	2,572	2.5%
	141	38,442	34,737	(3,705)	(9.6%)

Summary of Budget Changes from 2021 to 2022:

- Increase in cemetery revenues
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 45 interments).
- Completion of the Elks Falls expansion.
- Marketing plots in the new expanded area of Elk Falls.

2021 Highlights

- Continued installation of cemetery frames at Elk Falls Cemetery.
- Continuing tree infill at Elk Falls Cemetery and Hwy 19a.
- Donated Rhododendrons planted at Hwy 19a.
- Up Right Marker now being installed.

2022 BASE OPERATING BUDGET

Utilities





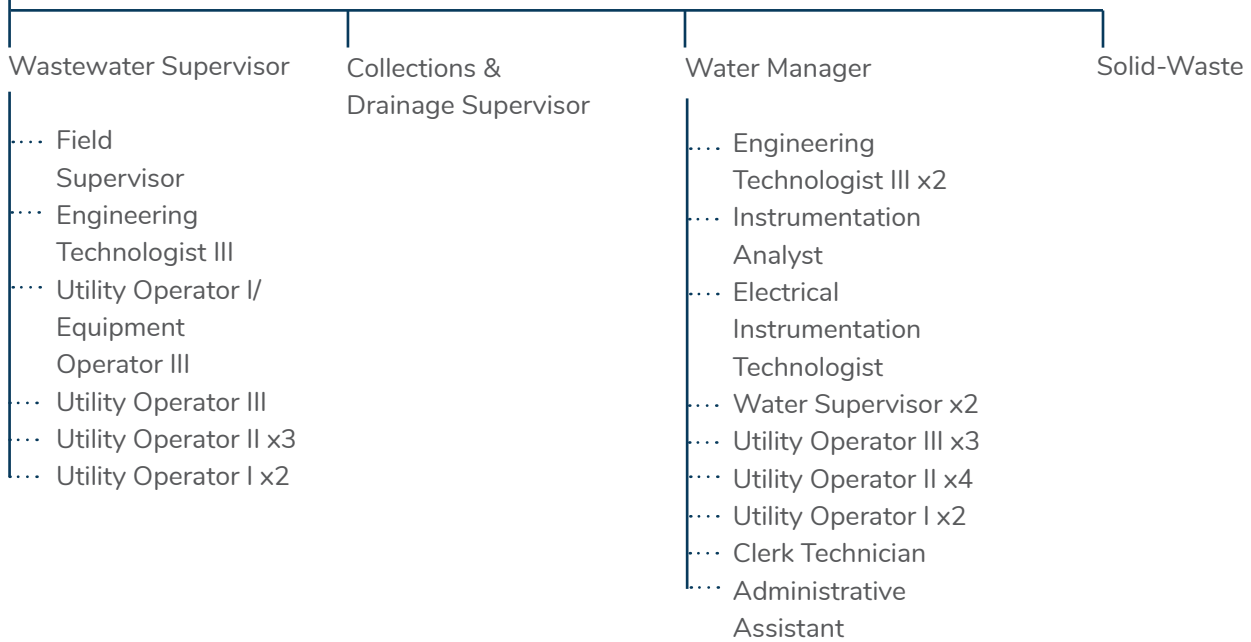
Utilities

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF OPERATIONS

Utilities Manager



Utilities Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
UTILITIES					
1 - Revenue					
Fees & Charges	(17,065,946)	(17,931,486)	(18,526,727)	(595,241)	3.3%
Investment Income	(350,961)	(74,000)	(90,500)	(16,500)	22.3%
Other Revenue	(494,298)	(399,494)	(401,584)	(2,090)	0.5%
Sales of Goods & Services	(29,289)	(30,000)	(30,000)	-	0.0%
Tax Revenue	(726,476)	(730,500)	(734,100)	(3,600)	0.5%
Transfers from own funds	-	-	-	-	0.0%
1 - Revenue Total	(18,666,970)	(19,165,480)	(19,782,911)	(617,431)	3.2%
2 - Expense					
Amortization Expense	1,966,345	-	-	-	0.0%
Contracted Services	2,718,147	2,832,299	2,763,698	(68,601)	(2.4%)
Insurance	102,529	91,012	95,064	4,052	4.5%
Other Operating Expenses	2,328,883	2,716,533	2,775,718	59,185	2.2%
Transfers from own funds	34,640	-	35,000	35,000	0.0%
Utilities	1,225,264	1,218,128	1,259,037	40,909	3.4%
Wages & Benefits	3,109,543	3,248,241	3,535,761	287,520	8.9%
2 - Expense Total	11,485,351	10,106,213	10,464,278	358,065	3.5%
	(7,181,619)	(9,059,267)	(9,318,633)	(259,366)	2.9%

Segment Variance

UTILITIES	
Increase in wages & benefits	287,520
Increase to staff training & development	29,875
Increase to utilities and other cost allocations	79,961
Decrease to storm drain contracted services	(102,750)
Increase to solid waste contracted services	34,149
Increase to tipping fees	29,310
Increase to water user fee revenues	(300,995)
Increase to sewer user fee revenues	(262,500)
Increase to solid waste user fee revenues	(31,746)
Increase to investment interest revenues	(16,500)
Increase to other revenues	(5,690)
OVERALL SEGMENT VARIANCE	(259,366)
VARIANCE %	2.9%

Sewer

Liquid Waste Services operates and maintains the infrastructure required for the collection and treatment of sanitary sewage for the City of Campbell River, as well as hauled sewage waste from nearby Regional Districts, and our neighboring First Nation communities. Norm Wood Environmental Centre (NVEC) treats an average of 14 million liters of wastewater per day, collecting and transferring via 260 kilometers of pipe and 17 lift stations.

A smaller treatment lagoon serves the northern industrial park.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
780 - SEWER					
1 - Revenue					
Fees & Charges	(6,186,003)	(6,733,600)	(6,996,100)	(262,500)	3.9%
Investment Income	(151,572)	(62,000)	(80,000)	(18,000)	29.0%
Other Revenue	4,584	-	-	-	0.0%
Tax Revenue	(724,229)	(726,200)	(729,800)	(3,600)	0.5%
Transfers from own funds	(77)	-	-	-	0.0%
1 - Revenue Total	(7,057,297)	(7,521,800)	(7,805,900)	(284,100)	3.8%
2 - Expense					
Contracted Services	317,046	397,000	404,500	7,500	1.9%
Insurance	44,903	42,974	44,624	1,650	3.8%
Other Operating Expenses	757,578	884,906	892,972	8,066	0.9%
Transfers from own funds	34,640	-	35,000	35,000	0.0%
Utilities	403,856	430,003	444,206	14,203	3.3%
Wages & Benefits	1,016,418	1,192,612	1,301,169	108,557	9.1%
2 - Expense Total	2,574,441	2,947,495	3,122,471	174,976	5.9%
	(4,482,856)	(4,574,305)	(4,683,429)	(109,124)	2.4%

Summary of Budget Changes from 2021 to 2022:

- Increase to sewer revenues due to growth & user fee increase
- Increase to investment income
- Increase to sewer parcel tax revenue due to growth
- Decrease to overhead cost allocations
- Increase to utilities (fuel, electricity & water)
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



2022 Strategic Goals and Objectives

- Complete NVEC Phase III Upgrades, which includes: generator installation, electrical and instrumentation, SCADA, and septage receiving station upgrades.
- Complete Hwy 19A Sewer Main Replacement.
- Complete sewer main renewal of over 2km of degraded sanitary pipe.
- Complete design work on 6th Ave sanitary sewer line replacement
- Complete Pinecrest access road
- Complete sewer flushing and CCTV inspections as per risk management policy
- Continue to provide reliable, cost effective and safety conscious service.

2021 Highlights

- Chemical grouting of 14 sewer mains
- Completion of the Pinecrest sewer right-of-way clearing
- Completion of the NVEC electrical assessment
- Renewal of 2500 metres of sewer mains
- Completion of the waterfront sewer system upgrades phase III project (Installation of Lift stations # 4, 5, and 6)
- Complete Hwy 19A Sewer Main Replacement design

Storm Drains

This department is responsible for the sustainable management of the storm water systems throughout the community; including pipes, manholes, ditches, and detention ponds. These activities include infrastructure asset management activities, performance monitoring, service requests, and infrastructure emergency response.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
782 - STORM DRAINS					
1 - Revenue					
Fees & Charges	-	(1,000)	(1,000)	-	0.0%
Investment Income	-	(1,000)	(1,000)	-	0.0%
Other Revenue	-	-	-	-	0.0%
1 - Revenue Total	-	(2,000)	(2,000)	-	0.0%
2 - Expense					
Contracted Services	126,115	123,750	21,000	(102,750)	(83.0%)
Other Operating Expenses	80,845	80,670	80,170	(500)	(0.6%)
Utilities	639	660	660	-	0.0%
Wages & Benefits	138,152	177,815	271,223	93,408	52.5%
2 - Expense Total	345,751	382,895	373,053	(9,842)	(2.6%)
	345,751	380,895	371,053	(9,842)	(2.6%)

Core department services:

- Operation and management of core drainage infrastructure throughout the City.
- Annual ditch mowing
- Service requests and emergency response
- Culvert and catch basin cleaning and inspection
- Line inspection and preventative maintenance

Summary of Budget Changes from 2021 to 2022:

- Decrease to contracted services and supplies, offset by increases to wages & benefits
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Identify, classify and prioritize drainage assets by current condition and service criticality.
- To prioritize major deficiencies within the City's drainage infrastructure to create short term mitigation plans and standard procedures to ensure essential operations continuity.
- Based on preliminary Asset Criticality Assessments, develop a Drainage Strategic Plan to identify resources needs, identify funding opportunities and public/private synergies for major infrastructure initiatives.
- Complete capacity survey of all Campbellton and downtown storm infrastructure.
- Create and implement interactive operator web based maps of storm system for use in the field.
- Complete 2022 ditch cleaning program.

2021 Highlights

- Approximately 3,300 catch basins were inspected with cleaning and repairs being completed at required locations
- 6th Ave storm main replacement.
- 338 Service requests were completed.
- Rehabilitation of the primary tide gate in the downtown core.



Water

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

Watershed Protection

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

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

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

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

Water Sampling and Testing

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

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
790 - WATER					
1 - Revenue					
Fees & Charges	(8,666,975)	(8,863,000)	(9,163,995)	(300,995)	3.4%
Investment Income	(199,389)	(11,000)	(9,500)	1,500	(13.6%)
Other Revenue	(112,213)	-	-	-	0.0%
Tax Revenue	(2,247)	(4,300)	(4,300)	-	0.0%
Transfers from own funds	-	-	-	-	0.0%
1 - Revenue Total	(8,980,824)	(8,878,300)	(9,177,795)	(299,495)	3.4%
2 - Expense					
Amortization Expense	1,966,345	-	-	-	0.0%
Contracted Services	485,291	315,517	315,517	-	0.0%
Insurance	57,626	48,038	50,440	2,402	5.0%
Other Operating Expenses	1,402,452	1,656,273	1,705,408	49,135	3.0%
Transfers from own funds	-	-	-	-	0.0%
Utilities	206,354	194,054	199,826	5,772	3.0%
Wages & Benefits	1,902,890	1,833,635	1,918,329	84,694	4.6%
2 - Expense Total	6,020,958	4,047,517	4,189,520	142,003	3.5%
	(2,959,866)	(4,830,783)	(4,988,275)	(157,492)	3.3%

Summary of Budget Changes from 2021 to 2022:

- Increase to water revenues due to growth & user fee increase
- Decrease to investment income
- Increase to overhead cost allocations
- Increase to utilities (fuel & electricity)
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Complete water main renewal and upsize – 6th Ave between Alder St. and Island Hwy. & Thulin St. between 6th Ave and 5th Ave.
- Complete a comprehensive update to the Water System Strategic Action Plan.
- Perform a citywide cathodic protection survey.
- Complete conceptual design for Wei Wai Kum-City of Campbell River water connection improvements.
- Continue liaising and collaborating with BC Hydro on water security.
- Rehabilitate Evergreen and Beaver Lodge Reservoir roofs.

2021 Highlights

- Substantial completion of Phase 2 Hilchey Road main renewal.
- Installed HDPE liner in the Evergreen reservoir.
- Completed electrical upgrades to the Evergreen reservoir.
- Completed annual water conservation initiatives.
- Installed secondary chlorination system at the Campbell River Water Supply Centre.
- Worked in collaboration with the SRD to improve flow and water quality monitoring of bulk water supply to the District.



Solid Waste

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

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
830 - SOLID WASTE					
1 - Revenue					
Fees & Charges	(2,212,968)	(2,333,886)	(2,365,632)	(31,746)	1.4%
Other Revenue	(386,669)	(399,494)	(401,584)	(2,090)	0.5%
Sales of Goods & Services	(29,289)	(30,000)	(30,000)	-	0.0%
1 - Revenue Total	(2,628,926)	(2,763,380)	(2,797,216)	(33,836)	1.2%
2 - Expense					
Contracted Services	1,789,695	1,996,032	2,022,681	26,649	1.3%
Other Operating Expenses	88,008	94,684	97,168	2,484	2.6%
Transfers from own funds	-	-	-	-	0.0%
Utilities	614,415	593,411	614,345	20,934	3.5%
Wages & Benefits	52,083	44,179	45,040	861	1.9%
2 - Expense Total	2,544,201	2,728,306	2,779,234	50,928	1.9%
	(84,725)	(35,074)	(17,982)	17,092	(48.7%)

Summary of Budget Changes from 2021 to 2022:

- Increase to solid waste revenues due to growth
- Increase to cost of curbside pickup contracted service
- Increase to tipping fees
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Undertake and RFP process for a new contract for delivery of enhanced curbside garbage, recycling and organics services starting in 2024.
- Promote waste diversion and recycling initiatives through the Recycle BC recycling program.
- Liaise and collaborate with CVRD in development of new regional organics facility in Campbell River. New curbside services are anticipated to commence in 2023.
- Participate in Regional Solid Waste Management Advisory Committee.

2021 Highlights

- Ongoing collaboration with the Comox Valley Regional District for the establishment of an organics processing facility in Campbell River.
- Received a Provincial grant to support future curbside organic cart collection system for 2/3 the cost for \$683,000
- Renewed existing curbside and yard waste contract for the community until the end of 2023.
- Enhanced partnerships with Recycle BC for enhanced community recycling programs.







2022 BASE OPERATING BUDGET

Community Planning & Livability



Community Planning & Livability

CITY MANAGER

DEPUTY CITY MANAGER

DIRECTOR OF COMMUNITY PLANNING & LIVABILITY

Long Range Planning & Sustainability Manager

- Technologist III
- Environmental Science Officer
- Engineering Technologist III (PPT 0.60)
- Senior Planner x2
- Planning Technician

Recreation & Culture Manager

- Recreation & Culture Supervisor x2
- Program Coordinator x2
- Programmer x4
- Program Supervisor x3
- Administrative Assistant II x2
- Administrative Assistant x2
- Facility Services Worker x2
- Facility Services Worker II (PPT 0.80)
- Program Supervisor (PPT)
- Fitness Crew Leader (PPT)
- Certified Instructor II (PPT) x5
- Certified Instructor I (PPT)
- Instructor/Leader (PPT) x5
- Administrative Assistant (PPT) x6

Community Planning & Livability Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
COMMUNITY PLANNING & LIVABILITY					
1 - Revenue					
Fees & Charges	(995,169)	(1,373,249)	(1,544,300)	(171,051)	12.5%
Investment Income	-	-	-	-	0.0%
Other Revenue	(397,755)	(45,900)	(393,920)	(348,020)	758.2%
Sales of Goods & Services	(2,463)	(4,300)	(7,000)	(2,700)	62.8%
1 - Revenue Total	(1,395,387)	(1,423,449)	(1,945,220)	(521,771)	36.7%
2 - Expense					
Contracted Services	2,205,119	2,485,014	2,639,008	153,994	6.2%
Debt Servicing	-	-	-	-	0.0%
Insurance	19,067	21,216	22,277	1,061	5.0%
Other Operating Expenses	268,358	454,682	531,615	76,933	16.9%
Utilities	120,718	153,509	166,459	12,950	8.4%
Wages & Benefits	2,957,454	3,519,126	3,697,579	178,453	5.1%
2 - Expense Total	5,570,716	6,633,547	7,056,938	423,391	6.4%
	4,175,329	5,210,098	5,111,718	(98,380)	(1.9%)

Segment Variance

COMMUNITY PLANNING & LIVABILITY	
Increase in wages & benefits	178,456
Increase to staff training & development	28,918
Increase to BC Transit contracted service	68,295
Increase to utilities	12,949
Increase to recreation operating expenses	133,155
Increase to recreation user fee revenues	(233,482)
Increase to BC Transit grant revenues	(252,000)
Decrease to Transit fee revenues	(28,289)
Miscellaneous other changes	(6,379)
OVERALL SEGMENT VARIANCE	(98,377)
VARIANCE %	(1.9%)

Director of Community Planning & Livability

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
800 - DIRECTOR OF COMMUNITY PLANNING & LIVABILITY					
2 - Expense					
Other Operating Expenses	-	3,032	9,000	5,968	196.8%
Utilities	-	800	800	-	0.0%
Wages & Benefits	-	79,036	99,516	20,480	25.9%
2 - Expense Total	-	82,868	109,316	26,448	31.9%
	-	82,868	109,316	26,448	31.9%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits



Long Range Planning

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

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
810 - LONG RANGE PLANNING SERVICES					
1 - Revenue					
Other Revenue	(77,820)	-	(8,000)	(8,000)	0.0%
1 - Revenue Total	(77,820)	-	(8,000)	(8,000)	0.0%
2 - Expense					
Contracted Services	119,241	65,000	65,000	-	0.0%
Other Operating Expenses	18,423	44,260	48,260	4,000	9.0%
Utilities	1,101	1,980	1,980	-	0.0%
Wages & Benefits	611,770	566,045	581,297	15,252	2.7%
2 - Expense Total	750,535	677,285	696,537	19,252	2.8%
	672,715	677,285	688,537	11,252	1.7%

Summary of Budget Changes from 2021 to 2022:

- Increase in electric vehicle charging station revenue
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Continue to work with our extensive Stewardship partners to deliver a wide array of conservation programming throughout our public environmentally sensitive areas.
- Develop the Master Transportation Plan to address how residents move and connect to areas of the city whether by walking, cycling or vehicle to reduce greenhouse gasses and promote community health and well-being.
- Develop the Quinsam Heights Neighbourhood Plan to address future growth in the area and explore a diversity of housing options, retail, business, open space and recreational opportunities while preserving and enhancing the natural environment.
- Develop a Housing Growth Strategy that explores strategic options for neighbourhood infill development and potential expansion of the city's Urban Containment Boundary to address future growth and the community's climate action goals.
- Explore rezoning of social services downtown to encourage redevelopment, economic vitality and public safety.
- Coordinate the City's affordable housing initiatives, including partnerships with BC Housing, the Coalition to End Homelessness and local not-for-profit organizations.
- Support social planning, including addressing downtown safety, homelessness and the community opioid crisis response.
- Continue to progress a program of amendments to the Official Community Plan to reflect Council policy.
- Implement the actions in the Climate Adaptation Plan to mitigate and manage the effects of climate change through initiatives such as switching to renewable energy and electric vehicles, and introducing regulations to protect the community from flooding, sea level rise and other climate related emergencies.
- Update the City's Development Permit Area Guidelines to improve protection for environmentally sensitive species and habitat such as Great Blue Heron, and develop an Environmentally Sensitive Areas Policy.
- Coordinate and enhance the City's Downtown Revitalization programs including: the Downtown Small Initiatives Fund, Crime Prevention through Environmental Design and Beautification Programs.
- Continue to create vibrant public spaces focusing on community health and livability through public art, wayfinding and connected greenways such as the Rockland Roundabout Art Piece, Greenways Loops, Campbellton wayfinding and other initiatives.

2021 Highlights

- Hosted the City of Campbell River Stewardship Awards Program.
- Completed our annual invasive plant treatment programs with our conservation partners, Greenways Land Trust and the Coastal Invasive Species Committee.
- Provide support for our growing Stewardship community partners who look after our urban streams and greenways, and who work to reduce wildlife conflicts
- February 5, 2021 saw the official opening of the 50-unit supportive housing apartment “Q’waxsem Place” at 580 Dogwood Street. This project was a partnership with BC Housing with land donated by the city, and includes 24-hour staff support provided by the Vancouver Island Mental Health Society.
- Adoption of the Community Climate Adaptation Plan, with plans to further discuss priorities and implementation actions.
- Update to the Miscellaneous Fees and Charges Bylaw to allow a fee to apply to public use of the municipally owned electric vehicle charging stations.
- Grant obtained to install another EV charging station at Sportsplex (has been delayed and will be complete in 2022).
- Provide support for social initiatives such as downtown safety, community opioid response and obtained and administered funding for the Get the Point program (\$35,000) in partnership with Kwakiutl District Council and the CAT to assist with community clean-ups and stigma reduction.
- The Community Action Team (CAT) used Community Action Team funding to help support localized overdose response initiatives.
- Fully subscribed Clean BC energy rebate program: \$45,000 of grant funding provided to residents switching to cleaner and more efficient home heating systems.
- Campbellton Neighbourhood Association’s “River Route” wayfinding signage project complete.
- Strengthening Communities Grant secured, in conjunction with a collaborative working group including Strathcona Regional District and various local non-profits. \$1 million dollar grant funds will be used for expanding local services and programs offering support for mental health, addiction, health outreach, downtown safety and cleanliness.
- Specific accommodations for sea level rise built into the Hwy 19A Phase 3 work, resulting from the Sea Level Rise Action Plan.
- Hwy 19A Phase 3 work also includes the addition of several public park spaces which provide improved waterfront access and viewing, seating areas and interpretive signage.
- Public consultation conducted on the proposed amendments to the OCP Development Permit Areas concerning Bald Eagle and Great Blue Heron nesting trees and safety and environmental aspects of development and other disturbance on steep slopes. This work will continue into 2022.
- Environmental best management practices including development review and supporting the City’s restoration projects.
- An amendment to the OCP to entirely remove the “Estate” designation from land use (in Quinsam Heights) and replaced with “Neighbourhood”.

Recreation & Culture

This department provides a variety of quality recreation and culture services for people of all ages, stages and abilities. The Recreation and Culture department aims to provide accessible recreation that fosters individual wellbeing, community wellbeing and the wellbeing of Campbell River's natural and built environments. To accomplish this aim, Recreation staff partner with many different organizations to provide services that help our community be active, healthy and socially connected. The department regularly consults the community to do ongoing assessments and evaluations to ensure programs and services are meeting community needs and to assess the impact of recreation services.

The Recreation and Culture Department oversees the operation of the Sportsplex, Community Centre and Centennial Pool, Rotary Club Field House, and provides park, field and facility booking services as well as custodial services for all recreation facilities, City Hall the Enterprise Centre and Norm Woods Environmental Centre.

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
820 - RECREATION & CULTURE					
1 - Revenue					
Fees & Charges	(286,947)	(380,315)	(523,077)	(142,762)	37.5%
Other Revenue	(102,864)	(20,900)	(108,920)	(88,020)	421.1%
Sales of Goods & Services	(2,463)	(4,300)	(7,000)	(2,700)	62.8%
1 - Revenue Total	(392,274)	(405,515)	(638,997)	(233,482)	57.6%
2 - Expense					
Contracted Services	93,263	143,500	229,200	85,700	59.7%
Debt Servicing	-	-	-	-	0.0%
Insurance	19,067	21,216	22,277	1,061	5.0%
Other Operating Expenses	181,309	345,492	409,636	64,144	18.6%
Utilities	118,680	150,729	163,679	12,950	8.6%
Wages & Benefits	2,129,900	2,774,096	2,914,874	140,778	5.1%
2 - Expense Total	2,542,219	3,435,033	3,739,666	304,633	8.9%
	2,149,945	3,029,518	3,100,669	71,151	2.3%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of recreation user fee revenues that were decreased significantly in 2021 due to COVID-19
- Reinstatement of contracted service and operating budgets that were decreased significantly in 2021 due to COVID-19
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- To meet Council's Strategic Plan objective of community input, Recreation and Culture will continue engagement with the community to ensure programs, events and services are meeting community needs.
- To manage the impact of the Sportsplex rehab project on staff and clientele and continue to support livability and health in our community by offering the greatest service level possible during the facility closure.
- The department will focus on downtown activation and implementation of Live Streets events to enhance community livability and support downtown revitalization.
- The Recreation and Culture Department will continue to work with the education and health sectors to develop physical literacy education and programming for our region.
- To ensure a safe and livable community, the Recreation and Culture Department will work with staff and community groups to ensure that all activities and events are following all applicable Covid protocols.
- To ensure that the most vulnerable people in our community have access to recreation services, the department will continue to work with the Ministry for Children and Families, Family Services, School District 72 and the Health Authority to provide recreation opportunities year-round.
- Continue to support community and staff health with enhanced cleanings at City facilities.
- To support good governance, the Recreation and Culture Department will continue to use measurement and reporting tools for the department, with a focus on impact assessments.

2021 Highlights

- Opened and successfully operated the Rotary Club Field House.
- After being closed for 2 summers. Centennial Pool opened and had a successful season.
- Supported the following community health and safety initiatives: BC Vaccine Clinic, Blood Donor Clinics and an Extreme Weather Shelter.
- Through partnerships, the department provided summer programs for vulnerable children in our community at no cost to the participants and no additional funding from the City.
- Implemented phase 2 of the PLAY Campbell River initiative which included physical literacy education, installation of physical literacy pathways at schools, hiring a PLAY coordinator and PLAY Teacher Coordinator,
- Continued to work with, and support, the Seniors Network and Seniors Information HUB. The Seniors Network successfully completed the Dementia Awareness project and the Senior's Hub officially launched in 2021.
- Continued to provide enhanced cleaning for other departments and facilities in the City.
- Facilitated 3 impact assessments on various programs including Cardio Fitness Classes, Family Place and Active Living social programs. Key learnings from these assessments indicated the social nature of our programs were essential to individual, family and community mental health.
- Continued to pivot and adjust to the ever-changing PHO's as quickly as possible to safely provide the greatest level of service possible to our community. This included online programs and classes, outdoor in person fitness and recreation classes and programs, indoor and outdoor preschool and family programs, afterschool programs, outdoor drive through events, offering programs offsite.

Transportation

Provides transportation planning, engineering and support of capital projects and Roads operations.

Core department services:

- Transportation planning and engineering
- Oversight of Traffic Orders and Traffic Bylaws
- Community liaison regarding transportation issues
- Oversight of active transportation services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
840 - TRANSPORTATION					
2 - Expense					
Contracted Services	2,850	-	-	-	0.0%
Insurance	-	-	-	-	0.0%
Other Operating Expenses	6,318	2,050	3,050	1,000	48.8%
Utilities	937	-	-	-	0.0%
Wages & Benefits	181,944	66,687	68,720	2,033	3.0%
2 - Expense Total	192,049	68,737	71,770	3,033	4.4%
	192,049	68,737	71,770	3,033	4.4%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

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

2021 Highlights

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



Public Transit

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

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
842 - PUBLIC TRANSIT					
1 - Revenue					
Fees & Charges	(708,222)	(992,934)	(1,021,223)	(28,289)	2.8%
Investment Income	-	-	-	-	0.0%
Other Revenue	(217,071)	(25,000)	(277,000)	(252,000)	1008.0%
1 - Revenue Total	(925,293)	(1,017,934)	(1,298,223)	(280,289)	27.5%
2 - Expense					
Contracted Services	1,989,765	2,276,514	2,344,808	68,294	3.0%
Other Operating Expenses	62,308	59,848	61,669	1,821	3.0%
Wages & Benefits	33,840	33,262	33,172	(90)	(0.3%)
2 - Expense Total	2,085,913	2,369,624	2,439,649	70,025	3.0%
	1,160,620	1,351,690	1,141,426	(210,264)	(15.6%)

Summary of Budget Changes from 2021 to 2022:

- Increase in farebox revenues
- Increase in provincial grant revenues
- Increase in cost of BC Transit contracted service



2022 Strategic Goals and Objectives

- Continue to annually assess efficiencies and level of service for transit routes.
- Expand transit shelters and improve stop locations both within the City and in Area D in partnership with Ministry of Transportation and Infrastructure.
- Implement NEXTRIDE program with BC Transit.
- Implement short and medium term recommendations of the Transit Futures Plan.
- Explore opportunities to promote monthly/semester fare products.
- Promote the community's awareness of transit services such as Bus to Work week.

2021 Highlights

- Worked to provide continuous services during Covid restrictions.
- Completed minor changes to the routes and schedules to address some communities concerns.
- Approved in principle future expansion to routes in 2023/24 to conventional and HandyDART services.
- Installed eight new shelters in partnership with BC Transit.
- New Transit Maintenance Facility is fully functional.
- Fleet change over completed for the new Vicinity buses.





2022 BASE OPERATING BUDGET

Economic Development & Tourism





Economic Development & Tourism

CITY MANAGER

DEPUTY CITY MANAGER

ECONOMIC DEVELOPMENT OFFICER

Business
Development
Specialist

Economic
Development
Analyst

Airport Manager

- ... Airport Electrician
- ... Airport Maintenance Coordinator
- ... Airport Specialist x5
- ... Administrative Assistant

Economic Development & Tourism

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
ECONOMIC DEVELOPMENT & TOURISM					
1 - Revenue					
Fees & Charges	(263,150)	(310,103)	(481,608)	(171,505)	55.3%
Investment Income	-	-	-	-	0.0%
Other Revenue	(642,709)	(792,933)	(837,153)	(44,220)	5.6%
Sales of Goods & Services	(415,510)	(1,981,500)	(1,591,408)	390,092	(19.7%)
Transfers from own funds	(923,594)	(559,777)	(1,351,647)	(791,870)	141.5%
1 - Revenue Total	(2,244,963)	(3,644,313)	(4,261,816)	(617,503)	16.9%
2 - Expense					
Contracted Services	716,659	952,080	962,080	10,000	1.1%
COVID Operating Expenses	-	-	-	-	0.0%
Debt Servicing	-	-	-	-	0.0%
Insurance	28,389	25,810	36,200	10,390	40.3%
Other Operating Expenses	848,871	2,155,655	1,807,263	(348,392)	(16.2%)
Other Revenue	-	-	-	-	0.0%
Transfers from own funds	125,770	177,710	992,109	814,399	458.3%
Utilities	86,112	86,096	82,487	(3,609)	(4.2%)
Wages & Benefits	973,044	876,489	1,018,111	141,622	16.2%
2 - Expense Total	2,778,845	4,273,840	4,898,250	624,410	14.6%
	533,882	629,527	636,434	6,907	1.1%

Segment Variance

COMMUNITY PLANNING & LIVABILITY	
Increase in wages & benefits	178,456
Increase to staff training & development	28,918
Increase to BC Transit contracted service	68,295
Increase to utilities	12,949
Increase to recreation operating expenses	133,155
Increase to recreation user fee revenues	(233,482)
Increase to BC Transit grant revenues	(252,000)
Decrease to Transit fee revenues	(28,289)
Miscellaneous other changes	(6,379)
OVERALL SEGMENT VARIANCE	(98,377)
VARIANCE %	(1.9%)

Economic Development & Tourism

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

The department oversees a number of initiatives and collaborates with organizations and community partners to meet annual goals within Economic Development’s strategic framework. This framework encompasses business retention and expansion, investor readiness, collaboration, opportunities and communication.

Departmental activities are oriented around Economic Development’s commitment to cultivating a flourishing, sustainable local economy.

Core department services:

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

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
112 - ECONOMIC DEVELOPMENT					
1 - Revenue					
Other Revenue	(349,038)	(475,000)	(475,000)	-	0.0%
1 - Revenue Total	(349,038)	(475,000)	(475,000)	-	0.0%
2 - Expense					
Contracted Services	641,342	862,800	862,800	-	0.0%
Other Operating Expenses	20,170	21,300	23,500	2,200	10.3%
Utilities	1,187	1,200	1,200	-	0.0%
Wages & Benefits	220,221	219,227	223,934	4,707	2.1%
2 - Expense Total	882,920	1,104,527	1,111,434	6,907	0.6%
	533,882	629,527	636,434	6,907	1.1%

Summary of Budget Changes from 2021 to 2022:

- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Continue bolstering local economic growth through business retention and expansion initiatives. This includes visiting business owners to address their specific business needs and connecting people with resources and skill-building opportunities, such as the Modern Entrepreneur Innovation Series of events and programming.
- Update the TECHatchery webpage to function as a virtual business hub by refreshing its content and increasing its scope. This website will offer investors and entrepreneurs easy access to information about Campbell River to assist them with their business decisions. It will also house the Modern Entrepreneur Innovation Series podcasts, livestream speaker series and hackathon information.
- Continue promoting and supporting the CRadvantage municipal broadband network, TECHatchery and NexStream Tech Competition, which contribute to Campbell River's growing technology ecosystem and support the department's strategy of diversifying the city's economy; they also provide value for existing businesses and industries.
- Continue participating in the BC Provincial Nominee Program, which aims to support economic immigration to British Columbia by attracting foreign entrepreneurs. Applications for Campbell River are focused on professional, scientific and technical services; wood-product manufacturing; and food and beverage services.
- Collaborate with organizations such as the Campbell River & District Chamber of Commerce, North Island College and North Island Employment Foundations Society to offer workforce-development initiatives. Continue collaborating with local, regional, provincial and federal organizations to create opportunities to nurture and grow Campbell River's economy.

Collaboration:

- Continue to work with other City departments to further Council's strategic initiatives.
- Collaborate at a regional level with Vancouver Island Coast Economic Developers Association (VICEDA), Vancouver Island Economic Alliance, and the Province on new initiatives.
- Collaborate with local partners, including the Chamber of Commerce, Immigrant Welcome Centre, and First Nation partners.
- The Manager of Economic Development will continue in the role of VICEDA's president.
- Continue collaborating with the City's tourism service provider.

2021 Highlights

- The Economic Development Department team drafted a five-year strategic plan, Innovative by Nature.
- The Manager of Economic Development held the positions of president of VICEDA and chair of the VICEDA Regional Tech Attraction Committee.
- Launched CR Grant Assist, connecting local businesses with grant writing services to assist with accessing the COVID-19 recovery funding provided by various levels of government
- Launched CR Impact Investor Challenge, in partnership with Salmon Capital Holdings, SPRING and the Campbell River Area Angel Group (CRAAG)
- Implemented shop-local initiatives, including a BC Marketplace campaign
- Prepared an in-house Economic Update report
- Worked with Meyers Norris Penny (MNP) to publish a State of Campbell River report
- Received two national marketing awards from the Economic Developers Association of Canada, for programs offered in 2020
- Received \$31,136 in grant funding to develop and implement Modern Entrepreneur Innovation Series, the next phase of the City's successful Modern Entrepreneur Series, in 2022
- The Campbell River Airport (YBL) moved under Economic Development's umbrella, as did management of CRadvantage operations.
- Partnered with CRAAG to offer the 2.0 NexStream Tech Competition. All entrants received mentorship and support to develop their ideas and businesses – the finalists cumulatively received \$2 million in investments. NexStream aligns with the Department's goals of fostering economic growth, diversifying the local economy and promoting Campbell River.



Airport

The Campbell River Airport (YBL) is owned by the City, and operates 24 hours a day, seven days a week. City Council has appointed an Airport Advisory Committee that recommends initiatives that will benefit existing and future growth on airport and adjacent lands. Maintenance staff is on site from 5:30 a.m. to 8:30 p.m. daily and ensures the airport operates in compliance with Canadian Aviation Regulations.

Core department services:

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



	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
710 - AIRPORT					
1 - Revenue					
Fees & Charges	(263,150)	(310,103)	(481,608)	(171,505)	55.3%
Investment Income	-	-	-	-	0.0%
Other Revenue	(293,671)	(317,933)	(362,153)	(44,220)	13.9%
Sales of Goods & Services	(415,510)	(1,981,500)	(1,591,408)	390,092	(19.7%)
Transfers from own funds	(1,565,372)	(1,174,377)	(1,966,424)	(792,047)	67.4%
1 - Revenue Total	(2,537,703)	(3,783,913)	(4,401,593)	(617,680)	16.3%
2 - Expense					
Amortization Expense	641,778	614,600	614,777	177	0.0%
Contracted Services	75,317	89,280	99,280	10,000	11.2%
Debt Servicing	-	-	-	-	0.0%
Insurance	28,389	25,810	36,200	10,390	40.3%
Other Operating Expenses	828,701	2,134,355	1,783,763	(350,592)	(16.4%)
Transfers from own funds	125,770	177,710	992,109	814,399	458.3%
Utilities	84,925	84,896	81,287	(3,609)	(4.3%)
Wages & Benefits	752,823	657,262	794,177	136,915	20.8%
2 - Expense Total	2,537,703	3,783,913	4,401,593	617,680	16.3%
	-	-	-	-	0.0%

Summary of Budget Changes from 2021 to 2022:

- Partial reinstatement of airport user fees that were decreased significantly in 2020 and 2021 due to the COVID-19 pandemic
- Increase in Jet fuel sales net margin
- Reinstatement of staff training & development budget that was cut in 2021 due to COVID-19
- Increase to wages & benefits

2022 Strategic Goals and Objectives

- Complete major rehabilitation of airside lighting, visual aids, apron and taxiways.
- Develop strategy for attraction of investment in airport leasehold lands.
- Implement a revitalization tax exemption program for airport lands.
- Create a secure viewing area so that the public has a view onto airside operations.
- Construct a shelter for public smoking area to ensure terminal building main entry is smoke free.

2021 Highlights

- Acquired new runway spreader with federal ACAP assistance.
- Acquired new loader with federal ACAP assistance.
- Secured ACAP grant for major airside lighting, visual aids, apron and taxiway rehabilitation.
- Upgraded Fall Restraint Systems for Combined Services Building and Airport Terminal Building.
- Cascadia Air operating from YBL.



2022 BASE OPERATING BUDGET

Corporate Fiscal Accounts



Corporate Fiscal Accounts Budget Summary

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
CORPORATE FISCAL ACCOUNTS					
1 - Revenue					
Fees & Charges	(1,070,059)	(1,225,400)	(1,235,400)	(10,000)	0.8%
Investment Income	(411,033)	(560,000)	(560,000)	-	0.0%
Other Revenue	(5,052,805)	(470,050)	(1,210,450)	(740,400)	157.5%
Tax Revenue	(36,000,529)	(37,675,415)	(39,648,272)	(1,972,857)	5.2%
Transfers from own funds	(13,110,016)	(9,256,200)	(11,944,774)	(2,688,574)	29.0%
1 - Revenue Total	(55,644,442)	(49,187,065)	(54,598,896)	(5,411,831)	11.0%
2 - Expense					
Amortization Expense	7,715,429	8,766,200	9,681,774	915,574	10.4%
Contracted Services	187,116	57,800	59,000	1,200	2.1%
Debt Servicing	1,234,787	1,195,156	1,185,383	(9,773)	(0.8%)
Other Operating Expenses	564,812	(2,019,544)	(922,632)	1,096,912	(54.3%)
Transfers from own funds	11,561,797	13,621,716	16,626,060	3,004,344	22.1%
Wages & Benefits	21,722	-	-	-	0.0%
2 - Expense Total	21,285,663	21,621,328	26,629,585	5,008,257	23.2%
	(34,358,779)	(27,565,737)	(27,969,311)	(403,574)	1.5%

Segment Variance

CORPORATE FISCAL ACCOUNTS	
Increase in parcel tax revenue	(179,600)
Increase in payment in lieu of taxes	(10,600)
Increase in tax penalties	(94,472)
Increase in property value taxes	(880,097)
Decrease in Climate Action Revenue Incentive Program (CARIP)	35,000
Increase in gaming revenue	(775,000)
Decrease in debt servicing	(9,773)
Increase in grants-in-aid	106,300
Decrease in amortization expense	915,574
Net change in cost allocations	(37,562)
Net change in transfers between funds	247,366
Increase in operating cost of capital	217,300
Miscellaneous other	61,990
OVERALL SEGMENT VARIANCE	(403,574)
VARIANCE %	1.5%

Reserves

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
312 - RESERVES					
1 - Revenue					
Transfers from own funds	(1,195,782)	(490,000)	(2,263,000)	(1,773,000)	361.8%
1 - Revenue Total	(1,195,782)	(490,000)	(2,263,000)	(1,773,000)	361.8%
2 - Expense					
Transfers from own funds	10,415,709	5,281,331	7,319,282	2,037,951	38.6%
2 - Expense Total	10,415,709	5,281,331	7,319,282	2,037,951	38.6%
	9,219,927	4,791,331	5,056,282	264,951	5.5%

Summary of Budget Changes from 2021 to 2022:

- Net decrease to transfers between funds

Fiscal Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
389 - FISCAL SERVICES					
1 - Revenue					
Transfers from own funds	(7,744,367)	(5,971,600)	(6,320,361)	(348,761)	5.8%
1 - Revenue Total	(7,744,367)	(5,971,600)	(6,320,361)	(348,761)	5.8%
2 - Expense					
Amortization Expense	6,320,360	5,971,600	6,320,361	348,761	5.8%
Transfers from own funds	818,860	3	850,007	850,004	28333466.7%
2 - Expense Total	7,139,220	5,971,603	7,170,368	1,198,765	20.1%
	(605,147)	3	850,007	850,004	28333466.7%

Summary of Budget Changes from 2021 to 2022:

- Increase to transfer to airport to fund operating deficit

Water Fiscal Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
799 - WATER FISCAL SERVICES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
Transfers from own funds	(2,356,864)	(1,534,300)	(1,966,345)	(432,045)	28.2%
1 - Revenue Total	(2,356,864)	(1,534,300)	(1,966,345)	(432,045)	28.2%
2 - Expense					
Amortization Expense	-	1,534,300	1,966,345	432,045	28.2%
Other Operating Expenses	-	-	10,000	10,000	0.0%
Transfers from own funds	187,048	4,227,014	4,374,506	147,492	3.5%
2 - Expense Total	187,048	5,761,314	6,350,851	589,537	10.2%
	(2,169,816)	4,227,014	4,384,506	157,492	3.7%

Summary of Budget Changes from 2021 to 2022:

- Increase in transfers to water capital reserves



Sewer Fiscal Services

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
789 - SEWER FISCAL SERVICES					
1 - Revenue					
Other Revenue	-	-	-	-	0.0%
Transfers from own funds	(1,813,003)	(1,260,300)	(1,395,068)	(134,768)	10.7%
1 - Revenue Total	(1,813,003)	(1,260,300)	(1,395,068)	(134,768)	10.7%
2 - Expense					
Amortization Expense	1,395,069	1,260,300	1,395,068	134,768	10.7%
Other Operating Expenses	-	-	150,000	150,000	0.0%
Transfers from own funds	140,180	4,113,368	4,082,265	(31,103)	(0.8%)
2 - Expense Total	1,535,249	5,373,668	5,627,333	253,665	4.7%
	(277,754)	4,113,368	4,232,265	118,897	2.9%

Summary of Budget Changes from 2021 to 2022:

- Increase in sewer operating costs of new capital projects



Debt

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
385 - DEBT					
1 - Revenue					
Investment Income	(45,225)	-	-	-	0.0%
1 - Revenue Total	(45,225)	-	-	-	0.0%
2 - Expense					
Debt Servicing	130,631	130,450	130,450	-	0.0%
2 - Expense Total	130,631	130,450	130,450	-	0.0%
	85,406	130,450	130,450	-	0.0%

Summary of Budget Changes from 2021 to 2022:

- No changes

Sewer Debt

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
785 - SEWER DEBT					
2 - Expense					
Debt Servicing	470,279	460,937	451,164	(9,773)	(2.1%)
2 - Expense Total	470,279	460,937	451,164	(9,773)	(2.1%)
	470,279	460,937	451,164	(9,773)	(2.1%)

Summary of Budget Changes from 2021 to 2022:

- Decrease in debt servicing costs

Water Debt

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
795 - WATER DEBT					
2 - Expense					
Debt Servicing	603,769	603,769	603,769	-	0.0%
2 - Expense Total	603,769	603,769	603,769	-	0.0%
	603,769	603,769	603,769	-	0.0%

Summary of Budget Changes from 2021 to 2022:

- No changes

Taxation

	2020 Actual	2021 Budget	2022 Budget	Variance (\$)	Variance (%)
314 - TAXATION					
1 - Revenue					
Tax Revenue	(35,844,148)	(37,357,887)	(39,236,272)	(1,878,385)	5.0%
1 - Revenue Total	(35,844,148)	(37,357,887)	(39,236,272)	(1,878,385)	5.0%
2 - Expense					
Other Operating Expenses	76,585	83,700	81,585	(2,115)	(2.5%)
2 - Expense Total	76,585	83,700	81,585	(2,115)	(2.5%)
	(35,767,563)	(37,274,187)	(39,154,687)	(1,880,500)	5.0%

Summary of Budget Changes from 2021 to 2022:

- Increase in property value taxation revenue
- Increase in parcel tax revenue
- Increase in payments in lieu of taxes



Financial Plan



We value your feedback.

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2022-2031 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS

Index	Department	Capital Project Name	Change from Approved 2021 Capital Plan	CC#1	CFwd (Yes)	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Operating Costs	Funding Source									
Strategic Priorities (Funded)																											
1	200 - Deputy City Mgr	Seagull Walkway Surface Improvements - South	CFWD from 2021	8011	Yes	500,000												CWF									
2	320 - Capital Works	Design/Construction for 325 Beech Street	CFWD from 2021 to 2022; res# ic21-0060 budget increased for 2022	4094	Yes	230,000	3,244,000											Capital Lending Reserve / Capital									
3	430 - IT	CRAvantage Colocation Room Air Conditioning	No change	2038			45,000											Gaming Reserve									
4	620 - Fire Protection	#1 Fire Station Replacement - Public Engagement/Detail Design	\$100 K CFWD from 2021; \$266,760 moved from 2022 to 2023	1006	Yes	100,000		266,760										Fire Reserve									
222	710 - Airport	Aircraft Viewing Lookout Area	New Project	NEW				20,000										Airport Reserve									
5	724 - Facilities	Library Redevelopment	Regional library on construction hiatus for 2022; re-budgeted for 2023	4087				723,000										DTRE									
6	724 - Facilities	Big House Pavilion Preservation	Moved from 2021 to 2023	4039				50,000										Facilities Reserve									
7	724 - Facilities	Council Chambers Accessibility Improvements	No change	4064				33,120										Gaming Reserve									
8	730 - Roads / 782 - Storm Drains / 780 -	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	CFWD from 2021	8008	Yes	3,112,061												Grant / Capital Lending / CWF /									
9	730 - Roads	Seagull Walkway Design - North	CFWD from 2021	6009	Yes	1,533,053												Capital Lending Reserve / Capital									
10	730 - Roads	Bike Lanes on Hilchey Road	CFWD from 2021	6044	Yes	150,000												CWF									
11	730 - Roads	Master Transportation Plan Update	Moved from 2021/2022 to 2022/2023	6039			62,500	62,500										Capital Works Reserve									
12	730 - Roads	Willis Road Corridor Promotional Materials	Funding moved from CWF to Capital Works	6043	Yes	30,000												Capital Works Reserve									
13	730 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	No change	6034				324,384										Capital Works Reserve									
14	730 - Roads	Snow Clearing Equipment	No change	6045				300,000								19,200		Capital Works Reserve									
15	730 - Roads	Ferry Terminal Access Improvements	No change	6016					200,000									Capital Works Reserve									
197	732 - Parks	New Park/Playground - Maryland Green Space	New Project	9071				50,000										CWF									
16	732 - Parks	Willow Point Park Turf Installation	CFWD from 2021	9056	Yes	26,204												CWF									
17	732 - Parks	Nunns Creek Master Plan	No change	9015	Yes	14,464												Parks Reserve									
18	732 - Parks	Entrance Sign Jubilee (map incl)	No change	9029					145,000									Parks Reserve									
19	732 - Parks	Maritime Heritage Park Construction	No change	NEW				75,000	275,000								25,000	Parks Reserve / Grants									
20	780 - Sewer	Waterfront Sewer Forcemain	CFWD from 2021; savings/surplus from 2020 Sewer Main Rehab allocated here	5002	Yes	2,096,244	400,000											Sewer Reserve									
21	780 - Sewer	City Wide Sewer Modelling Program	New Project	5038				200,000									10,000	Sewer Reserve									
22	780 - Sewer	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	New Project	5037	Yes	2,200,000												Sewer Reserve									
23	780 - Sewer	Lift Stations Electrical Assessment	New Project	NEW						100,000								Sewer Reserve									
24	780 - Sewer / 782 - Storm Drains	Flow Monitoring Equipment	No change	5036	No	-											10,000	Sewer Reserve / Storm Water									
25	782 - Storm Drains	City Wide Storm Water Modelling Program	New Project	NEW						200,000							10,000	Storm Water Reserve									
26	782 - Storm Drains	Quinsam Heights Integrated Storm Water Management Plan	New Project	6508				200,000										Storm Water Reserve									
27	782 - Storm Drains	Downtown Storm Mitigation	CFWD from 2021	6502	Yes	200,000	100,000	200,000										Storm Water Reserve									
28	790 - Water	Water System Strategic Action Plan Update	New Project	7049				150,000									10,000	Water Reserve									
29	790 - Water	John Hart Reservoir	CFWD from 2021	7047	Yes	100,000		400,000	6,000,000								30,000	Water / Water DCC									
30	810 - Long Range Planning	Supportive Housing - 580 Dogwood	CFWD from 2021	8010	Yes	17,000												CWF/Storm/Sewer/Water									
TOTAL FUNDED STRATEGIC PRIORITY PROJECTS						\$	10,309,026	\$	5,075,884	\$	2,275,380	\$	6,475,000	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	114,200

2022-2031 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS

Index	Department	Capital Project Name	Change from Approved 2021 Capital Plan	CC#1	CFwd (Yes)	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Operating Costs	Funding Source											
Asset Management Planning (Funded)																													
31	310 - Finance	Corporate Asset Management	No change	2020			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Capital Works Reserve											
32	310 - Finance	Asset Management Service Levels	No change	NEW				50,000										CFW											
33	310 - Finance	Asset Management Risk Assessments	No change	NEW				25,000										CFW											
34	710 - Airport	Airport Condition Assessment	No change	3024	Yes	10,000												Airport Reserve											
35	780 - Sewer	Sewer Condition Assessments	CFWD from 2021	5030	Yes	55,000												Sewer Reserve											
36	780 - Sewer	Sewer Asset Registry	Moved from 2021 to 2022/2023 due to staff shortages and to align with Water	5023			25,000	25,000										Sewer Reserve											
37	790 - Water	Water Asset Registry	CFWD from 2021	7035	Yes	25,000		25,000										Water Reserve											
38	790 - Water	Water Condition Assessments	No change	NEW				55,000										Water Reserve											
TOTAL FUNDED ASSET MANAGEMENT PLANNING PROJECTS						\$	90,000	\$	75,000	\$	230,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	-
Renewal / Replacement Capital Projects (Funded)																													
39	310 - Finance	Financial Systems/Accounting Software	Budget updated to reflect business case	8012			1,743,990	413,025	349,531	140,651	147,684	155,068	162,822	170,963	179,511	188,486		Capital Lending Reserve / IT											
40	430 - IT	Operations Management Software Planning and Replacement	Moved 2022/2023 to 2023/2024	2030	Yes	847,250		167,000	157,000								47,500	IT Reserve											
41	430 - IT	New Server (SCADA) for Water	New Project	7050			15,000											Water Reserve											
42	430 - IT	Norm Wood Phone System	New Project	5039			5,000											Sewer Reserve											
43	430 - IT	Workstation/Laptop Replacement	No change	2002			46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000		IT Reserve											
44	430 - IT	Printer/Peripheral Replacement	No change	2001			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		IT Reserve											
45	430 - IT	GIS Orthophotos	CFWD from 2021	2016	Yes	8,000	17,000		17,000				17,000					IT Reserve											
46	430 - IT	Scheduled Photocopier Replacement	No change	2015			9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000	17,000	17,000		IT Reserve											
47	430 - IT	Data Storage Upgrade	No change	2025				30,000									2,400	IT Reserve											
48	430 - IT	Primary File Server Replacement	No change	2023				15,000									1,500	IT Reserve											
49	430 - IT	Dogwood DOC Phone System	No change	2012									40,000					IT Reserve											
50	620 - Fire Protection	Decontamination Unit	New Project	1012			200,000											Covid Restart											
51	620 - Fire Protection	Small Fire Fleet Replacement	New Project	1015			179,000	89,500			89,500		89,500					Fire Reserve											
52	620 - Fire Protection	LUCAS CPR Machines	New Project	1013			37,000											Covid Restart											
53	620 - Fire Protection	Small Equipment Replacement	Annual budgets increased to reflect inflation	1004			26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000		Fire Reserve											
54	620 - Fire Protection	SCBA Replacement	Increased budget from \$600,000 due to technological changes	NEW						1,000,000								Fire Reserve											
55	710 - Airport	Runway Rehabilitation	No change	3027			80,000		8,000,000									AIF / ACAP Grant											
56	720 - Fleet	Fleet Replacement Plan	CFWD from 2021; revised budget numbers	4009	Yes	565,000	727,000	800,000	560,000	740,000	750,000	750,000	350,000	630,000	625,000	565,000		Fleet & Heavy Equipment Reserve											
57	724 - Facilities	MHC Envelope Repairs	CFWD from 2021	4058	Yes	300,000												CFW											
58	724 - Facilities	ERT Materials Transfer Site Improvements	CFWD from 2021	4061	Yes	250,000												Facilities Reserve											
59	724 - Facilities	Sportsplex Rehabilitation & Addition	CFWD from 2021	4080	Yes	250,000	3,550,000											CFW / Capital Works Reserve											
60	724 - Facilities	Dogwood Operations Centre Master Plan	CFWD from 2021	4085	Yes	50,000												Facilities Reserve											
61	724 - Facilities	Museum Roof Replacement & Skylight Repair	CFWD from 2021	4084	Yes	30,000	650,000											Facilities Reserve											
62	724 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	No change	4065			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Facilities Reserve											

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63	724 - Facilities	CRCC Roof Replacement	2022 budget increase from \$600,000	4091	Yes	20,000	965,000											Facilities Reserve
64	724 - Facilities	RCMP Building Roof Replacement	2022 budget increase from \$350,000	4092	Yes	15,000	470,000											Facilities Reserve
65	724 - Facilities	Centennial Pool Changehouse Renovations	No change	4078			350,000											Facilities Reserve
66	724 - Facilities	Discovery Pier Structural Repairs	2022 budget increase from \$125,000	4038			160,000		125,000		125,000		125,000		125,000			Facilities Reserve
67	724 - Facilities	Sportsplex - Public Consultation	No change	4090				100,000										Gaming Reserve
68	724 - Facilities	CRCC Gym Wall Partition Replacement	No change	NEW				250,000										Facilities Reserve
69	724 - Facilities	RCMP Chiller Replacement	No change	NEW				150,000										Facilities Reserve
70	724 - Facilities	City Hall Seismic Upgrades	No change	NEW				130,000										Facilities Reserve
71	724 - Facilities	RCMP HVAC DDC & Re-Commissioning	No change	NEW				60,000										Facilities Reserve
72	724 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	No change	NEW				55,000										Facilities Reserve
73	724 - Facilities	Tidemark Theatre Foundation Repairs	No change	NEW				45,000										Facilities Reserve
74	724 - Facilities	Tidemark Theatre Envelope Rehabilitation	No change	NEW					450,000									Facilities Reserve
75	724 - Facilities	Tidemark Theatre Window Replacement	No change	NEW				30,000										Facilities Reserve
76	724 - Facilities	MHC Heat Pump / Fan Replacement	No change	NEW				25,000	200,000									Facilities Reserve
77	724 - Facilities	CRCC Cooling Tower Replacement	No change	NEW					100,000									Facilities Reserve
78	724 - Facilities	MHC Aluminum Window Replacement Allowance	No change	NEW					60,000									Facilities Reserve
79	724 - Facilities	Haig Brown House Roof Replacement	No change	NEW					35,000									Facilities Reserve
80	724 - Facilities	City Hall Window Replacement	No change	NEW						250,000								Facilities Reserve
81	724 - Facilities	Sportsplex Court Floor Replacement	No Change	4088								75,000	75,000					CWF
82	724 - Facilities	Enterprise Centre Roof & Skylight Replacement	No change	NEW									275,000					Facilities Reserve
83	724 - Facilities	MHC Roof Replacement	No change	NEW									250,000					Facilities Reserve
84	724 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	No change	NEW										1,000,000				Facilities Reserve
85	730 - Roads	Asphalt Overlays	No change	6025			500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000		Capital Works / CWF
86	730 - Roads	Traffic Control Upgrades - Replacement	No change	6020			220,000		220,000		230,000							Capital Works Reserve
87	732 - Parks	Baikie Island Bridge	CWFD from 2021 to 2022; \$250,000 added to 2022 for construction	9068	Yes	150,000	250,000											Parks Reserve / CWF
88	732 - Parks	Nunns Creek Park Backstop, Dugout and Fencing replacement	No change; breakout from 2021 Asset Management - Park Infrastructure budget	9067	Yes	40,000												Parks Reserve
89	732 - Parks	Lilelana and Rotary Park Irrigation	CWFD from 2021 to 2022	9066	Yes	45,000												Parks Reserve
90	732 - Parks	Pathways renewal -Dogwood Extension Walkway and Simms Creek Path	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9072			60,000											Parks Reserve
91	732 - Parks	Robron Fieldhouse Irrigation & Landscaping	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9073			45,000											Parks Reserve
92	732 - Parks	Water Fountain Replacement - Penfield Dog Park	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9074			20,000											Parks Reserve
93	732 - Parks	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy (map)	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9075			18,000											Parks Reserve
94	732 - Parks	Garden Beds renewal in City Parks	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9076			15,000											Parks Reserve
95	732 - Parks	Tree Renewal in City Parks	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9077			15,000											Parks Reserve
96	732 - Parks	Willow Point Basketball Court Hoops Stands	No change; breakout from 2022 Asset Management - Park Infrastructure budget	9078			7,000											Parks Reserve

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Teal Text - Change to Planned Date

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97	732 - Parks	Asset Management - Park Infrastructure Renewal Fund	No change	9048				180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000		Parks Reserve											
98	732 - Parks	Willow Point Field Drainage Upgrade	Project delay due to CRMB relocation to WP, moved from 2022 to 2023	NEW				100,000										Parks Reserve											
99	732 - Parks	Ostler Park Rubberized Surface Replacement	No change	NEW						90,000								Parks Reserve											
100	732 - Parks	Robron Artificial Turf Replacement	No change	NEW								1,000,000						Parks Reserve											
101	780 - Sewer	Norm Wood Environmental Centre Upgrades	CFWD from 2021; merged with NWECC SCADA Upgrade project	5006	Yes	6,003,341											120,000	Sewer / DCC											
102	780 - Sewer	2021 Sewermain Replacement	No change	5802	Yes	1,250,000												Sewer Reserve											
103	780 - Sewer	Lift Station #7 Pump and Controls Upgrade	CFWD from 2021 to 2022; \$100K added for 2022	5033	Yes	150,000	100,000											Sewer Reserve											
104	780 - Sewer	NWEC Shower and Locker Room Renovation	CFWD from 2021	5034	Yes	125,000												Sewer Reserve											
105	780 - Sewer	Lift Station #11 Biofilter Reconstruction	CFWD from 2021	5035	Yes	100,000												Sewer Reserve											
106	780 - Sewer/790 - Water	Meter Renewal	No change	8002			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Sewer / Water											
107	780 - Sewer	Sewer Facility Renewal	CFWD from 2021	5024	Yes	28,751	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		Sewer Reserve											
108	780 - Sewer	Sewer Main Replacement - 2018	CFWD from 2021	5020	Yes	11,853												Sewer Reserve											
109	780 - Sewer	Sewer Main Replacement	\$522,500 of 2022 budget allocated to 6th Ave - Thulin Utility Renew (CC1#	5800			977,500	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Sewer Reserve											
110	780 - Sewer	Foreshore Force Main & Lift Station 5 & 6 Abandonment	New Project	NEW				500,000										Sewer Reserve											
111	780 - Sewer	NWEC - Secondary Clarifiers 1 & 2 Refurbishment	New Project	NEW										100,000	400,000	400,000		Sewer Reserve											
112	782 - Storm Drains	6th Ave - Thulin Utility Renewal	CFWD from 2021	6501	Yes	100,000	2,750,000											Storm / Sewer / Water											
113	782 - Storm Drains	2nd and 4th Ave Outfall Upgrades	CFWD from 2021	6506	Yes	75,000		75,000									250	Storm Water Reserve											
114	782 - Storm Drains	Storm System Renewals	Allocated \$907,500 of 2022 budget to 6th Ave - Thulin (CC1# 6501)	6600	Yes	35,000	17,500	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000		Storm Water Reserve											
115	790 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	CFWD from 2021	7803	Yes	1,275,000												Water Reserve											
116	790 - Water	Water Facility Renewal	Allocated \$120K to Small Water Improvements and \$30K to Water	7500	No		350,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Water Reserve											
117	790 - Water	Fire Hydrant Renewal	No change	7026	No		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve											
118	790 - Water	Water Service Renewal	No change	7027	No		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve											
119	790 - Water	Watermain Renewal	\$1.32M allocated to 6th Ave - Thulin; \$100K allocated to Erickson Rd	7800			-	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Water Reserve											
120	790 - Water	Small Water System Improvements	New Project	7051			120,000											Water Reserve											
121	790 - Water	Water Cathodic Protection Survey	New Project	7052			30,000											Water Reserve											
122	820 - Recreation & Culture	Recreation Equipment	No change	9900	Yes	42,350	36,500	47,300	19,700	55,300	32,200	29,400	27,450	23,700	37,600	37,600		Furniture & Equipment Reserve											
123	820 - Recreation & Culture	Weight Room Floor	No change	NEW					50,000									Facilities Reserve											
TOTAL FUNDED RENEWAL/REPLACEMENT PROJECTS						\$	12,366,545	\$	15,206,490	\$	8,266,825	\$	16,244,231	\$	8,662,951	\$	7,884,384	\$	8,253,468	\$	7,660,772	\$	8,170,663	\$	7,631,111	\$	7,439,086	\$	171,650
Other Capital Projects (Funded)																													
124	320 - Capital Works	Capital Works Project Management	No change	8006		462,451	473,890	483,368	493,035	502,896	512,954	523,213	533,677	544,351	544,351	555,238		Capital Works / Sewer / Water											
125	430 - IT	Council Chambers Sound System	CFWD from 2021	2033	Yes	150,000												IT Reserve											
126	430 - IT	CRAvantage 10th Ave Extension	CFWD from 2021	2037	Yes	132,600												CWF											
127	430 - IT	Internet Security	CFWD from 2021	2019	Yes	35,000				35,000							5,000	IT Reserve											
128	510 - Development Services	Building Inspector Electric Vehicle	New Project	2039			40,000										9,000	CWF											

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129	620 - Fire Protection	UTV (Utility All Terrain Vehicle)	New Project	1014			37,280										6,500	Fire Reserve
130	710 - Airport	Airport Lighting, Visual Aids and Taxiway Rehabilitation	CFWD from 2021	3018	Yes	3,008,910	2,207,690											AIF / ACAP Grant
131	710 - Airport	General Aviation Entrance Shelter	No change	3028			25,000											Airport Reserve
132	710 - Airport	Public Smoking Shelters	No change	3029			10,000											Airport Reserve
133	710 - Airport	Expand Airport Terminal Building Parking	No change	NEW							500,000							Airport Reserve
134	710 - Airport	Airside Drive Upgrade	No change	NEW										550,000				Airport Reserve
135	724 - Facilities	City Facilities Fall Protection	CFWD from 2021	4048	Yes	230,000												Facilities Reserve
136	724 - Facilities	Energy and Water Consumption Reduction Projects	No change	4052			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Carbon Neutral Reserve
137	724 - Facilities	Small Equipment	No change	4050			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Furniture & Equipment Reserve
138	724 - Facilities	EV Charging Stn - Sportsplex	CFWD from 2021	4093	Yes	5,350											1,850	Carbon Neutral Reserve
139	724 - Facilities	Police & Public Safety Building Parking Expansion	No change	NEW				200,000										Facilities Reserve
140	724 - Facilities	City Hall / Enterprise Centre Renovations	New Project	NEW				175,000										Facilities Reserve
141	724 - Facilities	Enterprise Centre Backup Generator	No change	NEW				150,000										Facilities Reserve
142	724 - Facilities	Fire Hall #2 Locker Rooms / Dorms	No change	NEW				125,000										CWF
143	724 - Facilities	MHC Building Automation System	No change	NEW				40,000										Facilities Reserve
144	724 - Facilities	City Hall HVAC Upgrade	New Project	NEW						925,000								Facilities Reserve
145	724 - Facilities	City Hall Façade Improvements	No change	NEW							300,000							Facilities Reserve
146	724 - Facilities	Sportsplex/Willow Point Park Entrance Signage	No change	NEW								100,000						Facilities Reserve
147	730 - Roads	Cheviot Road Rehabilitation	Scope change from Sidewalk Infill - Cheviot from Peterson West; project re-	NEW				100,000										CWF / Roads DCC
148	730 - Roads	Transit Bus Shelters	No change	6007	Yes		90,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000		CWF
149	730 - Roads	Street Light Infill	No change	6024	Deleted			90,000		90,000		90,000		90,000		90,000		CWF
150	730 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	No change	6012	Yes	42,350			30,000									CWF
151	730 - Roads	Parking Lot Improvements - Rotary Beach Park	CFWD from 2021	6018	Yes	25,000												Capital Works Reserve
152	730 - Roads	Cycling Infrastructure	No change	6001	Yes	17,557	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		CWF
153	730 - Roads	Greenways Loop Wayfinding & Signage	No change	9001	Yes	13,470												CWF
154	730 - Roads	Sidewalk Infill	No change	6006			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		CWF / Roads DCC
155	730 - Roads	Parking lot Improvements	No change	6046			35,000		35,000									Capital Works Reserve
156	730 - Roads	Intersection Improvements	No change	6002				20,000	235,000		20,000	245,000					1,000	Capital Works Reserve
157	730 - Roads	South Peterson Improvements	No change	NEW								400,000	2,250,000				10,000	Capital Works Reserve
158	732 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction	CFWD from 2021	9053	Yes	550,000												Parks Reserve
159	732 - Parks	Willow Point Lights (map incl.)	CFWD from 2021	9055	Yes	300,000												Parks Reserve
160	732 - Parks	Park Modifications for Baseball Relocation	CFWD from 2021	9070	Yes	272,100												Parks Reserve / CWF
161	732 - Parks	Pickleball Courts Construction at Robron	CFWD from 2021	9069	Yes	150,000												CWF
162	732 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects	CFWD from 2021	9057	Yes	75,600											5,000	CWF

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163	732 - Parks	Marine Foreshore Restoration	No change	9008	No		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000		CWF
164	732 - Parks	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie	No change	9079			45,000											Parks Reserve
165	732 - Parks	Hwy 19A Cemetery Improvements	No change	NEW				150,000										Parks Reserve
166	732 - Parks	Mclvor Lake Upgrades	Moved from 2022/2023 to 2023/2024	NEW				50,000	200,000									Parks Reserve
167	780 - Sewer	Campbellton Sewer Upgrade	New Project	5040			250,000	1,500,000										Sewer Reserve
168	780 - Sewer	Biosolids Site Management	CFWD from 2020 to 2021 and to 2022	5022	Yes	-												Sewer Reserve
169	780 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	No change	NEW				150,000									10,000	Sewer Reserve
170	780 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	No change	NEW								150,000	2,250,000				480,000	Sewer Reserve
171	782 - Storm Drains	Midport Rd Storm Drain Upgrade	CFWD from 2021	6507	Yes	20,000												Storm Water Reserve
172	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	No change	6504			25,000	125,000	1,500,000								250	Storm Water Reserve
173	782 - Storm Drains	14th - Spruce to Redwood	No change	NEW						350,000								Storm Water Reserve
174	782 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	No change	NEW					200,000		1,740,000							Storm Water Reserve
175	790 - Water	Water Dept Temporary Location	CFWD from 2021	7033	Yes	300,000												Water Reserve
176	790 - Water	Dogwood Operations Centre Backflow/Meter	CFWD from 2021	7021	Yes	125,000												Water Reserve
177	790 - Water	Pressure Reducing Valve Abandonment	CFWD from 2021	7038	Yes	75,000												Water Reserve
178	790 - Water	Area D Connection Improvements	CFWD from 2021	7023	Yes	20,000												Grants - Other
179	790 - Water	Wei Wai Kum/CCR Water Improvements	No change	7034			150,000	1,500,000										Water Reserve
180	790 - Water	Erickson Road Renewal	New Project	7804			100,000	2,000,000	2,000,000									Water Reserve
181	790 - Water	Rockland Road Transmission Main	No change	NEW				100,000	875,000									Water Reserve
182	810 - Long Range Planning	Campbellton Neighbourhood Ass'n Wayfinding Signage	CFWD from 2020 & 2021	6042	Yes	31,400											5,500	CWF
		Organics Facility		4053			650,000											Grants - Provincial
		Organics Facility		4053			350,000											Capital Works Reserve
183	830 - Solid Waste	Organics Facility	New Project	4053			1,000,000										5,000	Grants / Capital Works Reserve
TOTAL FUNDED OTHER PROJECTS							\$ 6,041,788	\$ 5,093,860	\$ 7,643,368	\$ 6,053,035	\$ 2,787,896	\$ 2,017,954	\$ 3,933,213	\$ 5,718,677	\$ 1,869,351	\$ 1,229,351	\$ 1,330,238	\$ 539,100
TOTAL FUNDED CAPITAL PROJECTS							\$ 28,807,359	\$ 25,451,234	\$ 18,415,573	\$ 28,822,266	\$ 11,500,847	\$ 9,952,338	\$ 12,236,681	\$ 13,429,449	\$ 10,090,013	\$ 8,910,461	\$ 8,819,324	\$ 824,950
BELOW THE LINE (Excluded from Financial Plan Bylaw)																		
Strategic Priorities (Unfunded)																		
184	430 - IT	CRAdvantage Phase 2 - Discovery Harbour Extension	Moved from 2022 to 2023	NEW				466,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	5,000	TBD
185	430 - IT	Staffweb Intranet Upgrade	No change	NEW				64,000										TBD
186	430 - IT	CRadvantage Economic and Governance Strategy	No change	2029				25,000										TBD
187	442 - Property Management	Land Acquisition	No change	NEW			850,000											TBD
188	510 - Development Services	Roundabout Centre Piece	New Project; res# 21-0495	NEW			250,000											TBD
189	724 - Facilities	City Hall Foyer Accessible Washroom	No change	NEW			40,000											TBD
190	724 - Facilities	Council Chambers Accessibility Improvements	No change	NEW					370,000									TBD

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191	730 - Roads	Willis Road Connector	Moved from 2025/2026/2027 to 2027/2028/2029	NEW								1,000,000	13,500,000	16,500,000				TBD											
192	730 - Roads	Pier Street South (Refresh)	No change	NEW							260,000	2,600,000						TBD											
193	730 - Roads	Pier Street North (Refresh)	No change	NEW								340,000	3,400,000					TBD											
194	732 - Parks	Quinsam Park Development	No change	NEW			448,000											TBD											
195	732 - Parks	Frank James Park Detailed Design and Construction Phases	No change	9027			156,000	200,000	313,000	720,000	238,000						TBD	TBD											
196	732 - Parks	East Walkway Construction at Robron Park	No change	NEW			151,000											TBD											
197	732 - Parks	New Park/Playground - Maryland Green Space	New Project	NEW				250,000										TBD											
198	732 - Parks	Quinsam Park Open Space	No change	NEW			32,000											TBD											
199	732 - Parks	Nunns Creek Park Enhancements	No change	NEW					175,000	6,000,000								TBD											
200	732 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	No change	NEW					110,000								4,800	TBD											
201	732 - Parks	Maryland to Jubilee Greenway Loop	No change	NEW						400,000								TBD											
202	732 - Parks	Robron Park - Soccer/Slow Pitch fields	No change	NEW								3,000,000					20,000	TBD											
TOTAL UNFUNDED STRATEGIC PRIORITY PROJECTS						\$	-	\$	1,927,000	\$	1,005,000	\$	1,068,000	\$	7,220,000	\$	598,000	\$	7,040,000	\$	17,000,000	\$	16,600,000	\$	100,000	\$	100,000	\$	29,800
Renewal / Other Capital Projects (Unfunded)																													
203	430 - IT	Building Services Software Upgrades / Online Applications	Moved from 2021 to 2022	NEW				150,000									5,500	TBD											
204	430 - IT	Records Management Software	No change	NEW					35,000	200,000								TBD											
205	430 - IT	Separate Utility Billing	No change	NEW							55,000						52,000	TBD											
206	620 - Fire Protection	Washer / Dryer #1 & #2 Firehalls	New Project	NEW			20,000											TBD											
207	620 - Fire Protection	Portable Radio/Communications Replacement	New Project	NEW				165,000	165,000									TBD											
208	620 - Fire Protection	No.1 Fire Hall Upgrade/Relocation	New Project	NEW					500,000									TBD											
209	620 - Fire Protection	Aerial Apparatus Replacement	New Project	NEW								2,000,000						TBD											
210	620 - Fire Protection	Fire Engine Replacement	New Project	NEW										1,500,000				TBD											
211	620 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	Moved to 2024 from 2023	NEW				588,500									15,000	TBD											
212	620 - Fire Protection	Fire Station Headquarters Replacement	Construction work split and moved to 2025	NEW					2,100,000	18,900,000								TBD											
213	620 - Fire Protection	Fire Station No. 3 North Campbell River	No change	NEW								500,000	2,000,000					TBD											
214	710 - Airport	Public Parking Lot Lighting Upgrade	No change	3022			70,000	140,000										TBD											
215	710 - Airport	Equipment Shelter	No change	3021			20,000											TBD											
216	710 - Airport	Airside Drive Extension to PAL Aerospace	No change	NEW				340,000										TBD											
217	710 - Airport	NW Development Area Construction	\$90K removed from 2023; process incl in Op Project land use & devlpt strategy	NEW				-					8,200,000					TBD											
218	710 - Airport	ATB HVAC	No change	3025				25,000	500,000									TBD											
219	710 - Airport	ATB Apron Expansion (North)	No change	NEW					1,800,000									TBD											
220	710 - Airport	Lower Maintenance Shop Replacement	No change	NEW						4,000,000								TBD											
221	710 - Airport	Extend Taxi B	No change	NEW							1,000,000							TBD											
223	724 - Facilities	Dogwood Operations Centre Master Plan	No change	NEW			500,000	500,000			3,000,000							TBD											

2022-2031 FINANCIAL PLAN
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Teal Text - Change to Planned Date

Index	Department	Capital Project Name	Change from Approved 2021 Capital Plan	CC#1	CFwd (Yes)	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Operating Costs	Funding Source
224	724 - Facilities	RCMP Security Gates	New Project		NEW		125,000											TBD
225	724 - Facilities	City Hall Main Building Signs	No change		NEW		60,000											TBD
226	724 - Facilities	Structure Demolition & Land Clearing	New Project (IC)		NEW		60,000											TBD
227	724 - Facilities	MHC Energy Assessment / Design Engineering	No change		NEW		25,000											TBD
228	724 - Facilities	Facility Level Condition Assessments	No change		NEW			60,000				75,000						TBD
229	724 - Facilities	Fire Hall 1 Rehabilitation Works	No change		NEW				750,000									TBD
230	724 - Facilities	Pound Replacement	No change		NEW									900,000				TBD
231	730 - Roads	Alder Street Upgrades	No change		NEW			300,000										TBD
232	730 - Roads / 782 - Storm Drains / 780 -	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	No change		8007			30,000		1,877,000		10,190,000					120,970	TBD
233	732 - Parks	Willow Point Phase II Field Lighting	New Project		NEW		350,000											TBD
234	732 - Parks	Marine Foreshore Restoration	No change		9008		60,000											TBD
235	732 - Parks	Centennial Park Tennis Court Renovation	New Project		NEW			570,000										TBD
236	732 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	No change		NEW				250,000									TBD
237	782 - Storm Drains	Nunns Creek Outfall Improvements	No change		NEW		150,000	150,000	150,000								250	TBD
238	782 - Storm Drains	Redwood - 14th to 19th	No change		NEW								1,200,000					TBD
239	790 - Water	Transmission Main Renewal	No change		NEW					50,000	6,000,000							TBD
240	790 - Water	Water Filtration Facility	No change		NEW										70,000,000		500,000	TBD
241	810 - Long Range Planning	Undergrounding OH Wires for 580 Dogwood - Supportive Housing	No change		NEW											350,000		TBD
242	820 - Recreation & Culture	Sportsplex Chairs and Dollies	No change		9909		125,000											TBD
243	820 - Recreation & Culture	Sportsplex Detailed Design and Construction	Moved from 2024/2025 to 2025/2026		NEW					300,000	6,300,000							TBD
TOTAL UNFUNDED RENEWAL / OTHER PROJECTS						\$	-	\$ 1,565,000	\$ 3,018,500	\$ 6,250,000	\$ 25,327,000	\$ 16,355,000	\$ 12,690,000	\$ 11,475,000	\$ 2,400,000	\$ 70,000,000	\$ 350,000	\$ 693,720
TOTAL UNFUNDED PROJECTS:						\$	-	\$ 3,492,000	\$ 4,023,500	\$ 7,318,000	\$ 32,547,000	\$ 16,953,000	\$ 19,730,000	\$ 28,475,000	\$ 19,000,000	\$ 70,100,000	\$ 450,000	\$ 723,520

Index	Department	Project Name	Operating Costs	2022	2023	2024	2025	2026	2027	2028	2029	2030	3031
Strategic Priorities (Funded)													
1	730 - Roads	Snow Clearing Equipment	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200
2	732 - Parks	Maritime Heritage Park Construction	25,000		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
3	780 - Sewer	Flow Monitoring Equipment - 2021 project	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4	780 - Sewer	City Wide Sewer Modelling Program	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
5	780 - Sewer	City Wide Sewer Modelling Program	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
6	790 - Water	John Hart Reservoir	30,000		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
7	790 - Water	Water System Strategic Action Plan Update	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL INCREASE IN OPERATING COSTS			\$ 114,200	\$ 59,200	\$ 59,200	\$ 114,200	\$ 114,200	\$ 114,200	\$ 114,200	\$ 114,200	\$ 114,200	\$ 114,200	\$ 114,200
Renewal / Replacement Capital Projects (Funded)													
8	430 - IT	Primary File Server Replacement	1,500		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
9	430 - IT	Data Storage Upgrade	2,400		2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
10	430 - IT	Operations Management Software Planning and Replacement	47,500		47,500	47,500	47,500	47,500	47,500	47,500	47,500	47,500	47,500
11	780 - Sewer	NWEC Upgrades	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
12	782 - Storm Drains	2nd and 4th Ave Outfall Upgrades	250	250	250	250	250	250	250	250	250	250	250
TOTAL INCREASE IN OPERATING COSTS			\$ 171,650	\$ 120,250	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650	\$ 171,650

Index	Department	Project Name	Operating Costs	2022	2023	2024	2025	2026	2027	2028	2029	2030	3031
Other Capital Projects (Funded)													
13	430 - IT	Internet Security	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
14	510 - Development Services	Building Inspector Electric Vehicle	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
15	620 - Fire Protection	UTV (Utility All Terrain Vehicle)	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
16	724 - Facilities	EV Charging Stn - Sportsplex	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850	1,850
17	730 - Roads	Intersection Improvements	1,000		1,000	1,000	1,000	1,000	1,000	2,000	2,000	2,000	2,000
18	730 - Roads	South Peterson Improvements	10,000							10,000	10,000	10,000	10,000
19	732 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20	780 - Sewer	NWEC Biosolids Dewatering	480,000							480,000	480,000	480,000	480,000
21	780 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
22	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	250		250	250	250	250	250	250	250	250	250
23	810 - Long Range Planning	Campbellton Neighbourhood Ass'n Wayfinding Signage	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
24	830 - Solid Waste	Organics Facility	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL INCREASE IN OPERATING COSTS			\$ 539,100	\$ 37,850	\$ 37,850	\$ 49,100	\$ 49,100	\$ 49,100	\$ 49,100	\$ 540,100	\$ 540,100	\$ 540,100	\$ 540,100
TOTAL OVERALL INCREASE IN OPERATING COSTS			\$ 824,950	\$ 217,300	\$ 268,700	\$ 334,950	\$ 334,950	\$ 334,950	\$ 334,950	\$ 825,950	\$ 825,950	\$ 825,950	\$ 825,950

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Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
1	200 - Deputy City Mgr	Seagull Walkway Surface Improvements - South	Rehabilitation of surface walkway, lighting, safety railing, landscaping and street furnishings along the southern section of the Seagull walkway.	Project timing is being driven by coordination opportunities with adjacent development by Crown Pacific.
2	320 - Capital Works	Design/Construction for 325 Beech Street	Renewal of the section of Beech Street from Alder Street to 10 Avenue.	In conjunction with a potential development of an adjacent property, this renewal project includes the provision of new and renewed sub surface city services and 3rd party utilities.
3	430 - IT	CRAvantage Colocation Room Air Conditioning	Air conditioning for CRAvantage Colocation Room Data Centre.	The City's CRAvantage colocation data centre is currently cooled by a portable air conditioner. This data centre hosts critical network hardware that supports our CRAvantage municipal broadband network and the SRD's entire network infrastructure. This equipment requires a constant operating temperature to eliminate the possibility of network shutdown or failure. Portable air conditioning units can not provide the sustained, reliable temperature control required. A long term solution is required to meet this demand.
4	620 - Fire Protection	#1 Fire Station Replacement - Public Engagement/Detail Design	Conceptual design of new fire hall headquarters (replacing No. 2 Fire Hall).	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecommunication equipment for the 911 Fire Dispatch center, and critical telecommunications equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecom equipment located in the fire hall. With the City experiencing significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community for the future. The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Emergency Management, Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure in the downtown No. 1 Fire Hall.
222	710 - Airport	Aircraft Viewing Lookout Area	Create a public aircraft viewing lookout adjacent to terminal building.	Opportunity for passengers and public to view airside operations.
5	724 - Facilities	Library Redevelopment	Library site assessment works and servicing.	Completion of site assessment works of the Library building in anticipation of future upgrades. Includes a remediation and utility servicing for the Library facility and site. Work is anticipated to include a Phase 1 or 2 Environmental Site Assessment, hazardous materials assessment, and architectural planning.
6	724 - Facilities	Big House Pavilion Preservation	Refurbishment of the Big House Pavilion structure in Ostler Park.	In 2016, the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommended that work not be extended beyond 2017. The next phase will require engaging multiple stakeholders and a timber frame consultant to develop a scope of work for rehabilitation.
7	724 - Facilities	Council Chambers Accessibility Improvements	Finalize conceptual design and complete detailed design / engineering on improvements to Council Chambers focused on accessibility improvements.	There is limited access for delegates with mobility issues to present at or attend Council Chambers. This design exercise will result in a shovel ready capital project to complete accessibility / functional updates to Council Chambers once project funding can be secured, potentially through future grant funding.
8	730 - Roads / 782 - Storm Drains / 780 - Sewer / 790 - Water	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	Phase 3 of the Hwy 19A project from Rockland Road to Big Rock Boat Ramp.	The project will see upgrades extended along a 1km stretch of Highway 19A, from Big Rock Boat Ramp to Rockland Road – both improving services and the beautification of our City's waterfront. The work includes significant improvements both above- and under- ground, including the reconstruction of sewer and water mains, installation of storm drains, a widened roadway, curb and gutter, sidewalk, seawalk, streetlights, enhanced park spaces, and installation of underground electrical utilities.
9	730 - Roads	Seagull Walkway Design - North	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to ensure the walkway does not fail as the substructure is being washed away.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, the asset will fail and there will be increasing potential for liability if remedial work 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.

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Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
10	730 - Roads	Bike Lanes on Hilchey Road	Installation of bike lanes on Hilchey Road from Highway 19A to Dogwood Street.	Per Council's direction,(resolution 21- 0289) bicycle lanes will be established on Hilchey Road from Hwy 19A to Dogwood Street. This will see the creation of east and west bicycle lanes and the elimination of vehicle parking on the north side of the road. The project will also include proper intersection treatments using current design standards that will see enhance markings to enhance the awareness of cyclist using this facilities. Work was planned in the fall of 2021 but was delayed due to availability of contractors.
11	730 - Roads	Master Transportation Plan Update	Review the Master Transportation Plan and Dogwood Corridor to determine and plan future improvements that would include intersection improvements, additional turning lanes and bus pull outs.	The Master Transportation Plan was adopted by Council in 2012 and should be reviewed and updated every 10 years to ensure the plan is current and reflects work done and provides for the next 10 years. This includes a review of the Dogwood Corridor to look for and develop priorities for improvements which may include developing land acquisition plans, determining future intersection options/additions of turning lanes, the addition of bus pullouts and consideration for pedestrian movements along this route.
12	730 - Roads	Willis Road Corridor Promotional Materials	These funds are available to assist with the development of promotional materials and updating data to support Councils' position for the upgrades proposed for the Willis corridor to connect Hwy 19 and 2nd Ave	20-0513 Evans/Cornfield - funds to create promotional materials for the Willis Road Corridor.
13	730 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	Pedestrian upgrades in the Willis/Peterson area.	This project will carry on to the west from Carolyn Road to Nikola Road. Work will include a paved walking path and storm water improvements. Budget is for walkway completion.
14	730 - Roads	Snow Clearing Equipment	Purchase of additional equipment to accommodate snow removal service.	Current Fleet assets are not sufficient to provide current expected levels of service. Equipment purchases could include any of the following: Tandem w/ plow package and sander/spreader - \$300,000, Mini Dump F550 class 4x4 w/ plow & sander/spreader - \$100,000, Backhoe - \$125,000, Loader - \$200,000.
15	730 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design review started in 2017 and completed in 2018/19 with improvements to be undertaken in 2020, subject to MoTI and BC Ferries input. BC Ferries is currently undertaking a consultation/capital improvement planning process that the City may wish to partner with BCF and MoTI in future improvements at this location. This may require the capital funding to be moved forward into the future.	Access to the ferry terminal from Hwy 19A is very poorly set up and is confusing to users which increases potential for accidents at this location. The work will look at the design to provide options to reduce confusion and ultimately improve access to the entrance and from the exit of this site.
197	732 - Parks	New Park/Playground - Maryland Green Space	Design and construction of a new park with an accessible playground structure.	The Shriners community group of Campbell River are going to be donating \$200,000 for an accessible play structure in a Park location. They would like this structure to be located in Maryland area. There is Park land available on Maryland Drive that would need to be developed into a park for the play structure to be located there. As Maryland area is a fast growing development area there is a need for parkland development.
16	732 - Parks	Willow Point Park Turf Installation	Convert the rock dust field into a natural grass field and upgrade field house in partnership with CR Athletic Assoc.	The current construction of the Willow Point Park Turf is not suitable for its current occupants.
17	732 - Parks	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	Given the location of the Creek and the size of the area, development of an overall project plan is warranted to ensure maximum benefits are achieved.
18	732 - Parks	Entrance Sign Jubilee (map incl.)	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.
19	732 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this park can be constructed. The first phase will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre. Rotary has committed to partial funding (the amount has not been defined).
20	780 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, Lift Stations #5 and #6 are unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NVEC. Project will increase capacity to allow for growth in the southern portion of the community.
21	780 - Sewer	City Wide Sewer Modelling Program	Develop and manage a City wide sewer model.	A sewer model is necessary to assist with long range planning as it relates to sewer system asset management. By not having a sewer model, developers are forced to conduct sewer models to determine capacity availability downstream of their projects, and in some cases are being forced to limit the size of their developments; delaying developments; and/or build downstream capacity. A sewer system model will allow the City to stay ahead of development and design sewer systems that meet the greater needs of the community.

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22	780 - Sewer	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	Upgrade Hwy 19A Sewer main.	Increased development in the Maryland area requires an upgrade to the sewer main due to capacity constraints.
23	780 - Sewer	Lift Stations Electrical Assessment	Asset Management - Assess the aging electrical components with our aging lift stations electrical kiosks to determine if they meet current code, and schedule replacement of critical components before end of life.	The sewer asset inventory list (registry) does not have adequate lift station electrical 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.
24	780 - Sewer / 782 - Storm Drains	Flow Monitoring Equipment	Purchase of flow monitoring equipment to measure pressures on both the sanitary and storm drainage systems.	Currently, inline/flow rate monitoring in the City's sanitary and storm sewer systems is not being actively measured either in pipe or at manhole locations in the community. Flow monitoring equipment will assist in obtaining current data on areas of the community where concerns may already exist and in areas to assist with future system modeling to prepare not only for potential asset renewal but also upgrades to the existing system, as well as, assists in providing operators information to proactively plan for visual inspections, cleaning of lines and other maintenance.
25	782 - Storm Drains	City Wide Storm Water Modelling Program	Develop and manage a City wide storm water model.	A storm water model is necessary to assist with long range planning as it relates to storm water asset management. By not having a storm water model, developers are forced to conduct storm water models to determine capacity availability downstream of their projects, and in some cases implement their own storm water retention systems to allow them to develop their lands. A storm water model will allow the City to stay ahead of development and design storm water management systems that meet the greater needs of the community.
26	782 - Storm Drains	Quinsam Heights Integrated Storm Water Management Plan	Develop an integrated storm water management plan to address localized and downstream storm water issues arising from existing and future development of Quinsam Heights.	There are several projects that are identified in the City's DCC program that originated from a previous Quinsam Heights Integrated Storm Water Management Study, but the projects were not completed before development ramped up in the Quinsam Heights area. As a result, developers have completed piecemeal solutions, which were not identified as solutions in the previous study, to allow them to commence with developments. A comprehensive study is required to determine how the existing works tie into the long range needs of the catchment and what future storm water upgrades are required to satisfy the rapid development within the Quinsam Drainage catchment.
27	782 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated. This will be a multi year project that will look at dealing with some long term storm water issues in the downtown area. The planning and construction/mitigation work is ongoing. This is also being looked at as part of the Sea Level Rise work underway.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system.
28	790 - Water	Water System Strategic Action Plan Update	Update to the Water System Strategic Action Plan.	The Water System Strategic Action Plan was last updated in 2017 and needs to be revised to capture the significant growth and system upgrades that have happened since. An updated action plan is essential to ensure clarity in expected short term and long term improvements and their timelines.
29	790 - 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.
30	810 - Long Range Planning	Supportive Housing - 580 Dogwood	Site servicing for supportive housing development at 580 Dogwood.	Council Approved Strategic Project.
31	310 - Finance	Corporate Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset groups will occur under the AIM (Asset Infrastructure Management) team and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management as part of securing ongoing Community Works Gas Tax Reserves.
32	310 - Finance	Asset Management Service Levels	Development of Asset Management Service Levels.	Service Levels are a key component of asset management plans.
33	310 - Finance	Asset Management Risk Assessments	Development of Asset Management Risk Assessments.	Risk assessments are key components of asset management plans.

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Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
34	710 - Airport	Airport Condition Assessment	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for airport assets.	The airport asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance 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.
35	780 - 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.
36	780 - 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.
37	790 - 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.
38	790 - 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.
39	310 - Finance	Financial Systems/Accounting Software	Replacement of the City's current financial reporting software (Vadim).	The City's financial reporting software is over 12 years old and lacks the functionality that is necessary to meet the financial planning and reporting requirements of the City of Campbell River. This project will focus on innovating City processes and maximizing efficiencies. This project will replace the current financial reporting system (Vadim) as well enhance current capabilities through modules for budgeting, capital asset management, procurement management, financial document retention, and payables management.
40	430 - IT	Operations Management Software Planning and Replacement	Replacement of the City's end of life operations management software system. The upgrade will be significant and will require significant training to multiple levels of City staff and departments, as well as additional resources and potential use of a project manager to undertake. The complete upgrade and implementation process is expected to take three years. This centralized system manages all asset infrastructure data of the City, as well as, manages work orders for community requests. This system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels.	The City's current operations and work order software system Cartograph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current version ended in 2017 therefore the City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, storm water, sewer, and water departments and work flow/community service request management. Replacing it with Asset Management software will reduce administrative costs, improve service and will provide the City of Campbell River greater visibility into asset utilization, costs and maintenance.

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41	430 - IT	New Server (SCADA) for Water	Retire old SCADA server.	End of life for exiting SCADA server. It was purchased in 2014.
42	430 - IT	Norm Wood Phone System	Upgrade Norm Wood phone system to support added functionality and additional staff.	Existing system cannot support additional staff and lacks functionality. City Hall and DOC have been upgraded.
43	430 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.
44	430 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.
45	430 - IT	GIS Orthophotos	10cm and 30cm orthophotos (aerial photos).	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and current information. The high usage of orthophotos, which is a reflection of the rapid changes we are seeing in the City, is one such requirement. These aerial photos are a key base layer in GIS and support both the development process and daily activities in utilities, fire and RCMP. All departments, contractors and the public via our interactive web maps utilize these orthophotos. A two year funding cycle will provide current imagery, better resolution and support projects that are outside of the Urban Containment Boundary
46	430 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.
47	430 - IT	Data Storage Upgrade	Purchase storage hardware to increase data storage capacity.	Upgrade required to meet demand and disaster recovery as identified in security audit.
48	430 - IT	Primary File Server Replacement	Replacement of the primary file server.	The primary file server has reached its end-of-life and has been identified as a security and operational risk.
49	430 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	The Dogwood Operations Centre phone system was upgraded in 2018; however, it will require replacement by 2029.
50	620 - Fire Protection	Decontamination Unit	Procurement of a mobile decontamination unit, capable of decontaminating two firefighters at the same time, as well as providing personal hygiene amenities to all genders.	Firefighters have abnormally high rates of cancer due to exposure to toxins in smoke. These toxins must be cleaned from the skin as soon as possible after a fire. This decontamination unit will significantly reduce the time that the toxins are being absorbed into their bodies. This unit will also provide washroom facilities and some privacy for all genders working on the fire ground
51	620 - Fire Protection	Small Fire Fleet Replacement	Replacement of small fleet emergency response vehicles that have met their useful life cycle in accordance to City Policy.	The fire department utilizes its small vehicle fleet for emergency response, whether responding as the on duty officer , transporting our career and paid on call firefighters to emergency incidents or for transporting essential firefighting equipment to and from emergency scenes. It is essential that our response vehicles be in a reliable and ready state for any emergency incident.
52	620 - Fire Protection	LUCAS CPR Machines	Procurement of two CPR machines, one for each station.	The LUCAS CPR machine provides for safer, more consistent chest compression during a cardiac arrest. Responder safety is significantly enhanced by removing the need to manually preform chest compressions during most of a resuscitation, particularly important during a pandemic. CPR effectiveness in greatly improved when transporting patients in cardiac arrest. The LUCAS device is very well suited to the current deployment model of two responders in the #2 Station area, as it frees up half of the crew to accomplish other tasks. Covid restart funding should be considered as a funding source.
53	620 - Fire Protection	Small Equipment Replacement	Replacement of firefighting equipment that has reached its useful life cycle.	To ensure a replacement plan is in place for firefighting equipment that reaches it useful life cycle (eg: portable fire pumps, ventilation fans, thermal imaging cameras, fire hose, firefighting nozzles).
54	620 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA).	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.
55	710 - 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.
56	720 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Replacement of 9 vehicles in 2022.	Staff undertake an annual assessment of all Fleet & Heavy Equipment Pool assets using a scoring algorithm to prioritize replacements based on condition, utilization rate, redundancy, and impact to community service. Vehicles up for replacement in 2022 include three heavy duty service trucks, two heavy duty trucks used for winter brine application, two small trailers, and two Fire Dept. light duty vehicles.
57	724 - Facilities	MHC Envelope Repairs	Repairs to the envelope of the Maritime Heritage Centre including re-fitting of the front glazing which exhibits ongoing leakage.	The envelope on the building requires repair as it is exhibiting leakage. Major repairs have been undertaken in 2016, 2018, and 2019 on an emergency basis, however, further work is needed to ensure the ongoing viability of the southeast facing envelope. During a detailed assessment prior to undertaking repairs in 2018 it became evident upon removal of existing siding in several areas that additional remediation work is needed on the south and east wall assemblies. A tender was issued for the original scope of work in 2018 which came in substantially over budget. Critical repairs to the lighthouse tower area were undertaken in 2019. The remaining work is intended to address the remainder of known envelope issues on the structure

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58	724 - Facilities	ERT Materials Transfer Site Improvements	Ongoing contamination remediation at the City's ERT Material Transfer Site.	The City's ERT Materials Transfer Site is used as a staging area and materials storage site for the City's Operations Departments. The site hosts large dirt spoil and wood debris piles that need to be addressed. A limited Phase II Environmental Site Assessment (ESA) was completed in 2019 which did not find any widespread soil contamination across the property but did discover 2 areas of concern which will need to be remediated. Additionally, the ESA recommended a detailed site investigation (DSI) including test drilling to determine both the extend of contamination in the two identified areas as well as any contamination in the larger massed spoil pile in the centre of the site.
59	724 - Facilities	Sportsplex Rehabilitation & Addition	Major mid-life rehabilitation of the Sportsplex major building systems including replacement of the existing fastened metal roof assembly, all rooftop air handling units/exhaust fans, and windows plus repair to large sections of the envelope. The project also includes an 1,100 sq. ft. addition for enhanced gymnasium storage.	The project seeks to remedy many envelope issues that have been present for many years (water penetration during heavy/windy rainfall events) and carry the facility through a further 25-30 years at which point it will be nearing end of life. The expansion of the gymnasium storage area will assist in coordinating and supporting a variety of current and future programming, particularly when the gym is split for separate functions.
60	724 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance services, stores, a fuel depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is need to develop a long range plan for this site to ensure efficient long-term functionality of the City's Operations Division.
61	724 - Facilities	Museum Roof Replacement & Skylight Repair	Replacement of the Museum roof.	The roof at the museum is now at the end of its serviceable life and experiencing routine leakage and requires replacement. The skylights will be repaired or replaced during this project.
62	724 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Server replacement, software licensing and ongoing camera replacement plan for the City's networked video surveillance system.	The City's networked IP based surveillance system is now over 10 years old and requires routine annual camera replacements as equipment fails or reaches end of life. Annual software licensing updates are required to ensure new hardware is compatible with the existing system.
63	724 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligating and bubbling. Minor roof leaks have been experienced to date. Budget has been increased to include fall protection and Class A construction estimate.
64	724 - Facilities	RCMP Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Torch on 2 ply SBS portion of roof is showing signs of failure and is nearing the end of its serviceable life. Budget has been increased to include fall protection and Class A construction estimate.
65	724 - Facilities	Centennial Pool Changehouse Renovations	Renovation and modernization of the change house facility at the Centennial Outdoor Pool.	The existing change house design is dated and does not provide sufficient facilities for those with mobility issues. Additionally the universal/family change room functionality is severely limited and does not meet a modern standard for recreational pool facilities. The renovation design will come back to council for review prior to finalization.
66	724 - Facilities	Discovery Pier Structural Repairs	Ongoing structural repairs to Discovery Pier.	An engineering level structural condition assessment is undertaken every two years and then recommendations for piling / structural member repair is undertaken in the following year. This structure is now approaching 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance. Increase in budget to reflect engineers estimate.
67	724 - Facilities	Sportsplex - Public Consultation	Engage in public consultation to determine the future plans for the Sportsplex.	As the Sportsplex nears the end of its life, City staff will engage with the public to determine which if the favored option for the facility (eg: expand or replace).
68	724 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.
69	724 - Facilities	RCMP Chiller Replacement	Replacement of the chiller at the Police and Public Safety Building.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary to support proper indoor air quality.
70	724 - 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.
71	724 - Facilities	RCMP HVAC DDC & Re-Commissioning	Replacement of existing Building Automation System (BAD) Trane DDC.	Project will bring system to a modern standard and re-commission entire heating and ventilation system which is now over 20 years old. Improve energy efficiency and overall system functionality.

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72	724 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	Envelope maintenance and refurbishment at City Hall and Enterprise Centre including repainting of exterior at City Hall.	Both buildings require water proofing treatment and re-caulking of the exterior building envelope. City Hall requires re-painting.
73	724 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.
74	724 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past its serviceable life and now requires a major repair.
75	724 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.
76	724 - Facilities	MHC Heat Pump / Fan Replacement	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre.	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency.
77	724 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.
78	724 - Facilities	MHC Aluminum Window Replacement Allowance	Replacement of windows at the Maritime Heritage Centre.	The windows at the Maritime Heritage Centre are mixed aluminum and vinyl in varying stages of lifecycle. Many are showing signs of leakage or have failed seals and will require replacement.
79	724 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is a mixture of roofing types and several are approaching the end of their serviceable life. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before any significant leaking occurs.
80	724 - Facilities	City Hall Window Replacement	Replacement of the windows at City Hall.	The windows are original to the building and do not meet current industry best practices for exterior glazing. Many windows require repairs. Budget includes remediation for potentially asbestos containing caulking materials.
81	724 - Facilities	Sportsplex Court Floor Replacement	Replacement of the flooring within the squash/racquetball courts.	Lifecycle replacement of the heavily used squash/badminton court floors.
82	724 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.
83	724 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.
84	724 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	Lifecycle rehabilitation and upgrades to the Enterprise Centre.	The Enterprise Centre was constructed in 1955 with a major renovation circa 2000. While much of the interior space has been renovated to a current standard, many of the building's core systems including HVAC, electrical distribution, domestic hot water, sanitary sewer, and others are at or beyond the end of their serviceable life. The building will require a wholesale rehabilitation to ensure ongoing functionality for staff and building tenants.
85	730 - Roads	Asphalt Overlays	Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years. Work to be done under the roads overlay program will be reviewed to confirm the priority areas based on the 2018 Pavement Management Plan and an annual spring review of existing road conditions to confirm additional priorities are not present.	There is currently over \$10 million in required overlay/road rebuilds required through out the community. A number of these road segments have already failed or are rapidly approaching the end of their serviceable lives. The Roads department had a pavement management plan developed in 2018 to better plan for road rehabilitation projects for future years.
86	730 - Roads	Traffic Control Upgrades - Replacement	City traffic lights have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.
87	732 - Parks	Baikie Island Bridge	The bridge foundation at Baikie Island needs to be replaced with the structure being built to allow GVW of 28,000kg fire pumper truck to gain access to Baikie Island.	In 2016 as part of the Bridge and Culvert inspection program, it was found that the bridge only has 5 years of remaining service life. The bridge structure is need to provide fire vehicles access to the Island in case of a wild fire. The 2021 report indicated that foundation needs to be reconstructed.
88	732 - Parks	Nunns Creek Park Backstop, Dugout and Fencing replacement	Replacement of the pee wee field backstop, fencing and the midget field dugouts.	The pee wee backstop is now at a stage where it is a safety issue and running the risk of falling down. The fencing within the park needs replacement as when it was build commercial fencing was not used and now needs to be replaced with the proper gauge fencing. The midget field dugouts are old and need to be redesigned so they are more CPTED to reduce vandalism and vulnerable population issues.

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89	732 - Parks	Lilelana and Rotary Park Irrigation	The continuation of the implementation(upgrades) of the Parks Irrigation System.	Many of the City's irrigation system are over 25 years old, and from the irrigation strategy that was done in 2012, city parks are being upgrade with new in ground systems and with the computerization of the controller will be more water efficient.
90	732 - Parks	Pathways renewal -Dogwood Extension Walkway and Simms Creek Path	Resurfacing walkway that have been damage by tree roots.	Walkways along greenspaces are prone to tree roots uprooting pavement surfaces which leaves the pavement surface very acceptable to tripping hazards. As part of the City's sidewalk/walkway inspection program, surface with a known tripping hazarded must be rectified.
91	732 - Parks	Robron Fieldhouse Irrigation & Landscaping	Continuation of the implementation(upgrades) of the Parks irrigation systems.	Many of the City's irrigation system are over 25 years old, and from the irrigation strategy that was done in 2012, city parks are being upgrade with new in ground systems and with the computerization of the controller will be more water efficient.
92	732 - Parks	Water Fountain Replacement - Penfield Dog Park	Replacement of a water fountain.	The dog park at Penfield has a water fountain that has reached the end of it's life cycle and now needs replacing. They constantly require repairs and parts are hard to get due to the fact the model has been discontinued.
93	732 - Parks	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	To replace four existing 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.
94	732 - Parks	Garden Beds renewal in City Parks	Update garden beds around the city to make them more current with landscape design and refresh their look.	Many of the garden beds around the city are over 20 years old and many of the plants in the beds need to be update and have reached their life expectancy.
95	732 - Parks	Tree Renewal in City Parks	Tree replacements in City parks	With the City new Arboriculture Technician position added last year, the city now has a hazard tree assessment program for all it parks within the City. With the removal of danger trees, a replacement program will offset the loss of trees in City parks.
96	732 - Parks	Willow Point Basketball Court Hoops Stands	Replacement of two basketball stands with backboard, rim and net included at Willow Point Basketball court.	The current basketball stands are over 20 years old and have reached end of their life cycle. The new stands with be upgrade as the old one were put together with old light stands.
97	732 - 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.
98	732 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated with heavy rains. This has made the area difficult to maintain which could lead to injuries for the user groups that use the field. Project has been delayed due to CRMBA relocation to Willow Point.
99	732 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built and a rubber surface was put in. The rubber surface life span is eight years and will need to be replaced to meet CSA standards.
100	732 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replaced for safety reasons as the turf was installed in 2016.
101	780 - Sewer	Norm Wood Environmental Centre Upgrades	Digester, air headers, generator and electrical system upgrades.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NVEC Pre-design report and 2019 electrical assessment. The existing digester is at capacity, the air headers to the digester and oxidation ditch #1 have degraded beyond repair, critical electrical components are at end of life and are no longer supported by their suppliers, and the existing generator is at end of life and only able to support minimal process equipment operation and is not able to sustain lengthy outages. CFWD: Revised scope confirmed and engineering services being secured. Preparation work for the SCADA Upgrade has been completed in 2021. To reduce duplications in work it was recommended that the integration to CLearSCADA be done within the NVEC Phase III project. The CFwd value of the SCADA upgrade has been combined with the NVEC Phase III project
102	780 - Sewer	2021 Sewermain Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
103	780 - Sewer	Lift Station #7 Pump and Controls Upgrade	Replace the jockey pump and related electrical components.	By increasing the volume and redirection of the flows up hidden harbour hill from lift station #7 the jockey pump can not overcome the increase pressure in the new forcemain to pump over hill. A larger pump needs to be installed in its place to provide the necessary redundancy to maintain winter flows.
104	780 - Sewer	NVEC Shower and Locker Room Renovation	This project will include lockers, 3 toilet stalls, and 3 showers.	The NVEC shower and locker room renovation is needed to meet Worksafe requirements. It is a requirement to allow 15mins at the end of each shift for wastewater operators to shower. The facility currently has only one shower and 9 staff that should be allotted time and a facility to shower.

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105	780 - Sewer	Lift Station #11 Biofilter Reconstruction	The existing structure will be dismantled and disposed of and reconstructed of materials that will stand the test of time.	The existing structure was identified as past life its useful life expectancy and recommended for renewal in the 2017 facility assessment. The current structure is rusted to the point that it is no longer structurally sound and poses to be a safety risk to City staff.
106	780 - Sewer/790 - Water	Meter Renewal	Replacement of existing water meters (aging infrastructure) to ensure accuracy in water and sewer billing.	Failing meters underestimate water consumption resulting in a loss of revenue.
107	780 - Sewer	Sewer Facility Renewal	Lift station #11 siding and roof, and NWECC roof replacement projects are currently underway or scheduled to begin. These projects will extend into 2022.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, liability, and the risk of release of untreated sewage to the environment. Exact budget will fluctuate based on specific projects.
108	780 - Sewer	Sewer Main Replacement - 2018	Cured In Place Pipe relining of sewer mains at various locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase. CFWD required for maintenance period of completed projects.
109	780 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
110	780 - Sewer	Foreshore Force Main & Lift Station 5 & 6 Abandonment	Decommissioning of abandoned pipes and removal of old lift stations.	Following the replacement of the foreshore forcemain and lift stations 5 and 6, the old infrastructure needs to be abandoned for safety, environmental, aesthetic, and financial reasons.
111	780 - Sewer	NWECC - Secondary Clarifiers 1 & 2 Refurbishment	Replace the internal metal components within secondary clarifiers 1 & 2.	The internal components of secondary clarifiers 1 & 2 are painted mild steel which started to rust and degrade the steel several years ago. In 2017 there was budget to repaint the components to extend the useful life of the components. Due to the complexity and costs associated with painting the components, it was determined that painting the components was almost the same cost as replacing them with stainless steel components which will have a significantly greater useful life. Therefore, it was decided to replace the internal components with stainless steel when the components reach end of life. Budget is for design in year 1, replace components of clarifier #1 in year 2, and replace components of clarifier #2 in year 3
112	782 - Storm Drains	6th Ave - Thulin Utility Renewal	Design work and planning for this project to be constructed in 2022.	On going assets management have addressed a number of areas that need rehabilitation; this is one of those multi year projects that will be started in 2021.
113	782 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the Integrated Storm Water Management Plan as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only control the storm water being discharged but to look at the quality of it as part of the outfall system.
114	782 - Storm Drains	Storm System Renewals	Annual Drainage Improvements. 2021 has been used to review the projects and undertake preliminary engineering for projects being considered for the next few years. Focus will be on known areas on 6th Ave and connections to older outfall locations.	This is an ongoing annual program to deal with the replacement and repair 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.
115	790 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal 2020 map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
116	790 - 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. 2022 to involve design and installation of waterproof membrane system for the Evergreen and Beaver Lodge reservoirs. Evergreen reservoir was found to have small leaks in the roof during the liner project and both were identified for replacement during a facility condition assessment done in 2021.
117	790 - 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.
118	790 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable the department to be pro-active and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.

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119	790 - Water	Watermain Renewal	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g., downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
120	790 - Water	Small Water System Improvements	Water distribution system improvements that are too small for the Capital Works department to manage efficiently.	There are numerous small water distribution system upgrades identified in the 2017 Water System Strategic Action Plan that are too small for the Capital Works Department to efficiently manage. Such works include looping pipe systems, watermain extensions and pipe size upgrades of 100m or less that, when completed, will increase local water quality and available fire flows.
121	790 - Water	Water Cathodic Protection Survey	City wide testing and inspection of the existing cathodic protection system.	It's been four years since the last wholistic look at the water systems cathodic protection. This inspection will be a foundation of a Cathodic Protection Program. Cathodic protection helps maintain the integrity of metal watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on metal pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.
122	820 - 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.
123	820 - Recreation & Culture	Weight Room Floor	Replace weight room floor.	When new equipment was installed in 2018 it was discovered that the floor is uneven, worn and has holes from unbolting old equipment. The floor needs to be levelled and resurfaced with updated flooring.
124	320 - Capital Works	Capital Works Project Management	Reallocation from Capital Works operating budget to capital.	70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure per accounting standards.
125	430 - IT	Council Chambers Sound System	New sound system for the council chambers.	Council and senior management have expressed concern over the audio system installed in the council chambers. The current system utilizes basic technology and was installed in 2005. An upgraded system will provide advanced features such as a primary control unit (mayor) which manages speaker queuing (council and delegations), council vote tabulation, microphone volume and activation/deactivation.
126	213 - IT	CRAvantage 10th Ave Extension	To extend the City's broadband network by 80 metres to the corner of 10th Ave and Alder Street.	This extension will allow for the integration of the following potential buildings: 980 Alder Street, 400 10th Avenue, 440 10th Avenue and 160 10th Avenue. Once service orders are completed, these buildings and clients will introduce a conservative estimated revenue stream of \$7,200 annually.
127	430 - IT	Internet Security	This is the City's primary network security protection hardware. This device must be updated every 4 years to ensure the integrity of the network is maintained. Operating costs are required to support continuous software upgrades and hardware failure.	Replacement for the City's primary security appliance which protects the City network from outside intrusion. The Watch Guard was purchased in 2004 and is no longer supported by the vendor. Not replacing this device will leave the City network with a serious security vulnerability.
128	510 - Development Services	Building Inspector Electric Vehicle	Purchase of a vehicle for building inspector use.	Inspection demands have increased over the last two years resulting in all inspectors being required to be out inspecting at the same time. To manage the demand, one inspector frequently uses their own vehicle to travel to various locations. An additional City vehicle will reduce liability risk and omit mileage reimbursement costs.
129	620 - Fire Protection	UTV (Utility All Terrain Vehicle)	Procurement of a utility all-terrain vehicle (UTV) for the fire department to improve response capabilities to trail networks and remote areas within the City Limits and fire response boundary that are challenging for fire vehicle access.	Campbell River has a significant trail network within the City Limits and fire response boundary that are challenging for fire vehicle access. A UTV (side by side all-terrain vehicle) will provide the fire department the appropriate resource to access the remote areas and trail network quickly for technical rescue, patient extraction and for wildfire incidents. The department experiences a number of incidents each year where crews must access the remote areas on foot, carrying all necessary equipment in and out of the area resulting in delayed response times and logistical challenges moving equipment
130	710 - Airport	Airport Lighting, Visual Aids and Taxiway Rehabilitation	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width, replacing approach lighting systems and existing life cycled airfield signage.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAAB 340). Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured. CFWD: RFP closed and under review. ACAP funding package has been submitted. (Multi-year project).
131	710 - Airport	General Aviation Entrance Shelter	Install a covered entryway for general aviation customers.	Currently we do not have a covered area for customers waiting on private aircraft arrivals. Some of these customers store their baggage outside in the elements for an extended period of time.

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132	710 - Airport	Public Smoking Shelters	Install covered smoking shelters.	Currently the public can only smoke directly outside the terminal entrance. Inevitably smoke enters the public building, staff do not have the resources to monitor this area and providing an alternative location brings the airport in line with the majority of other airports.
133	710 - Airport	Expand Airport Terminal Building Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.
134	710 - Airport	Airside Drive Upgrade	Upgrade to roadway servicing north development lots.	Last road upgrade completed in 1997, need to continue paving program to the North.
135	724 - Facilities	City Facilities Fall Protection	Installation of fall protection systems for staff or contractors working at heights on 12 City facilities.	Most City facilities have limited fall protection anchor points for staff or contractors that are required to work or conduct maintenance on roofs or other areas where they require fall protection making it difficult to comply with WorkSafe BC regulations. Work includes the engineering and installation of fall protection systems at 12 City facilities whose design necessitates work at heights. In recent years WorkSafe BC has noted the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work.
136	724 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption. The City's Water Department completed audits of three of the City's largest facilities (Community Centre, Sportsplex, RCMP) in 2019 with recommendations to complete fixture replacements to achieve significant water use reductions. These three projects alone will expend the annual expenditure entirely for the next three years.
137	724 - 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.).
138	724 - Facilities	EV Charging Stn - Sportsplex	Installation of a Level 2 EV charger in the south of the City as part of Mid-Island EV Charging Network collaboration, with approximately 73% of project costs provided by grant funding through the collaboration.	Council resolution 19-0096 in support of joining this collaboration. Funding announced September 1 2020, City's previously-indicated commitment is 23% of capital cost to have a Level 2 charger installed in a location within the south of town.
139	724 - Facilities	Police & Public Safety Building Parking Expansion	Expansion of the RCMP parking compound.	The existing secure staff/RCMP parking lot to the rear of the Police and Public Safety Building is severely undersized and currently between 15-20 staff are parking at the adjacent Strathcona Gardens facility on a daily basis. This lot is used for the RCMP fleet, RCMP staff parking, as well as storage of auxiliary vehicles/equipment and impounded vehicles. City staff parking at SG has caused issues within the last years, particularly during large events held at SG. There is available City owned land immediately to the east of the current secure compound which, if designed with access in mind, could potentially double as overflow parking for the currently planned SG facility expansion during major events.
140	724 - Facilities	City Hall / Enterprise Centre Renovations	Minor renovations at CH / EC.	Addition of meeting room in HR quadrant at the Enterprise Centre. Reconfigure open area in LRPS quadrant on second floor of City Hall. Budget includes cost of new furniture required for both locations.
141	724 - Facilities	Enterprise Centre Backup Generator	Addition of emergency back up power at the Enterprise Centre.	The Enterprise Centre now houses a number of City staff and is being utilized for low level EOC activations as it does not interrupt the use of Council Chambers for routine City business. The building also houses server connections supporting the CR Advantage utility. Currently the building has no back up emergency power provisions and the critical CR Advantage network gear is protected with battery backup UPS systems which have limited capacity before requiring a standby generator be brought on site during power interruptions to ensure fibre clients are not adversely impacted.
142	724 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Addition of locker rooms and dormitories at Fire Hall #2.	This renovation seeks to add men's and women's locker rooms at Fire Hall #2 as well as a unisex washroom/shower area. Currently there is no dedicated locker room or segregated shower facilities for staff or volunteers. The current washroom/locker facilities do not allow the Fire Department to meet changing operational practices around handling fire affected turnout gear. Currently there are no dormitories on site however based on the increasing use of this facility, particularly in a community emergency requiring 24/7 operation, this function should be added at the same time as a moderately sized interior renovation to address the lack of locker rooms.
143	724 - Facilities	MHC Building Automation System	Addition of a building automation system at the Maritime Heritage Centre.	Currently the building has limited HVAC controls for servicing a complex and multi-use facility. A building automation system will help control energy costs and improve functionality / occupant comfort.

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144	724 - Facilities	City Hall HVAC Upgrade	Replacement of HVAC at the City Hall.	Replacement of aging HVAC system which includes air handler, supply & return fan assemblies. Upgrade will allow for the addition of cooling throughout the facility.
145	724 - Facilities	City Hall Façade Improvements	Improvements to the façade at City Hall.	City Hall was built in 1980 and there has not been much work done to the outside façade since its construction. Given the number of users/visitors the building received and its location within the City, it is warranted some improvements should occur to improve the visual appeal of the facility.
146	724 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.
147	730 - Roads	Cheviot Road Rehabilitation	Utility renewal along Cheviot Road	This rehabilitation project is the result of need to improve pedestrian facilities and storm drainage along this section of Cheviot Road. The initial project was developed to just include minor storm water improvements and provide a sidewalk for pedestrian to have better access to from Petersen to the top pf the hill. The initial design review identified potential conflicts with existing drainage, water lines and services to properties that front the roadway. In order to address those concerns and provide the needed asset renewal, this project has developed into the replacement of the watermains, & services, the storm drainage system and the improvements/upgrades to the road surface and the addition of pedestrian infrastructure. Design will begin in 2023 and constriction is planned in 2024. Funding will come from the annual water renewal program, sidewalk infill program and storm drainage reserves. The budget for the project will be included in a future Financial Plan, once the scope and design for the project has been completed.
148	730 - 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 2018 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year	The City continues to improve service levels for those using transit services. In order to assist with this the City has installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into future years.
149	730 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are addressed. This is an on-going problem and is re-evaluated regularly to identify the locations where lights could be installed. There are a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways. The City also receives a number of requests for street lights to be added. The cost to provide this service varies depending on if they are new City owned lights or the installation of additional lease lights. City owned lights are more capital intensive but less to operate, whereas lease lights (wooden poles) from BC Hydro have a lower initial capital cost, the long term operational costs are much greater than the City owned lights.	The City has a number of areas that could use additional street lights to ensure safer public use, primarily along arterial and collector roadways.
150	730 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually.	This annual program supports public safety by providing enhanced safety features to assist pedestrians.
151	730 - Roads	Parking Lot Improvements - Rotary Beach Park	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance.	The parking areas at Rotary Beach park are in need of rehabilitation with ponding and surface irregularities evident. Project will include upgraded drainage and asphalt in both parking areas.
152	730 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.

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153	730 - Roads	Greenways Loop Wayfinding & Signage	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.
154	730 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. Cheviot was planned for 2020, but further engineering and expansion of the project was required.	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try to infill any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be.
155	730 - Roads	Parking lot Improvements	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2022 will include improvements to the parking areas at Rotary Beach Park. This budget line would allow for the continued improvement of City parking areas.	Council provided direction in 2015 to see improvements to Beech St, Cedar St and the Maritime Heritage Centre parking lots. Work has been completed on Cedar St., Maritime Heritage Centre and Cypress St. 2018 saw improvements to the parking lot on Beech St. 2019 saw improvements to the public parking at City Hall.
156	730 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the warrants to support traffic lights at those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.
157	730 - Roads	South Peterson Improvements	Work to improve Petersen from Evergreen to Merocroft. Will include road, curb and gutter improvements as well as storm and water improvements.	This area is growing and the aged infrastructure requires improvements to accommodate this growth
158	732 - Parks	Elk Falls Cemetery Phase Two Detailed Design & Construction	Detail design & construction for phase two of Elk Falls Cemetery expansion.	A detail design for Phase two of the Elk Falls Cemetery expansion project. The detail design is continuing with the master plan that was completed 2015 and continuing off from phase one. This phase will increase the number of plots available to the public as the existing inventory of plots will be running out.
159	732 - Parks	Willow Point Lights (man incl)	Upgrade the existing Lighting System on the Willow Point lighted fields.	Upgrade the existing Lighting System on the Willow Point lighted fields.
160	732 - Parks	Park Modifications for Baseball Relocation	Temporary moving Campbell River Minor Baseball from Nunn's Creek Park to Willow Point Park.	Council Resolution 21-0377 and direction to staff due to the ongoing homeless issues at Nunn's Creek Park that are causing problems for Campbell River Minor Baseball to have a safe place to play.
161	732 - Parks	Pickleball Courts Construction at Robron	To construct 6 pickleball courts with fencing around the courts.	With the growing trend within the community there is a big demand for pickle ball courts. Currently the pickle ball users have converted the centennial tennis courts for pickle ball. With the construction of new courts at Robron, the courts will not eliminate any tennis courts at Centennial Park. The Robron site has more parking spaces and with the new field house being constructed at Robron, it will provide more services to the pickle ball user group, such as washrooms, changerooms and a facility to rent if they wish to have any functions at the site.
162	732 - Parks	Campbellton Neighbourhood Ass'n Parkette Projects	Park projects in Campbellton.	The Campbellton Neighbourhood Association is requesting funding for the following park projects: -19th Ave riverfront parkette -Raven channel entrance and riverfront parkette -Raven channel trail parking -Baikie Island parking
163	732 - Parks	Marine Foreshore Restoration	Relocating gravel to damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore.
164	732 - Parks	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot 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.
165	732 - Parks	Hwy 19A Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited due to dips and tree roots in the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is hard to make the cemetery look attractive and to maintain throughout the year.

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166	732 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.
167	780 - Sewer	Campbellton Sewer Upgrade	Sewer project related to the potential development of the WWK Quinsam reserve and the adjacent fee simple lands that are being considered for development.	Some sewer mains downstream of the We Wai Kai Reserve are currently operating over capacity. In order to accommodate anticipated development on WWK lands and the Campbellton Area these sections of sewer main must be upgraded.
168	780 - Sewer	Biosolids Site Management	Field #1 was upgraded to accept future biosolids applications in 2019. Funds to complete portions of the project that will extend into 2022 require CFWD.	The existing biosolids land application site exceeded its permitted limits. In order to continue to land apply, site modifications are required.
169	780 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planned loading increases, additional diffusers will be required to adequately process the wastewater.
170	780 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	Addition of biosolids dewatering at NVEC and new biosolids management process .	Dewatering of biosolids will be required once land application is no longer an option (Est. 2030). Including administration and potentially an electrical room to the dewatering building, this will provide significant long-term capital cost savings. The "temporary" administration trailer, installed in 2010 is overcapacity. Therefore, the administration and dewatering building is scheduled for construction in 2022 and will be ready for dewatering equipment when required. The management process for the dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000, based on tipping fees anticipated to be charged by the regional district. Operating costs for dewatering is estimated at \$180,000.
171	782 - Storm Drains	Midport Rd Storm Drain Upgrade	Council agrees to the proposed offer in the July 13, 2021 Letter from Tees, Kiddle, Spencer regarding the installation of a storm drain along the City's Statutory Right of Way on 4250, 4022, 4151 Midport Road and 4095 Middle Point Drive	the City will contribute up to \$20,000 with funding from the Storm Water Capital Reserve towards engineering, design and inspection fees with any excess to be paid for by the property owners
172	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding for this is in place through DCC's but it is greatly underfunded at this time.
173	782 - 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.
174	782 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flooding 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 issues with all the storm systems that lead into the creek.
175	790 - Water	Water Dept Temporary Location	Cleaning, network upgrades and minor renovations for the Evergreen operating location.	The Water Department has been granted an extended lease at the Evergreen location until the end of 2023. This will allow the department to perform much needed renovations such as the installation of a direct connection to the City network. The Water Department will also be able to utilize the entire building for operations.
176	790 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be coordinated with DOC Washout Bay project.
177	790 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder and PRVs Parkway, Holm, Erickson and Goodwin (multi year).	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves supplied by the Alder transmission main can be abandoned.
178	790 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract terms. The project is expected to include meters, backflow devices, and water quality monitoring stations. It is anticipated to be fully funded by the Strathcona Regional District.

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179	790 - Water	Wei Wai Kum/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.
180	790 - Water	Erickson Road Renewal	Replacement of aged watermain on Erickson Road.	Upfront design costs are required to take advantage of the opportunities for synergies involved in replacing the water, storm and road upgrades on Erickson Road.
181	790 - 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.
182	810 - Long Range Planning	Campbellton Neighbourhood Ass'n Wayfinding Signage	Wayfinding signage through Campbellton.	The Campbellton Neighbourhood Association is requesting funding to install wayfinding signage throughout the Campbellton area.
183	830 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility was based on the previous model prior to the CVRD receiving a funding grant. This budget will need to be re-evaluated once the design process has begun with the CVRD and will be confirmed as to the intended use in mid-2022. These funds will be needed to support the start up of the organics curbside program that may include the purchase of rolling totes for organics and curbside garbage.	This is to support the City's program or contribution to the Organics facility being built by the CVRD and still needs to be evaluated as to what this will entail as the scope of the project has now changed. The transition to curbside organics will see the City looking at a new solid waste collection program and possibly the requirement to purchase curbside roller totes for garbage, yard waste and organics
184	430 - IT	CRAdvantage Phase 2 - Discovery Harbour Extension	Phase two of CRAdvantage fibre optic network along the Island Hwy.	The next phase of the city's fibre optic network will extend from two locations. The proposed extensions will occur at Dogwood Street via 11th avenue (carry forward - previously funding by council in 2018), and also extend from Chances Casino, along the Island Hwy and terminate at the Discovery Mall. Please see capital plan for detailed justification. Proposed budget also identifies sustained project funding at \$100,000 per year for the next 10 years. This annual funding will allow for timely integration of client buildings, which will enhance revenue streams for this utility, entice service provider participation and reduce the proposed return on investment.
185	430 - IT	Staffweb Intranet Upgrade	Replacement of the City's internal intranet which was built in 2006.	The city's 14 year old intranet website is scheduled for a long overdue upgrade. This website is currently hosted on an internal server and will be upgraded to a cloud solution. Upgrade for this website is critical before the city can proceed with a corporate records management system. Please see capital plan for detailed justification.
186	430 - IT	CRadvantage Economic and Governance Strategy	Strategy to identify future growth opportunities (physical and economic) and develop a governance plan for the City's municipal broadband network.	The City's CRAdvantage broadband network is scheduled for significant growth in 2020. To ensure that Council has the information to make an educated decision for the budget, staff are recommending an independent strategic review identifying future growth opportunities and the development of a governance plan.
187	442 - Property Management	Land Acquisition	Land Acquisition of a historic/heritage property.	There is an opportunity to acquire a property with local heritage/historic value.
188	510 - Development Services	Roundabout Centre Piece	Art installation for Rockland Roundabout, including construction, landscaping, and process to identify a successful proponent to commission the art piece.	The budget has been established based on the terms of reference previously identified for the project, which is to design a concept, engage the art community, and construction the project.
189	724 - Facilities	City Hall Foyer Accessible Washroom	Modifications to improve access to washrooms at City Hall.	Washrooms at City Hall are difficult to access from the main foyer.
190	724 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.
191	730 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.
192	730 - Roads	Pier Street South (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.
193	730 - Roads	Pier Street North (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.
194	732 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
195	732 - Parks	Frank James Park Detailed Design and Construction Phases	Detail design for Frank James Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow in 4 phases.	Frank James Park is in a highly visible area and improvements are warranted given it's popularity. This park is also adjacent to the highway generating safety concerns for the users.

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Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
196	732 - 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.
197	732 - Parks	New Park/Playground - Maryland Green Space	Design and construction of a new park with an accessible playground structure.	The Shriners community group of Campbell River are going to be donating \$200,000 for an accessible play structure in a Park location. They would like this structure to be located in Maryland area. There is Park land available on Maryland Drive that would need to be developed into a park for the play structure to be located there. As Maryland area is a fast growing development area there is a need for parkland development.
198	732 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
199	732 - Parks	Nunns Creek Park Enhancements	Detail design for Nunn's Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	A comprehensive design for upgrading Nunn's Creek Park, including the Nunn's Creek Nature Trust Lands, Baseball Fields and Festival Area(Logger Sports). The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. Also CRMBA is in need of additional field to be able to host tournaments. Phase 1 would include relocating the parking and extending on-street parking. Phase 2 would include updating the seawalk, small beach seating areas and viewpoints. Phase 3 would include Festival lawn, event plaza lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 would include Sybil Andrews walk and celebration space.
200	732 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	Continuation of trail construction.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.
201	732 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.
202	732 - Parks	Robron Park - Soccer/Slow Pitch fields	Construction of Phase five of the Robron Park Project.	This phase of the project was to build two additional soccer/slow-pitch fields on the school district property that is not being used anymore. As the community grows and part of the Parks Strategy Parks Plan additional fields will be needed.
203	430 - IT	Building Services Software Upgrades / Online Applications	Tempest - Building Services Software Upgrades for online building permit applications.	To provide excellent customer services to the building community and extend City Hall's availability and options of service, it is recommended to purchase software to implement online application of building permits. Builders would be able to submit building permit applications 24/7 online. The most successful application of this software is for smaller straight forward permits such as garages, demolitions and single-family dwellings. With the purchase and implementation of additional software, the building community will be offered online services for permit applications in addition to in person services, to eliminate frustration and time spent at City Hall. CPDS staff have submitted a SLCR for 2018 to review the option for digital permits with the building community to ensure that this application would be readily used by the building community. Relationships: <ul style="list-style-type: none"> • Builds and strengthens the relationship with the builders and developers in the community • Opens up digital technology for 24/7 access. Economic growth: <ul style="list-style-type: none"> • Creates an open for business atmosphere, with online opportunities, supported with in person service. Livability: <ul style="list-style-type: none"> • Building Services improvements would improve safety and livability, gaining compliance on health and safety of new construction and renovations in the community Management & governance: <ul style="list-style-type: none"> • Provides more transparent processes and communication with the development community.

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Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification
204	430 - IT	Records Management Software	EDRMS application to facilitate records management.	As the City of Campbell River body of information has grown and the mechanisms for record keeping have been decentralized, staff members have developed individual work group procedures to facilitate the creation, filing, saving and transfer or retention of information. The current working environment of the City is primarily in the electronic realm. Therefore, the most effective approach going forward is for the City to manage electronic records in an environment where sharing, collaboration and work flow management can occur. An ERDMS application functions as a secure electronic repository, providing structured records management processes, long term preservation, reporting and audit trails to preserve the integrity, authenticity, availability and reliability of the electronic records. An EDRMS application provides more assurance of control over the life cycle of electronic records than processes with records in a shared drive environment. It is recommended that the City budget for an EDRMS application, and undertake a detailed requirements analysis, develop a request for proposals, and implement an EDRMS.
205	430 - IT	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation funded City services versus City utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital program early in the year.
261	620 - Fire Protection	Washer / Dryer #1 & #2 Firehalls	Procurement of two clothing washers and dryers, one set for each fire station, including installation.	Currently our staff take their station wear (uniform) home to launder. The pandemic has highlighted the need to provide staff with the ability to clean their uniform 'in-station', and not bring contaminants home to their families. These washers and dryers will be used to wash uniform and station laundry only, not our firefighting gear, which have their own dedicated machines. Covid restart funding should be considered as a funding source
262	620 - Fire Protection	Portable Radio/Communications Replacement	Replacement of emergency portable/mobile radios to industry technology standards with digital/analogue capability.	Radio communications during emergency situations are critical particularly when staff enter IDLH (Immediately Dangerous to Life and Health) situations. Firefighters rely on radio communications when operating at emergency incidents, particularly when entering into buildings and hazardous areas. As radio technology changes over the years and improved safety features and standards are developed, the fire service needs to adapt and improve its radio equipment to ensure the highest level of safety for responders. The emergency communication radios used by the fire department do not meet current industry standards. WorksafeBC requires that emergency services radio's meet NFPA Standards. The current radios do not meet industry standards for intrinsically safe in IDLH atmospheres, they do not provide firefighters with a visual indicator for remaining capacity of the battery, controls are not designed for use with a gloved hand, they do not meet the standard for heat resistance and are not designed to eliminate radio interference. In addition, as technology evolves an opportunity exist to improve firefighter safety with optional digital radio capabilities and enhance digital radio programming. It is recommended to incrementally replace the current fire department radios over two years.
263	620 - Fire Protection	No.1 Fire Hall Upgrade/Relocation	Feasibility Study to relocate No. 1 Fire Hall out of Flood Zone.	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. Plans are in place to construct a new Fire Station Headquarters in the South end of the City in the Jubilee Heights Subdivision to replace the No. 2 Fire Station. This replacement fire station will house Fire Administration including Emergency Management, Fire Prevention, Fire Dispatch services which are currently operating out of No. 1 Fire Hall downtown and relocation of the fire suppression staff operating out of the current No. 2 Fire Station on Larwood Rd. During the feasibility study for the new Fire Headquarters, it was recommended that due to both fire stations not meeting post disaster standards, that the City also relocate the current No. 1 Fire Station out of the flood zone within 5-7 years after the new Fire Headquarters is completed.
264	620 - Fire Protection	Aerial Apparatus Replacement	Procurement of an aerial fire apparatus to replace our 36 year old (refurbished) apparatus.	The City's 1993 aerial apparatus was refurbished in 2017 and is expected to provide 10 additional years of service. Replacement of this apparatus in 2027 will happen at the mid life point of the City's other aerial apparatus, spacing out these capital investments.
265	620 - Fire Protection	Fire Engine Replacement	Procurement of a fire engine to replace a 20 year old apparatus.	In order to maintain our fire insurance ratings, a fire apparatus must be moved to reserve status after 20 years of service and replaced by a new fire engine.

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211	620 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	Purchase a Rapid Intervention Vehicle with ARFF (Airport Rescue Firefighting) capabilities.	The aging ARFF vehicle servicing the airport for fire protection has been removed from service and disposed due to safety concerns. A new smaller rapid intervention vehicle with ARFF capabilities (Dry Chemical, Foam system) would provide the necessary protection for servicing not only the airport but the City of Campbell River as a whole. To replace the retired ARFF vehicle with a similar ARFF vehicle is estimated between 1M - 1.5M and would only be suitable for use on airport lands. A smaller rapid intervention vehicle is estimated at \$588,500 and suitable for use on an off airport lands and would be utilized to improve the fire departments resources for wildland firefighting in addition to aircraft firefighting.
212	620 - Fire Protection	Fire Station Headquarters Replacement	Replacement of Fire Hall #2.	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecom equipment for the NI911 Fire Dispatch center, and critical telecommunications equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecommunications equipment located in the fire hall. With the City experiencing significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community for the future. The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Emergency Management, Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure in the downtown No. 1 Fire Hall. Public consultation and conceptual design work has been delayed due to the pandemic resulting in construction being pushed out an additional year. With future growth projection in North Campbell River a satellite fire station is recommended to effectively service the increase in industrial, commercial and residential growth. The City will need to complete a feasibility study prior to conceptual design in accordance to the Council Capital Project Management Policy for the new Fire Station. The City currently owns property at the corner of Orange Point Rd and Hwy 19 for a future fire station location. that would service the North end of the City.
213	620 - Fire Protection	Fire Station No. 3 North Campbell River	Feasibility study and conceptual design for a new fire station to service the future growth in the North end of the City.	
214	710 - Airport	Public Parking Lot Lighting Upgrade	Replace existing parking lot lighting.	Existing public parking lot lights have been in service 25 plus years. Currently they do not meet regulatory requirements for public parking lot lighting output. Additional concerns regarding the light bases as they have been hit by vehicles in the past. Existing bases on the East side are not structurally sufficient. increased supply and labour costs
215	710 - Airport	Equipment Shelter	Additional shelter structure at Airport.	Increased space required at Airport to house equipment and other assets.
216	710 - Airport	Airside Drive Extension to PAL Aerospace	Extend Airside Drive to new PAL Aerospace.	Better access to PAL Aerospace.
217	710 - Airport	NW Development Area Construction	The Northwest Development Area is approximately 9 hectares in size and is divided into 2 development phases. Each phase requires the construction of access roads, water and sewer services, utilities and airfield access (e.g. taxiways). The development area will be developed based on anticipated demand from the development community.	Project budget is taken from the 2016 Master plan. Phasing options can be identified through the Land Use and Development Strategy and brought forward for future consideration.
218	710 - Airport	ATB HVAC	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.
219	710 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.
220	710 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.
221	710 - Airport	Extend Taxi B	Extend Taxi B.	Master Plan document.
223	724 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance services, stores, a fuel depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is need to develop a long range plan for this site to ensure efficient long-term functionality of the City's Operations Division

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224	724 - Facilities	RCMP Security Gates	Secure vehicle gates for RCMP Rear Compound.	The RCMP Rear vehicle compound for both departmental and staff vehicles is currently unsecured from vehicle / pedestrian traffic. For security purposes the RCMP has requested that the City install secure automatic secure vehicle gates for the two unsecured entrances to the lot. These gates are required to follow standards from E Division including lighting, CCTV coverage, and structural standards. Project to include replacement of front doors and exterior fencing.
225	724 - Facilities	City Hall Main Building Signs	One of the two main lit City Hall building signs has now failed and repair is not feasible. The signs would be replaced with signage consistent with the City's Signage Bylaw.	The existing signs are original to the building (1982) and are at the end of their anticipated lifecycle. The replacement signs will help to start the modernization of the City Hall façade.
226	724 - Facilities	Structure Demolition & Land Clearing	Demolition of a residential house, garage, and other structures on City property in preparation for future land development.	Council has directed staff to begin the demolition planning process for a City owned residential house.
227	724 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.
228	724 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a five year cycle.
229	724 - Facilities	Fire Hall 1 Rehabilitation Works	Lifecycle Rehabilitation works for Fire Hall #1.	It is anticipated that the #1 Fall Hall will now need to remain operational for a period of approximately 10 years. The facility was constructed in 1977 and exhibits a number of deficiencies that have been deferred in the anticipation of a newly constructed fire hall. These deficiencies correlate to a number of building services and functions including electrical, lighting, havoc, structural, building envelope, and interior finishing. Many will need to be addressed if the facility is intended to remain within the City's portfolio for the immediate to medium term future.
230	724 - Facilities	Pound Replacement	Replacement of the City's 2500 sq. ft. animal control facility.	The City's Pound facility was constructed in 1979 and is approaching the end of it's serviceable life. Many building systems are in need of replacement or upgrade and the layout is not conducive to a safe and modern animal control function. Redevelopment of the pound facility would be considered in conjunction with the City's overall facility portfolio and could be relocated if appropriate.
231	730 - 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 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.
232	730 - Roads / 782 - Storm Drains / 780 - Sewer / 790 - Water	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, broadband, electrical, and surface improvements. Currently, there are no Fed/Prov. Funds to support the construction of this project.	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.
233	732 - Parks	Willow Point Phase II Field Lighting	Continue to install lightening at Willow Point field so soccer and rugby can practice at night during the winter.	The original funding for the lights were for the soccer/rugby pitch, but with CRMBA temporary moving to Willow Point, the funded lighting project was prioritize to the baseball diamond at the north end of the upper Willow Point Field. This second phase will help with the over flow of night booking from Robron Turf Field.
234	732 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk but some planting will need to be completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact equipment could not access the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it has become a liability risk to the City.
235	732 - Parks	Centennial Park Tennis Court Renovation	Total rebuild of the tennis court facility, including subface, asphalt, courts surfacing and fencing.	The Centennial tennis courts are well over 25 years old, and minor upgrades have happen over the years. The facility has now reached its end of its life cycle and a major renovation needs to be undertaken. The upgrades could include additional pickleball courts.

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236	732 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a total re-design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.
237	782 - 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.
238	782 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priory 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.
239	790 - Water	Transmission Main Renewal	Renew and realignment of 400AC transmission main and installation of a distribution main on Thulin St. S./Murphey St. S. between Bathurst Rd. and Merecroft Rd.	The 400AC transmission main has been identified as having increased risk of developing leaks resulting in property damage. There are multiple domestic services tapped into the main, contrary to City of Campbell River standards and best practices. Its current alignment also utilizes an easement situated between R-1 properties. The transmission main should be realigned to avoid the easement as a preventative maintenance measure. As well, a secondary water main should be installed to provide local water supply and to avoid adding unnecessary appurtenances on the transmission main.
240	790 - 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.
241	810 - Long Range Planning	Undergrounding OH Wires for 580 Dogwood - Supportive Housing	Estimate - numbers to be confirmed for future undergrounding OH wires at 580 Dogwood	The City was responsible for off-site works related to 580 Dogwood Q'waxsem Place Supportive Housing development. Part of those requirements were to underground the electrical service. This work was deferred until such time as the Dogwood Street Corridor is upgraded.
242	820 - Recreation & Culture	Sportsplex Chairs and Dollies	Sportsplex chairs have reached the end of their serviceable life. Need to replace 700 chairs and provide dollies for the new chairs.	New chairs and dollies will be more ergonomically friendly for stacking and moving, and will require less storage space.
243	820 - Recreation & Culture	Sportsplex Detailed Design and Construction	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities (One of which is being announced in early 2018). Once a grant is obtained follow through with construction.	Completed a space assessment and conceptual design in 2016 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old and requiring significant renewal works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC uparades.

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Mgr Index	Department	Project Name	Changes from 2021 Approved Operating Projects	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
Strategic Projects															
1	105 - Mayor & Council	Downtown Initiatives	Combined with DT Safety Task Force budget; CFWD from 2021	180,176											Gaming Reserve
2	105 - Mayor & Council	Council Contingency - Annual Allocation	No change	108,680	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Gaming Reserve
103	105 - Mayor & Council	Community Sports Event	CFWD from 2021	30,000											Gaming Reserve
6	105 - Mayor & Council	Canada Day Fireworks			30,000										Gaming Reserve
6	105 - Mayor & Council	Coastal Communities Social Procurement Initiative	No change		4,000	4,000									Gaming Reserve
8	105 - Mayor & Council	Ishikari Anniversary Celebration	No Change			25,000					25,000				Ishikari Anniversary
9	112 - Economic Development	CR Restart - Economic Development Resources	No Change		40,000										Gaming Reserve
80	112 - Economic Development	Industry Analysis and Investment Attraction	New Project		40,000										Gaming Reserve
10	312 - Reserves	Centennial Pool and Operating Budget Funding	No Change		113,000	56,000									Gaming Reserve
11	510 - Development Services	Façade Revitalization & CPTED Improvements	No Change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Gaming Reserve
12	610 - Bylaw Enforcement	Safer Downtown	3 year pilot project 2018-2020 Extended		40,000										Gaming Reserve
17	732 - Parks	Tree Protection Bylaw	No Change	12,500											Gaming Reserve
15	732 - Parks	Willow Point and Nunn's Creek Ball Relocation	New Service; res# 21-0377		65,000	65,000									Gaming Reserve
98	710 - Airport	Remediation of Contamination at the Airport	New Project		278,500										Gaming Reserve
19	810 - Long Range Planning	Fir Street - BC Housing Project	CFWD from 2021	6,869											Gaming Reserve
20	810 - Long Range Planning	Housing Growth Review	CFWD from 2020 & 2021	23,413											Gaming Reserve
22	810 - Long Range Planning	Social Grants	No Change			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Gaming Reserve
23	820 - Recreation & Culture	CR Live Streets	No Change		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	Gaming Reserve
24	810 - Long Range Planning	Beautification Grants	No Change		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	Gaming Reserve
25	810 - Long Range Planning	Downtown Small Initiatives Fund	No Change		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Gaming Reserve
26	810 - Long Range Planning	Public Art			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
26	810 - Long Range Planning	Rockland Roundabout Centrepiece Consultation			25,000										Gaming Reserve
90	810 - Long Range Planning	Official Community Plan Update	New Project			350,000									Gaming Reserve
93	830 - Solid Waste	Organics Program Communications/Coordination	New Project		25,000	25,000									Gaming Reserve
TOTAL STRATEGIC PROJECTS				\$ 361,638	\$ 980,500	\$ 895,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 395,000	\$ 370,000	\$ 370,000	\$ 370,000	

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Mgr Index	Department	Project Name	Changes from 2021 Approved Operating Projects	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
Corporate Projects															
27	112 - Economic Development	Economic Development Strategic Planning	CFWD from 2020 & 2021	31,405											Financial Stabilization
28	200 - Deputy City Manager	DCC Review	CFWD from 2020 & 2021, precaution in case of late invoices	787											Financial Stabilization
65	310 - Finance	Asset Retirement Obligations PSA 3280 Implementation	Pulled from BTL		260,000	130,000									Financial Stabilization
30	410 - Communications	Statistically Valid Community Survey	No Change			12,500		13,000		13,500		14,000		14,500	Financial Stabilization
68	420 - Human Resources	Workplace Cultural Assessment	Pulled from BTL		15,000			15,000			15,000			15,000	Financial Stabilization
31	420 - Human Resources	CUPE Agreement Renewal	No Change			15,000				15,000				15,000	Financial Stabilization
32	420 - Human Resources	Exempt Salary Survey	Moved from 2023 to 2024 and 2027 to 2028				15,000				15,000				Financial Stabilization
33	430 - IT	Network Security Audit	CFWD from 2021	25,000		25,000			25,000			25,000			IT Reserve
35	440 - Legislative Services	Municipal Election	No Change		59,000				61,000				63,000		Financial Stabilization
36	724 - Facilities	Vaccine Passport Implementation	CFWD from 2021	110,454											Covid-19 Restart
84	510 - Development Services	Building Inspector In Training	New Project; in conjunction with OSL		85,500	87,000									Financial Stabilization
37	610 - Bylaw Enforcement	Night-time Security Downtown	CFWD from 2021	50,000											Covid-19 Restart
	710 - Airport	Update Airport Land Use & Development Strategy			50,000										Gaming Reserve
	710 - Airport	Update Airport Land Use & Development Strategy			50,000										Airport Reserve
39	710 - Airport	Update Airport Land Use & Development Strategy	Moved from 2021 to 2022; merged with Area 22 Land Devlp project		100,000										Airport Reserve / Gaming Reserve
40	732 - Parks	Downtown Cleanliness	CFWD from 2021	78,000											Covid-19 Restart
88	810 - Long Range Planning	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	New Project		175,000										Financial Stabilization
41	810 - Long Range Planning	Energy Rebate & EV Programs	No Change		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Carbon Neutral Reserve
42	810 - Long Range Planning	Enviro Monitoring - Big Rock Boat Ramp	No Change			11,000									Financial Stabilization
43	820 - Recreation & Culture	Parks and Rec Strategic Plan	No Change		150,000										Financial Stabilization
TOTAL CORPORATE PROJECTS					\$ 295,646	\$ 859,500	\$ 295,500	\$ 30,000	\$ 43,000	\$ 101,000	\$ 43,500	\$ 45,000	\$ 54,000	\$ 78,000	\$ 59,500

**2022-2031 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Teal Text - Planned Date Change

Mgr Index	Department	Project Name	Changes from 2021 Approved Operating Projects	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
Operational Projects															
97	310 - Finance	Financial Systems/Accounting Software	New project - in conjunction with Capital Project		148,500	21,891									Financial Stabilization
82	330 - Risk Mgmt.	Property Appraisal Services	New Project		75,000					75,000					Financial Stabilization
102	420 - Human Resources	HR Position - Upgrade PT to FT	New Project		47,600	48,700									Financial Stabilization
44	510 - Development Services	Zoning Updates	CFWD from 2019 & 2020 & 2021	37,154											Financial Stabilization
45	510 - Development Services	Development Process Update	CFWD from 2021	20,000											Financial Stabilization
85	620 - Fire	POC Recruitment - Bi- Annual	New Project		30,000		30,000		30,000		30,000		30,000		Financial Stabilization
48	710 - Airport	Runway Line Painting	No Change		20,000		20,000		20,000		20,000		20,000		Airport Reserve
49	710 - Airport	Wings & Wheels Event	No Change		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Airport Reserve
47	710 - Airport	Crack Sealing	No change			20,000		20,000		20,000		20,000		20,000	Airport Reserve
46	710 - Airport	Flight Way Clearing	No change				30,000				30,000				Airport Reserve
87	724 - Facilities	EV Charging Station - Sportsplex Maintenance costs	New Project											7,500	Carbon Neutral Reserve
50	730 - Roads	Bridge Inspections	No Change		20,000		20,000		20,000		20,000		20,000		Financial Stabilization
15	732 - Parks	Spirit Square Maintenance	Increased from \$30,000 to \$100,000		100,000										Gaming Reserve
15	732 - Parks	Urban Forest Management Plan Implementation	From Ongoing Service Levels		75,000	75,000	75,000								CWF
51	780 - Sewer	Sewer Right of Way Clearing	No Change		50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000	Sewer Reserve
52	780 - Sewer	Confined Space Entry Alternate Procedures	CFWD from 2020 & 2021	11,552											Sewer Reserve
53	780 - Sewer	Sewer Infrastructure Maintenance & Monitoring	No Change		20,000	20,000		25,000	5,000	5,000	35,000				Sewer Reserve
54	780 - Sewer	Lift Station 11 Transformer Inspection	CFWD from 2021			5,000		5,000		5,000		5,000		5,000	Sewer Reserve
81	790 - Water	Confined Space Entry Alternate Procedures	CFWD from 2020 & 2021	20,150											Water Reserve
55	790 - Water	Water Conservation Program	No Change		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Water Reserve
96	790 - Water	Drinking Water Source Protection Plan	CFWD from 2021	48,422											Water Reserve
56	810 - Long Range Planning	Environmentally Sensitive Areas Policy	No Change		25,000										Financial Stabilization

**2022-2031 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Teal Text - Planned Date Change

Mgr Index	Department	Project Name	Changes from 2021 Approved Operating Projects	CFwd	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
57	810 - Long Range Planning	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP)	Increased by \$5,000 from 2021 budget		25,000										Carbon Neutral Reserve
99	810 - Long Range Planning	Bald Eagle/Blue Heron Monitoring Contract Fees	Moved from Ongoing New Service Levels		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	Gaming Reserve
58	820 - Recreation & Culture	Enhanced Skate park Environment	No Change	15,472	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	Financial Stabilization
59	820 - Recreation & Culture	PLAY Campbell River	No Change	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Financial Stabilization
91	820 - Recreation & Culture	Enhanced Cleaning at all City Facilities	New project		235,000										Covid-19 Restart
100	820- Recreation & Culture	Bus Rentals	Moved from Ongoing New Service Levels		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
94	820 - Recreation & Culture	Temporary Weight Room Relocation (Sportsplex Reno)	New Project		20,000										Gaming Reserve
95	820 - Recreation & Culture	Rental Space	New Project		15,000										Gaming Reserve
TOTAL OPERATIONAL PROJECTS				\$ 157,750	\$ 780,500	\$ 315,500	\$ 370,500	\$ 245,500	\$ 270,500	\$ 225,500	\$ 300,500	\$ 190,500	\$ 235,500	\$ 198,000	
TOTAL FUNDED OPERATING PROJECTS				\$ 815,034	\$ 2,891,600	\$ 1,576,591	\$ 770,500	\$ 658,500	\$ 741,500	\$ 714,000	\$ 740,500	\$ 614,500	\$ 683,500	\$ 627,500	
BELOW THE LINE PROJECTS (UNFUNDED)															
69	420 - Human Resources	Recruitment/Selection Tools	No Change		10,000										TBD
70	420 - Human Resources	Leadership Development Program	No Change		10,000										TBD
71	420 - Human Resources	Certificate of Recognition (COR) - Safety Achievement	No Change			25,000									TBD
72	420 - Human Resources	Job Evaluation for CUPE Positions	No Change			20,000	20,000								TBD
73	510 - Development Services	Downtown Signage Incentive Program	Moved from 2021 to 2022		35,000										TBD
63	510 - Development Services	Agriculture Plan Update	Moved from 2022 to 2024 due to competing priorities				20,000								TBD
74	810 - Long Range Planning	Natural Asset Planning	Split \$100,000 in 2023 to \$50,000 each in 2023 & 2024			50,000	50,000								TBD
75	810 - Long Range Planning	5 Year Visioning for BIAs/Pier Street Beautification	Moved from 2021 to 2024 due to competing priorities				30,000								TBD
TOTAL BELOW THE LINE PROJECTS				\$ -	\$ 55,000	\$ 95,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

**2022-2031 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
1	105 - Mayor & Council	Downtown Initiatives	Funding for Downtown Safety Initiatives.	This budget was created by Council to fund various downtown safety initiatives.
2	105 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items. \$150K per year.	Required to ensure funding is available for annual Council projects and community grants that arise during the year.
103	105 - Mayor & Council	Community Sports Event	Community sports event	The City will be required to provide equipment and services associated with hosting the community event.
6	105 - Mayor & Council	Canada Day Fireworks		
6	105 - Mayor & Council	Coastal Communities Social Procurement Initiative	The CCSPI supports local governments and First Nations on Vancouver Island and the Sunshine Coast Region in implementing social procurement to improve the health of their communities and the strength of their economies by changing the culture of public sector procurement.	Renewing and funding the City's membership for the next three years will enable the City to continue to work with the CCSPI government members and partners to continue to develop social procurement initiatives, which align with Council's Strategic Plan.
8	105 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations.	2023 and 2028 are milestone years for the City's twinning relationship with Ishikari.
9	112 - Economic Development	CR Restart - Economic Development Resources	Additional support for Economic Communications Department.	Economic Development is a key function during the CR Restart phase of the COVID-19 Pandemic.
80	112 - Economic Development	Industry Analysis and Investment Attraction	Industry analysis and investment attraction. Goal 3, item 9 of the June 2021 Council approved economic development's 5-year rolling strategy "Innovative by Nature".	Undertaking an industry analysis to identify a list of industries to target in an investment attraction initiative. The analysis would involve taking into account community values and desires; existing industry base; regional resources and assets; area economic trends; and forecasted industry trends to build a clear roadmap to specific opportunities that hold the greatest promise for success. Analysis would include: <ul style="list-style-type: none"> • Industries currently in Campbell River and their local impact • Industries in competing locations and an overview of their relationship to local economy • Identify industries that are emerging in competing locations • Identify industries that could emerge due to ongoing or proposed projects within Campbell River's existing key sectors. This project can only be undertaken if Economic Development secures a matching grant of an additional \$15,000.
10	312 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this, with the remaining balance of \$130,000 used to balance the City's general operating budget. The funding transfer from the Gaming Reserve increased to \$375,000 in 2017. In 2019 Financial Planning, Council provided direction to gradually eliminate this transfer over the next three years.

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Index	Department	Project Name	Project Description	Project Justification
11	510 - Development Services	Façade Revitalization & CPTED Improvements	<p>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.</p>	<p>One of Council's strategic priorities is the Downtown Revitalization. To date, Council has implemented several strategies to this end. The City's "main street" or primary shopping streets (Shopper's Row and Pier Street) have a collection of tired looking storefronts that impact the shopping experience, which in turn impacts tenant attraction and the overall feeling of vitality and public draw. After a successful launch in 2014, the City is well positioned to build upon the momentum and interest of the Downtown Façade Improvement Program to "freshen" the store fronts and improve the overall feel and messaging of this primary business area of the City. The grants are currently valued at 50% of project costs or a maximum contribution of \$10,000.</p>
12	610 - Bylaw Enforcement	Safer Downtown	Lease of the Downtown Safety Office.	A three-year trial program (2018-2020) to operate and staff a downtown safety office. Additional funding is required to temporarily extend the lease while staff prepares a report with an analysis on the effectiveness of the operation of the Downtown Safety Office for Council discussion and a determination on next steps.
17	732 - Parks	Tree Protection Bylaw	Development and implementation of a tree protection bylaw.	An early step towards the adoption of the Urban Forest Management Plan.
15	732 - Parks	Willow Point and Nunn's Creek Ball Relocation	A new .67 FTE Parks position.	With relocating Campbell River Minor Baseball (CRMBA) to Willow Point Park starting in 2022 and moving some of slo-pitch games to Nunn's Creek, this move will require ongoing annual maintenance to support baseball at WWP as well as cleanup and maintenance at Nunn's Creek Park thus needing to create a .67 FTE position. With CRMBA and slo-pitch sharing the fields by slo-pitch playing after CRMBA, this position will be moving portable mounts as well doing maintenance to the infield at WWP. This position would also perform a cleanup/sweep for needles at Nunn's Creek prior to games as requested by the slo-pitch group.
98	710 - Airport	Remediation of Contamination at the Airport	<p>The City has identified residual contaminated soil and groundwater (PFAS contamination) on a portion of the airport lands associated with the former fire training area operated by Transport Canada.</p>	<p>The residual contamination now exceeds the provincial allowances of the Environmental Management Act, and presents an ongoing impairment on the city's ability to develop the airport lands. The City requires a certificate of compliance, upon the successful remediation of the lands and wishes to fund this work, and seek compensation from Transport Canada.</p>
19	810 - Long Range Planning	Fir Street - BC Housing Project	<p>\$ 163,700 DCC's + \$111,500 development fees including BP (\$108,000)/dev apps (\$3,500) as per Council resolution ic #19-0089 and ic#19-0090.</p>	<p>BC Housing is investing in a major supportive housing project to serve the vulnerable population in Campbell River</p>

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Index	Department	Project Name	Project Description	Project Justification
20	810 - Long Range Planning	Housing Growth Review	Carry out and commission various analyses associated with options for expanding the City's Urban Containment Boundary and for infill development.	To provide a full assessment of the opportunities and constraints associated with potential new growth locations, it is necessary to examine the infrastructure implications of such growth. Expenses associated with this have largely been incurred in 2020; however the funding approved by Council did not get carried forward from 2019.
22	810 - Long Range Planning	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2019.
23	820 - Recreation & Culture	CR Live Streets	To provide one additional Live Streets event in the summer.	The Live Street events have been very successful in helping to activate the downtown core. An additional event will provide more opportunity for public participation.
24	810 - Long Range Planning	Beautification Grants	Grant-in-aid program of \$10,000 with a matching fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, and Campbellton Neighbourhood Association).	This program enables the four area associations to undertake beautification initiatives to improve each of these areas. Projects include banners, flower baskets, landscaping, decorative lighting, pressure washing in the downtown, utility box wraps, and other special projects.
25	810 - Long Range Planning	Downtown Small Initiatives Fund	The Small Initiatives Fund for downtown projects enables the City to deliver downtown revitalization programs in partnership with the community. Delivery of Campbell River Live streets, parklets, bistro seating, art projection, new street furniture, lighting, and wayfinding have generated positive community support for the improvement of streetscapes and public realms in the downtown. The funding for the Downtown Small Initiatives Fund will permit this program to continue to operate in 2020 and support implementation of Downtown Refresh by testing streetscape elements and space programming within the community, as well as building the City's relationship with the community, business owners, Downtown BIA, arts culture, and heritage organizations.	Downtown revitalization is one of Council's strategic priorities. This funding enables the City to undertake small initiatives to improve the streetscape and community spaces in the downtown. Examples of projects may include: seating, utility box wrapping with photos, developing parklets, wayfinding signage, lighting, implementing public art, and other initiatives that align with the implementation of Downtown Refresh. At the September 19, 2017 COW meeting, Council allocated \$65K to this initiative for the next ten years.
26	810 - Long Range Planning	Public Art	Funding for Public Art.	The City is in the process of developing a Public Art Master Plan. These funds will allow the City to pursue public art installations in the community, under the guidance of the Public Art Master Plan.
26	810 - Long Range Planning	Rockland Roundabout Centrepiece Consultation		
90	810 - Long Range Planning	Official Community Plan Update	Comprehensive OCP update.	The OCP is 10 years old and due for a comprehensive update. Focus areas will include vision & goals; review of commercial, industrial, recreational, institutional land use needs (housing needs completed with Housing Growth Review); demographic trends; neighbourhood plans; DP guideline updates; review of climate change & sustainability goals and targets; accessibility; equity & inclusion; Indigenous Partnerships; Youth & Age Friendly City policies.

**2022-2031 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
93	830 - Solid Waste	Organics Program Communications/Coordination	Curbside organics collection program coordination/communication.	The regional organics facility is slated for development in 2022 & the curbside collection program is expected to commence in late 2022. A temporary program coordinator/communications material is required for the development of a curbside organics program.
27	112 - Economic Development	Economic Development Strategic Planning	Economic Development requires a strategic plan that would capture a vision for Campbell River 5-10 years into the future based on community and Council's input. Economic Development would hire a consultant through an RFP to undertake the process.	Campbell River is a growing community and many different opportunities have been presented to the Economic Development department that are exciting and would help to leverage networks, funding, and collaboration. A Strategic Plan would allow Economic Development to evaluate opportunities, drive organizational alignment and build work plans based on Council and community input.
28	200 - Deputy City Manager	DCC Review	Development Cost Charge (DCC) Bylaw Review with use of external consultant. Through discussions with an external consultant, the estimated timeline to complete the DCC Bylaw Review, including public consultation and approval of the bylaw, is 6-8 months. This would include review and update of the roads, sewer, water, storm water, and parks DCC fees.	The DCC bylaw for infrastructure charges for development of City properties has not been reviewed or updated since 2010. Best practices recommends DCC bylaws to be reviewed every 5-10 years, with inflationary reviews every 1-2 years. The City has undergone significant development in the past few years and continues to see this growth. This has resulted in significant capacity upgrades required to City infrastructure to service the growing community. Council has directed staff to undertake a DCC fee review to ensure rates are updated to current costs and to aide in funding the City's significant capital plan related to growth.
65	310 - Finance	Asset Retirement Obligations PSA 3280 Implementation	The Public Sector Accounting Standards Board (PSAB) have issued a new accounting standard called PSAS 3280 (Asset Retirement Obligations). The purpose of this accounting standard is to recognize liabilities associated with assets in the period in which the liability is identified. This is a change from current standards which recognizes the retirement costs of assets (whether capitalized or expensed) to be recognized when the legal cost is incurred. This new section will shift the recognition of the liabilities associated with the retirement of assets to current periods to provide the users of the financial statements with a full view of the total obligations that the City faces. In advance of the effective date the City will need to evaluate all of its assets and assess whether the City has a future liability which must be accounted for in the current period.	This project needs to be completed so that the City of Campbell River's financial statements are prepared in accordance with Public Sector Accounting Standards. Failure to complete this project will result in the City of Campbell River's financial statements for the year ended December 31, 2023 being materiality misstated and a modified audit opinion being issued, which can be costly to the City resulting in lost current and future grants.
30	410 - Communications	Statistically Valid Community Survey	A statistically valid community survey is timed to occur twice (end of year one and three) during each Council term.	By surveying citizens using a statistically valid method, the City and Council are better able to understand community needs and sentiments on City services.
68	420 - Human Resources	Workplace Cultural Assessment	Culture assessment as part of ongoing organizational development.	Collect and analyze data and insights from employees to assess and improve organizational effectiveness and productivity.

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Index	Department	Project Name	Project Description	Project Justification
31	420 - Human Resources	CUPE Agreement Renewal	Bargaining costs related to CUPE contract renewal.	In bargaining years, there are additional legal and other contract bargaining related costs incurred. Preparation will commence prior to Dec 31, 2023 expiration.
32	420 - Human Resources	Exempt Salary Survey	Market comparison of exempt compensation levels using benchmark positions.	In February 2020, Council approved a policy to review exempt compensation every four years (Q1 of 2nd year of Council term).
33	430 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements, and payment system compliance.	With ongoing risk of security intrusions, a mandatory requirement for a network security audit has been identified. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided by the City's Tempest e-commerce interface (for dog licenses, parking tickets, etc.), and recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance requires that a network security audit take place on a scheduled basis. The City's technology network undergoes a security audit by an independent certified agency every three years to ensure that the risks to the system are low.
35	440 - Legislative Services	Municipal Election	City costs to run the municipal general election.	In election years, additional expenses are incurred for preparation, administration, election worker wages, etc.
36	724 - Facilities	Vaccine Passport Implementation	Enforcing proof of vaccination at City facilities.	In compliance with the BC Provincial Health Officer, any person wishing to enter and use City facilities are required to show proof of vaccination.
84	510 - Development Services	Building Inspector In Training	A new position alignment with Building Act qualification designation.	The alignment is part of the CBO's plan to restructure the Building Function with job qualification roles/duties that align with the BC Building Act. The province has recognized the shortage of qualified Building Inspectors, and in an effort to support the many municipalities that have not been able to meet the legislation which came into effect February 2021, have created guidelines in conjunction with BOABC that allows municipalities to hire train and mentor a Building Inspector in Training.
37	610 - Bylaw Enforcement	Night-time Security Downtown	Expand night-time security services for public spaces with the downtown patrol area from 8pm to 4:30am.	The Heart of the City Business Improvement Area Society (BIA) has recently initiated a separate over-night security service (a single security guard) for participating private properties between the hours of 8pm and 4:30am. Representatives of the BIA have been encouraged by the impacts that this overnight service has had to date and believe that expanded and coordinated over-night security service within the public space would prove even more impactful.
	710 - Airport	Update Airport Land Use & Development Strategy		
	710 - Airport	Update Airport Land Use & Development Strategy		
39	710 - Airport	Update Airport Land Use & Development Strategy	The Airport Masterplan serves as a critical planning tool that depicts both existing facilities and planned development for the airport. The Master Plan includes a section on Land Development, but requires a review and updating as per the timeline identified in the 2016 document.	The Airport is an essential piece of public infrastructure. It can generate significant social and economic benefits to our community. Proper long term planning is required to realize these benefits and ensure safe and efficient operation.
40	732 - Parks	Downtown Cleanliness	Increase City staff/resources needed to increase the level of cleanliness in the downtown area.	Providing 1 FTE to cover 5 days a week for one year would increase the cleanliness of the downtown area.

**2022-2031 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
88	810 - Long Range Planning	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	Neighbourhood plan and joint planning exercise around Willis Rd corridor area with We Wai Kai & Wei Wai Kum.	Plan will include: Form & Character Development Permit, landscaping and public art guidelines, street design standards, review of mix of land uses (eg. commercial/industrial/residential/park space; detailed servicing considerations not included.
41	810 - Long Range Planning	Energy Rebate & EV Programs	Funding to leverage EV charging station funding & energy rebate incentives.	Continue to provide matching funding for provincial rebate programs - oil to heat pump, home energy retrofits, and potentially EV charging stations.
42	810 - Long Range Planning	Enviro Monitoring - Big Rock Boat Ramp	5 year enviro monitoring for Big Rock Boat Ramp habitat compensation.	As part of the requirements by DFO for the habitat compensation project for Big Rock Boat Ramp, the City is required to engage an environmental monitor for 5 years to measure the success of the eel grass planting in the estuary.
43	820 - Recreation & Culture	Parks and Rec Strategic Plan	To create a strategic plan for the Parks, Recreation & Culture Departments.	A strategic plan will help to set direction, develop and prioritize action plans, and guide responsible and targeted investment for the Parks, Recreation & Culture Departments. The City's financial reporting software is over 12 years old and lacks the functionality that is necessary to meet the financial planning and reporting requirements of the City of Campbell River. This project will focus on innovating City processes and maximizing efficiencies. This project will replace the current financial reporting system (Vadim) as well enhance current capabilities through modules for budgeting, capital asset management, procurement management, financial document retention, and payables management. Hosting and support fees require funding within the first two years of implementation until which time, costs savings will offset these annual fees.
97	310 - Finance	Financial Systems/Accounting Software	SaaS ERP hosting and support fees for the replacement of the City's current financial reporting software (Vadim).	Insurable asset appraisals are required to ensure that the City has adequate insurance coverage is in place. This should be conducted at least every 5 years. This has not been done since 2015.
82	330 - Risk Mgmt.	Property Appraisal Services	Insurance appraisal services are required for the purposes of determining insurance values of the City's properties and assets.	With the City of Campbell River organizational renewal implemented in May 2021, the HR Supervisor position was eliminated and replaced by a part-time HR Advisor position in order to help fund the new Director structure. This part-time position has remained unfilled due to a lack of suitable applicants interested in part-time work. Supplementing the position to full time will come closer to meeting the workload needs of the department and will help the position to be more attractive to potential applicants.
102	420 - Human Resources	HR Position - Upgrade PT to FT	Additional funding to temporarily supplement a part time advisory position to full time.	Continuation of updates to the City's Zoning Bylaw, which included legal changes in 2018, and will include tackling a range of issues such as building height and view corridors, shipping containers, secondary suites, commercial zoning, electric vehicle charging stations and the City's growth patterns in the estuary and Quinsam Heights.
44	510 - Development Services	Zoning Updates	Update of the City's Zoning Bylaw.	Review and update to City's development permit guidelines to ensure consistency, clarity and improve standards for form and character development permit guidelines (specifically for village centres/downtown and commercial/multi-family/industrial developments). This will ensure that our development permit guideline process is clear for developer/staff interpretation and the standards reflect the community's desire to celebrate our unique character and coastal geography.
45	510 - Development Services	Development Process Update	Development Permit Guideline update for Form & Character.	As part of the 2021 cost saving measures, \$30,000 for "POC recruitment" was cut from Fire's operating budget and will require to be added as a bi-annual Operating project starting in 2022.
85	620 - Fire	POC Recruitment - Bi- Annual	Paid on Call firefighters recruitment.	Aircrafts utilize paint markings in conjunction with lighting to safely land. Annual winter maintenance snow removal scrubs off these markings and must be reapplied.
48	710 - Airport	Runway Line Painting	Regulatory requirement.	This event brings together aviation and vehicle enthusiasts for a combined aircraft and car show.
49	710 - Airport	Wings & Wheels Event	Annual Wings & Wheels event at the Campbell River Airport.	

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Index	Department	Project Name	Project Description	Project Justification
47	710 - Airport	Crack Sealing	Maintaining infrastructure to ensure ACAP eligibility.	The airport must provide Transport Canada evidence showing regular maintenance on infrastructure to ensure future contributions of up to 95%.
46	710 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada zoning regulations.	Remove obstacles as per Transport Canada regulations.
87	724 - Facilities	EV Charging Station - Sportsplex Maintenance costs	Operations and maintenance of the EV charging station at Sportsplex once every 10 years.	Installation of a Level 2 EV charger in the south of the City as part of Mid-Island EV Charging Network collaboration, with approximately 73% of project costs provided by grant funding through the collaboration. Part of the agreement is that the City provides funding for the required O&M every 10 years. Council resolution # 19-0096 in support of joining this collaboration.
50	730 - Roads	Bridge Inspections	Safety inspection of City's bridge infrastructure.	Safety inspections every two years ensures the City's bridge infrastructure remains safe for use and identifies any safety issues that must be addressed for continued safe operation.
15	732 - Parks	Spirit Square Maintenance	Re-painting of the Spirit Square poles and stage structure.	Council provided funding in the amount of \$30,000 in early summer 2020 to undertake painting of the spirit square poles. Staff subsequently were unable to secure a local contractor available to do the work within budget. The budget has been updated to reflect market rates to undertake this work with the addition of painting the spirit square stage as well so that the entire complex is refreshed to the same colour.
15	732 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	<p>The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 400 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.</p> <p>The next phase projected items are:</p> <ul style="list-style-type: none"> • \$30,000 for park/street tree maintenance (falls under tree maintenance program section) • \$20,000 for a co-op student to update tree inventory (falls under tree bylaw/tree policy section) • \$20,000 for tree planting to continue with tree canopy for the City of Campbell River (falls under tree

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Index	Department	Project Name	Project Description	Project Justification
51	780 - Sewer	Sewer Right of Way Clearing	To gain vehicle access to critical infrastructure by clearing and widening sewer right of ways.	Many critical sewer mains do not have vehicle access for preventative and emergency maintenance. Lack of access for preventative maintenance and video assessment will result in failures that will have negative environmental and human health impacts, and potential for infrastructure damage. This task is more expensive than first anticipated due to environmental sensitivity of the areas to be cleared. This will need to recur until at least 2029.
52	780 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety. It was determined in 2017 that this process is far more involved than first anticipated and may require additional effort than originally planned.
53	780 - Sewer	Sewer Infrastructure Maintenance & Monitoring	Periodic maintenance & monitoring of sewer infrastructure.	Environment monitoring program every 3 years, NWEC outfall inspection every 5 years and IPL outfall inspection every 5 years.
54	780 - Sewer	Lift Station 11 Transformer Inspection	Periodic inspection of lift station 11 transformer.	The transformer at lift station 11 is inspected on a bi-annual basis for safety and operational reasons.
81	790 - 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.
55	790 - Water	Water Conservation Program	Water conservation program throughout the community.	Water conservation programs create demand side management to allow our water system to continue to serve the community.
96	790 - Water	Drinking Water Source Protection Plan	The Watershed Management Plan is over 10 years old and needs to be redone every 10 years due to changing environmental conditions.	It is a regulatory condition of our Operating Permit issued by VIHA.
56	810 - Long Range Planning	Environmentally Sensitive Areas Policy	Moved to 2022 due to work plan priorities. Develop a City policy for the management of Environmentally Sensitive Areas.	Develop a City policy for the management of Environmentally Sensitive Areas.
57	810 - Long Range Planning	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP)	Moved to 2022 due to work plan priorities. Develop a short strategy which establishes baseline data about E-bike use and attitudes in Campbell River, and which sets out future needs, opportunities, costs and locations in which to install E-Bike and bike-sharing infrastructure, along with identifying potential regulatory changes - e.g. to include E-Bike consideration in development permit guidelines.	Promoting active transportation is a key priority in the City's OCP and MTP, and results in numerous health benefits. It also responds directly to the OCP and CEEP's CO2 emissions reductions targets in shifting a greater proportion of local trips away from hydrocarbon engines and towards electric and human power. E-Bikes are emerging as a significant solution, particularly for commuters in steep or hilly locations. At present, E-Bike uptake, implementation barriers and parking/charging needs are poorly understood. A short study and strategy is therefore recommended to examine the potential to create E-Bike-friendly infrastructure at City facilities and public lands, and promote uptake elsewhere in the community, and recommend funding to do so.
99	810 - Long Range Planning	Bald Eagle/Blue Heron Monitoring Contract Fees	Increase to contracted services for Bald Eagle/Blue Heron monitoring contract fees.	The contracted services budget was decreased in 2021 due to Covid cost savings. However, with an increase in Bald Eagle/Blue Heron monitoring contract fees, an increase in budget is required.

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Index	Department	Project Name	Project Description	Project Justification
58	820 - Recreation & Culture	Enhanced Skate park Environment	<p>Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.</p>	<p>The Recreation & Culture Department would like to provide programs, services, and a youth leadership development opportunity, which will start at the skate park and could potentially expand out to other outdoor facilities. Youth feedback from the public consultation conducted in 2014 expressed the need for free, drop-in, unstructured activities at outdoor facilities that are well-maintained and safe environments. Unfortunately, multiple recorded incidents and anecdotal evidence from parents and youth are indicating that the skate park is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the types of incidents most often complained about. A skate park ambassador program would help to alleviate some of the negative behaviours and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skateboarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area.</p>
59	820 - Recreation & Culture	PLAY Campbell River	<p>The PLAY Campbell River working group was formed in early 2018 and the group has been working on a physical literacy strategy for Campbell River. This is an inter-agency group with members from the school, sport, recreation and health sectors. Initially, working with Pacific Sport, a grant of \$30,000 was obtained to get this project off the ground.</p>	<p>Funding will provide support for the PLAY Campbell River working group until additional grant funding is obtained.</p>
91	820 - Recreation & Culture	Enhanced Cleaning at all City Facilities	<p>Twice daily enhanced cleaning at all city facilities - addition of NWECC and Water.</p>	<p>The highly transmissible Delta variant created wave 4 of COVID. With the new MU variant likely to reach Canada in the coming months, all city facilities should be receiving enhanced cleaning, including NWECC and the Water department, to keep staff and the public safe.</p>
100	820- Recreation & Culture	Bus Rentals	<p>Rental of two 25 passenger buses to support summer camp transportation.</p>	<p>With the budget cuts to fleet in 2021, Recreation lost one 23 passenger bus and one 8 passenger van. To date, the buses and vans are used daily in July and August to transport 4 camps to off site field trips and the Summerside Express travelling teen program. Summerside Express is funded through the Ministry of Children and Family and supports youth living with special needs. The contract stipulates that it is specifically funding the Summerside Express travelling teen group; having access to buses are critical to the success of this funding. In the summer of 2021, there were 2,300 passengers transported in the recreation vehicles for summer camps.</p>
94	820 - Recreation & Culture	Temporary Weight Room Relocation (Sportsplex Reno)	<p>This project is a temporary relocation of the weight room from the Sportsplex to CRCC during the Sportsplex renovation project.</p>	<p>The Sportsplex will be closed for a minimum of 4 months during 2022 for the renovation and this funding will allow the weight room to be temporarily relocated.</p>
95	820 - Recreation & Culture	Rental Space	<p>To cover costs of rental spaces to provide programs for the community May- Sept 2022</p>	<p>During the temporarily closure of the Sportsplex due to renovations, rental spaces will be required from other facilities to enable Recreation to continue to provide programming for our community.</p>
69	420 - Human Resources	Recruitment/Selection Tools	<p>Explore tools to streamline and enhance recruitment and selection process.</p>	<p>Online solutions to streamline hiring processes, reduce turnover, and increase performance.</p>

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Index	Department	Project Name	Project Description	Project Justification
70	420 - Human Resources	Leadership Development Program	Leadership development program.	Learning & development program for emerging leaders as part of overall retention strategy.
71	420 - Human Resources	Certificate of Recognition (COR) - Safety Achievement	COR preparation - business case to be developed.	Additional resources to prepare health & safety management system to meet Certificate of Recognition (COR) requirements.
72	420 - Human Resources	Job Evaluation for CUPE Positions	Develop job evaluation framework for unionized positions.	Objective compensation tool to measure internal value of jobs.
73	510 - Development Services	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City initiatives such as the Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art initiatives to generate investment in downtown and village centres, which will align with the revised Sustainable Official Community Plan and Downtown Refresh. Develop signage incentive program to encourage businesses to meet the new standards.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan initiative, and to support 112 - Economic Development, the City's sign bylaw requires amendment to allow initiatives to meet a higher standard of design. This includes developing guidelines for various preferred sign types and materials along with the wayfinding program, addressing murals, and other public art initiatives. Following amendment of the sign bylaw, staff will develop a signage incentive program, similar to the Downtown Façade Improvement program, to encourage signage improvements throughout the community.
63	510 - Development Services	Agriculture Plan Update	Update to the City's Agriculture Plan as per Council Resolution to bring forward potential updates.	This would see the Agriculture Plan undergo a significant overhaul. The SOCP has target outcomes for food systems and agriculture that were anticipated to be met by 2020. The AP plan revision would evaluate any progress to date, and determine a method for tracking and monitoring progress going forward. The economic feasibility of pursuing the agriculture plan, and the return on investment will be more thoroughly explored in the update, utilizing expertise from finance and 112 - Economic Development. The focus of the revision will highlight food security issues and opportunities, include more detailed research on the technical aspects of agricultural feasibility and food growing opportunities, including a focused look at opportunities for agricultural-themed development beyond the City's urban containment boundary, (particularly in the event that the "Estate" designation is removed from Quinsam Heights). An action implementation plan and budget considerations will result in an updated Agricultural Plan "v2" for consideration of adoption by Council (as an OCP amendment) and may also entail other OCP land use amendments.
74	810 - Long Range Planning	Natural Asset Planning	Develop a natural- or eco-assets strategy as a component of the City's overall asset management work.	Eco-Asset management is increasingly seen as a tool for local governments to use, building on pioneering work by the Town of Gibsons. Incorporating natural and semi-natural areas into asset management can save significant infrastructure cost over the long term, while simultaneously providing a greater variety of ecological habitats and green spaces within the urban area. This also builds on the City's Sea Level Rise planning work, representing implementation of recommended strategies to increase flood resilience while improving our built environment - the foreshore being a key natural asset.
75	810 - Long Range Planning	5 Year Visioning for BIAs/Pier Street Beautification	In 2019, Campbellton Neighbourhood Association was given \$10k to partner with VIU to develop specific beautification proposals to deliver its 5 year beautification action plan.	There exists interest among the three other associations in developing longer-term beautification plans, following on from the CNA's experience. The purpose of developing such plans is to maximise the utility of the annual \$10k beautification grants, and allow the associations to develop potentially larger, multi year proposals if they wish, as opposed to annual ad-hoc improvements.

**2022-2031 FINANCIAL PLAN
APPROVED ONGOING NEW SERVICE LEVELS**

Index	Department	Project Name	Changes from 2021 Approved Ongoing Service Levels	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source	
Non- Market Change (NMC) and New Revenues															
		Non-Market Change (NMC) Estimate		(549,000)	(350,000)	(300,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)		
		NMC Applied to Base Budget as per FSRP Policy		549,000	151,700	104,200	21,000	89,100	81,800	30,400	4,300	-	-		
		0-0.5% Taxation Parameter for Ongoing New Services		(173,400)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	Taxation	
TOTAL PROPOSED REVENUES TO FUND NEW ONGOING SERVICE LEVELS				\$ (173,400)	\$ (363,300)	\$ (360,800)	\$ (344,000)	\$ (275,900)	\$ (283,200)	\$ (334,600)	\$ (360,700)	\$ (365,000)	\$ (365,000)		
Taxation Funded															
1	112 - Economic Development	Business Development Specialist	New Service	97,500										Taxation	
2	410 - Communications	Next Level Communications	Added \$90,300 in 2023	88,300	90,300									Taxation	
3	620 - Fire Protection	Staffing No. 2 Fire Station	Budgets revised; 2 new members added every 2 years			219,900		294,800		241,900		253,600		Taxation	
4	630 - Police Protection	Increase Police Resources	Increased to 2 members - in line with crime reduction strategy		391,700		413,400		434,400		456,400		479,600	Taxation	
5	630 - Police Protection	Electronic File Disclosure Services	Increased from \$39,100 to \$73,700 (PT to FT position)	73,700										Taxation	
TOTAL PROPOSED NEW ONGOING SERVICE LEVELS				\$ 259,500	\$ 482,000	\$ 219,900	\$ 413,400	\$ 294,800	\$ 434,400	\$ 241,900	\$ 456,400	\$ 253,600	\$ 479,600		
TOTAL PROPOSED % TAX INCREASE				0.75%											
Taxation Funded															
6	430 - IT	Network Security Support	New Service	25,000										Taxation	
7	430 - IT	Network Security Software	New Service	80,000										Taxation	
8	710 - Airport	Realign Management Structure	New Service	22,500	97,600									Taxation	
TOTAL PROPOSED NEW ONGOING SERVICE LEVELS				\$ 127,500	\$ 97,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL PROPOSED % TAX INCREASE				0.37%											

**2022-2031 FINANCIAL PLAN
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Legend
Teal Text - Change to Planned Date

Index	Department	Project Name	Changes from 2021 Approved Ongoing Service Levels	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
Taxation Funded														
10	112 - Economic Development	Airport Marketing / Investment Attraction	New Service	20,000	30,000									Taxation
11	510 - Development Services	Increased hours for Planner I & II	New Service	42,300										Taxation
12	510 - Development Services	Building Inspector 1 wage adjustment	New Service	10,000										Taxation
13	510 - Development Services	Building Inspector 1	In conjunction with Operating Project - Building Inspector in Training; New Service	98,000										Taxation
15	620 - Fire Protection	Administrative Support	New Service					30,000						Taxation
16	630 - Police Services	Forensic Video Services	New Service		79,800									Taxation
17	732 - Parks	4320 Barge Terminal Rd Ongoing Maintenance	New Service; res# ic21-0141	2,500										Taxation
19	810 - Long Range Planning	Invasive Species Management Plan Implementation	No Change	15,000	15,000									Taxation
TOTAL PROPOSED NEW ONGOING SERVICE LEVELS				\$ 187,800	\$ 124,800	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL PROPOSED % TAX INCREASE				0.54%										
TOTAL INCREASE TO OPERATING BUDGET FROM NEW SERVICE LEVELS				\$ 574,800	\$ 704,400	\$ 219,900	\$ 413,400	\$ 324,800	\$ 434,400	\$ 241,900	\$ 456,400	\$ 253,600	\$ 479,600	
TOTAL % TAX INCREASE FROM NEW SERVICE LEVELS				1.66%										

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Legend
Teal Text - Change to Planned Date

Index	Department	Project Name	Changes from 2021 Approved Ongoing Service Levels	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Funding Source
BELOW THE LINE (UNFUNDED) - CITY MANAGER RECCOMENDED														
20	100 - Mayor & Council	Vulnerable Population Drop-In Centre	Moved from 2021 to 2022	261,000										Taxation
21	100 - Mayor & Council	Additional Bylaw Enforcement	Moved from 2021 to 2022	82,000										Taxation
22	420 - Human Resources	Safety Management Software - annual fee	New Service	14,000										Taxation
23	430 - IT	IT Admin Auxiliary	New Service	40,000										Taxation
24	510 - Development Services	Administrative Support - Building Services/Development Engineering	Moved from 2021 to 2022	80,000										Taxation
25	620 - Fire Protection	Increase to Fire Prevention Services	Budget reduced from \$136,000 to reflect position and scope of work	95,000										Taxation
14	620 - Fire Protection	Emergency Program Support	New Service		26,900									Taxation
26	732 - Parks	Integrated Pest Management Program	Moved from 2021 to 2022	45,000										Taxation
27	732 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights	Moved from 2021 to 2022	14,500										Taxation
18	732 - Parks	Urban Forest Management Plan Implementation	No Change		75,000	75,000	75,000	60,000						Taxation
28	820 - Recreation & Culture	In-House Cleaning by FSW Staff at all City Facilities	New Service		229,000									Taxation
29	842 - Public Transit	BC Transit - Three Year Expansion Initiatives	New Service		71,000	5,100								Taxation
TOTAL UNFUNDED NEW SERVICE LEVELS				\$ 631,500	\$ 401,900	\$ 80,100	\$ 75,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	-

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Index	Department	Project Name	Project Description	Project Justification
		Non-Market Change (NMC) Estimate	Estimated Non Market Change revenues	Non Market Change Revenues are new tax revenues that come from new construction and/or existing properties that change in use, triggering a change to the assessed value that result in additional tax revenue.
		NMC Applied to Base Budget as per FSRP Policy	NMC to balance base budget	The base operating budget requires use of NMC in 2021 to balance within Council's FSRP parameters.
		0-0.5% Taxation Parameter for Ongoing New Services	General taxation funding for new services	The FRSP calls for up to a 0.5% tax increase to support new and enhanced service levels.
				In June 2021 Council approved economic development's 5-year rolling strategy "Innovative by Nature". The document indicated items the department could complete using current resources and listed items that would require extra resources. Presently the department is staffed with an Economic Development Manager and an Economic Development Analyst. This allows the department to provide services to small businesses, maintain online information tools and basic marketing initiatives, and respond to inquiries. The creation of a Business Development Specialist role would allow economic development to grow its services to include primary industries (i.e. forestry and aquaculture), as well as, increase services to commercial businesses, work to remove barriers to business development and integrate more of an economic focus across City functions.
1	112 - Economic Development	Business Development Specialist	Addition of Business Development Specialist position.	<p>Goal 1 – 5 Establish a Business Advisory Team to find ways to remove barriers and enable different segments of local businesses to thrive.</p> <p>Goal 1 – 6 Develop and implement a business centre.</p> <p>Goal 1 – 7 Undertake a retail gap analysis to identify strengths and opportunities in the retail market.</p> <p>Goal 1 – 8 In collaboration with other departments and stakeholders, proactively develop initiatives that support downtown revitalization, promotion of experiences/initiatives that will bring people to downtown</p> <p>Goal 3 – 9 Undertake a target industry analysis to identify a list of potential industries.</p> <p>Goal 3-10 Develop and implement a primary industry investment attraction strategy</p> <p>Goal 4 – 6 Workforce development initiatives</p>
2	410 - Communications	Next Level Communications	Year 1 - full time digital communications assistant; Year 2 - full time graphic designer position.	Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications. The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and service. Campbell River has been growing at a significant rate over the past eight years, and as it continues to grow, so will the demand for this service. The City's communications budget has remained essentially unchanged since 2010. Communications is also the only remaining department-of-one function, a known vulnerability in the event of a community emergency.
3	620 - Fire Protection	Staffing No. 2 Fire Station	Staffing plan for 24 hour coverage 7 days a week at No. 2 Fire Station.	<p>The Fire Department continues to experience challenges meeting regulatory compliance with WorkSafeBC Regulation Part 31 Firefighting "entry into buildings" outside of the current staffed daytime hours at No 2 Fire Station.</p> <p>The Fire Department is experiencing an increase in fire incidents and data illustrates a significantly higher dollar loss in the South end of the City. The department is experiencing staff resource challenges at structure fire incidents where the average number of firefighters on scene to mitigate the hazardous is below the recommended standard of 15 firefighters for a 2,000 sq ft residential home fire in the first alarm assignment.</p> <p>Response times from the No. 1 and No. 2 Fire Station paid on call (auxiliary) firefighters are a continuing and growing concern. Fire incident data indicates an ongoing gap in the ability for the paid on call firefighters to respond an apparatus in addition to the ongoing delayed response times after staffed hours that impact our ability to meet legislative requirements for entry into buildings.</p> <p>The recommendation is to staff the No. 2 Fire Station incrementally to achieve 24 hours a day, 7 days a week full time coverage.</p>

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Index	Department	Project Name	Project Description	Project Justification
4	630 - Police Protection	Increase Police Resources	Improve police protection resources.	Since 2001 Campbell River's population has grown by 28.6% representing an increase of approx. 8,280 additional residents, and the community continues to experience steady population growth. Recognizing that there had not been an increase in police protective services since 2002 at a ratio equal to population growth, Council approved an increase of one RCMP Member ("RM") in the 2018 Financial Plan, and a further increase of one RM in the 2019 Financial Plan. Notwithstanding, the steady population growth, fundamental changes in society, and profound changes within the policing profession has placed growing demands on already stretched police resources. This imbalance makes it increasingly difficult to implement necessary pro-active crime prevention initiatives designed to deter crime and keep residents safe. Further, it also poses an increased risk to both public and officer safety resulting from increased incidents with extremely violent offenders and volatile situations. It is prudent and necessary to fill existing gaps in immediate service delivery as well as regular incremental increases to meet the service delivery expectations as the population grows in years to come.
5	630 - Police Protection	Electronic File Disclosure Services	Additional Major Case Management services.	The City currently provides municipal administrative Major Case Management ("MCM") disclosure services to the RCMP's Major Crime Unit ("MCU") and General Investigation Section ("GIS") at 35 hours per week. The number of violent offences investigated by MCU in Campbell River is twice that of the provincial average. As a result of ongoing judicial process changes, the demand for MCM document disclosure on major case files (eg. assaults, sex assaults, homicides, child pornography) by Crown Counsel is increasingly cumbersome to meet for these two units, and is grossly exceeding the capacity of the existing budgeted municipal administrative support to sustain. To meet the current elevated judicial electronic disclosure requirements, RCMP Members ("RMs") of these two units are again having to supplement this service as municipal administrative support are unable to meet the demand due to the increase of violent offences triggering major case files. The provision of this service by RMs is taking them away from their police investigational files to work on preparing comprehensive electronic disclosure packages for major case files that municipal staff could otherwise perform.
6	430 - IT	Network Security Support	3rd party security support.	Resource for the Senior Network Admin (Security Specialist) to ensure network vulnerabilities are addressed.
7	430 - IT	Network Security Software	Purchase of additional security software.	The City receives over 400 emails and a million threats per day with 91% categorized as high risk. Security software helps to eliminate vulnerabilities and reduce the risk of security breaches.
8	710 - Airport	Realign Management Structure	Realignment of manager and supervisor positions; addition of Specialist position.	The expanded Airport Manager position, responsible for both the daily operations and the strategic development and growth of the Campbell River Airport, supported by the resources necessary for success, will allow the vision for the Campbell River Airport to become reality. Hiring an Airport Manager responsible for the management, administration, operation, and strategic development and growth of the Campbell River Airport, reporting to the Economic Development Manager, and supported with adequate resources as we move forward. By undertaking this move, it provides the best chance of success in achieving the vision for change at the Airport, which will deliver significant positive economic health, growth and livability gains for the community.
10	112 - Economic Development	Airport Marketing / Investment Attraction	Promote the Campbell River Airport to ensure its viability.	The airport is a valuable asset for existing primary industries and is an asset to help attract new industry to Campbell River. Currently there is no budget for marketing the airport. By providing funding, the department will be able to implement action items to promote the Campbell River Airport and achieve goal 3-8 of the June 2021 Council approved economic development's 5-year rolling strategy "Innovative by Nature".
11	510 - Development Services	Increased hours for Planner I & II	Presently Development Planning has 4 planners on the team. Two of these planners currently share a full time position, and supplement with auxiliary hours, in order to work part time. More recently, both of these part time planners have expressed interest in taking on more permanent hours (28 hrs max and 25 hours max, respectively per planner).	Development Planning is experiencing a high rate and increased complexity in planning applications that come in. These additional permanent hours will increase productivity and allow Development Planning to process more applications in a timely manner in order to keep our service levels high and meet our strategic priorities. Development Planning has benefited greatly from the experience and talent these planners have and an increase in permanent hours would mean that we would have better employee retention, rather than spending additional time and costs on job advertising and training.
12	510 - Development Services	Building Inspector 1 wage adjustment	Building Inspector Level 1 upgrade to correspond with introduction of a BIIT position.	The current FTE funding for a BI-1 would become the base for the Building inspector In Training (BIIT) and a new FTE amount would be an averaged rate falling between current BI-1 and BI-2.
13	510 - Development Services	Building Inspector 1	Transition of Building Inspector In Training (BIIT) to a FTE Building Inspector 1 (BI-1) position.	To ensure staff retention and continue to meet service levels demands, the BIIT position would be upgraded to a FTE BI-1 position upon successful completion of certification.
15	620 - Fire Protection	Administrative Support	Administrative clerk - front reception No. 2 Fire Hall.	To provide day to day clerical support to the fire department and the public at the new fire station reception area. Currently the fire dispatch staff handle all clerical support at the reception area at the fire department. With increasing call volume demands in the fire dispatch center, they are no longer able to provide this support and need to focus on emergency calls and dispatching.

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Index	Department	Project Name	Project Description	Project Justification
16	630 - Police Services	Forensic Video Services	Additional Forensic Video Services.	In November 2020 the federal government announced the implementation of a National Body-worn Camera Program for frontline RCMP officers to improve transparency and accountability, and more effectively respond to concerns about policing from racialized and Indigenous communities. The RCMP's target is to have body-worn cameras deployed to all divisions across the country by spring 2023. With the increased use of security cameras by businesses and homeowners, patrol-car dashboard cameras by law enforcement, CCTV cameras at various community locations, and smartphones by the general public, Campbell River RCMP's forensic video services has experienced a 75.3% increase since 2018 in video processing requests. The addition of approximately 30 body-worn cameras will exponentially increase the demand placed on the RCMP's forensic video services far exceeding the capacity of current budgeted resources. It is expected that video from these cameras will be required for all files with officer interactions that are submitted to Crown Counsel for charge approval, as well as any public complaints about officer behaviour, inappropriate use of force, etc.
17	732 - Parks	4320 Barge Terminal Rd Ongoing Maintenance	Ongoing operational costs associated with the City accepting the donation of property at 4320 Bagre Terminal Rd.	Management of hazard trees along the border of the parcel and any other future maintenance.
19	810 - Long Range Planning	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (adopted by Council in July 2015).	This request includes \$25,000 for the creation of a part-time five year contract Invasive Species Coordinator position to advance education and outreach to retailers that sell invasive plants, for communications, coordinating inventory/treatment/monitoring, coordinating volunteer events, data entry to the provincial reporting system, and disposal management. Ideally, this position would work through Greenways Land Trust, where the coordinator can work closely with the volunteer base and ongoing events and restoration projects. The remaining \$5,000 is to help offset the costs of outstanding data entry to the Provincial Invasive Alien Plant Program database and for anticipated extra disposal fees. The focus is on addressing environmentally sensitive areas along the marine foreshore, the estuary, and in riparian areas. Not proceeding with these actions could lead to invasive species taking over environmentally sensitive areas and choking out native species in riparian areas. This would likely result in increased restoration costs in the long run (as has been the experience of other communities).
20	100 - Mayor & Council	Vulnerable Population Drop-In Centre	Collaborate with existing community social services partners to support a basic drop-in centre response	<p>In many communities, daytime support services are offered for people in vulnerable situations: those experiencing homelessness, food insecurity and/or challenges associated with substance use. Typical drop-in services can include:</p> <ul style="list-style-type: none"> • an indoor furnished space where people can get out of the elements • hygiene services – showers, bathroom, laundry • food service – snacks and/or meals • provision of supplies and clothing • health and wellness services – first aid, counselling, medical support, spiritual guidance, elder support, coordinated access to services • leisure activities, WiFi, computer access, device charging • lockers to store belongings (short-term) <p>Each of the above noted services is a factor in establishing venue space needs, capital costs and overall operating costs. Drop-in centres are typically operated by a variety of non-profit organizations, friendships centres or faith-based organizations and funding sources vary – often consolidated from numerous sources. In addition to leasing/acquiring a facility (~\$36,000 for leasing), operating costs are estimated to be approximately \$225,000/year (staffing/utilities/maintenance).</p> <p>To encourage the development of a Day Centre in Campbell River, the City would need to collaborate with existing community social service partners, including the Coalition to End Homelessness. Next steps include:</p> <ul style="list-style-type: none"> • outreach and consultation with existing service providers • further researching existing service models in other communities • identifying a potential service provider to operate a facility or expand an existing service • identifying a potential facility (if necessary)

**2022-2031 FINANCIAL PLAN
APPROVED ONGOING NEW SERVICE LEVELS**

Index	Department	Project Name	Project Description	Project Justification
21	100 - Mayor & Council	Additional Bylaw Enforcement	Re-distribute bylaw enforcement hours to what is permitted through the existing collective agreement across longer service hours	With further investigation into Work Safe requirements, it has become evident that varying the Bylaw Enforcement Officer hours to provide longer service hours is not feasible. It is a work safety requirement that a minimum of two Bylaw Officers be on duty at the same time to ensure that officers are not working alone. Currently the City has three Bylaw Enforcement Officers, and varying the hours to include Saturday or evening shifts would result in an officer working alone during several shifts. Achieving additional coverage during evenings or weekends would require the addition of a part-time or full-time Bylaw Enforcement Officer to ensure adequate coverage. A full-time Bylaw Officer costs \$82,000 per year.
22	420 - Human Resources	Safety Management Software - annual fee	Implementation of health & safety software.	Utilizing software will streamline H&S processes that are currently being done manually. This will allow us to respond to workplace hazards proactively and focus initiatives targeted toward trends identified through real-time data. Automation of repetitive tasks will also save managers across the City time while increasing the quality of data.
23	430 - IT	IT Admin Auxiliary	Additional IT admin staff support.	Will look for ways to reduce software license costs by identifying licenses that are not being used using IT Asset Management Software. Will confirm license expiry dates. Will also add IT invoices to Vadim.
24	510 - Development Services	Administrative Support - Building Services/Development Engineering	Additional administrative resources for engineering and building services to align with the development community needs.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There were a number of small process improvements found, which included administrative staff assisting in foundation permit-only issuance. Overall, the review recognized a shortage in administrative support to Building Services. In order to adequately respond to the development community's activities, it is requested that services levels are increased by a half time (0.6) administrative position. Technical staff are taking time away from technical reviews and approvals and are performing administrative duties that are required. The proposed 0.6 position will allow for dedicated building services administration, which will increase our customer service, support the building inspectors, and align with the recommendations in our recent Building Services Review. It would also increase response times for counter inquiries and increase technical staff time for reviewing and processing applications by shifting the administrative workload from technical staff onto administrative staff. (Building Services Review Info available and could be turned into a separate business case if necessary.)
25	620 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire & Life Safety Educator/Fire Inspector.	The current fire inspector is unable to meet the fire & life safety education needs of the community and to our First Nations Communities. Fire Prevention is key to a safe community, reducing fires, injuries and death. The increasing risks of Wildfire across the Province are having profound impacts on communities. Recommendations made in the 2013 and 2018 Community Wildfire Protection Plan (CWPP) highlight the high importance of Fire & Life Safety Public Education to minimize the risks of wildfires. Statistical data reported by the Office of the Fire Commissioner of BC in 2021 illustrates a dramatic increase in fire related deaths and injuries in the last two years. High risks demographics include seniors, young children and First Nations. Many of these tragic incidents may be avoided by having a sustainable fire & life safety education program in place. Proactive fire prevention activities lay the groundwork for reduced fire related injuries and death and provide for a safer community.
14	620 - Fire Protection	Emergency Program Support	Increase Executive Assistant from 25 hours per week to 35 hours per week.	The workload demands on the Emergency Program are exceeding the allocated hours to effectively manage the Emergency Program for the City. Currently the Emergency Program is managed by the Manager of Fire Administration, currently 20% of the FTE position is allocated to the Emergency Program, however with an increase in emergency program activity and workload demand, the needed staff time far exceeds 20%. Additional support is required to maintain an effective and efficient Emergency Program for the City. By increasing the Fire Executive Assistant's hours to fulltime, this will provide the added support to the Emergency Program to ensure it meets the needs of the City. The additional budgeted hours will support the maintenance of staff EOC training database, records management for grant projects, ordering supplies, accounts payable, and the development of posters / advertising for communications and supporting the administrative needs of the Manager of Fire Administration related to the Emergency Program.
26	732 - Parks	Integrated Pest Management Program	Maintenance to trees, grass, blvds and centre median along road.	With the new 240m entrance into Parkway Properties, the new green infrastructure needs to be maintained. The new infrastructure consists of 31 trees, 170m of median maintenance, and 960 m2 of grass to mow/trim and an irrigation system to maintain which includes 2.5 km of pipe, 87 irrigation heads and a sentinel controller.

2022-2031 FINANCIAL PLAN
APPROVED ONGOING NEW SERVICE LEVELS

Index	Department	Project Name	Project Description	Project Justification
27	732 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights	Maintenance to trees, grass, blvds, resident grass blvd and landscape pathway.	Jubilee heights development has a main entrance blvd. that now needs to be maintained by City staff. The blvd has grass, irrigation and street trees that will need to be maintained. As part of phase one development, the grass, irrigation system and street trees in the resident area is to be maintained by the City also. The area is between the curb and sidewalk. There is also a landscape pathway that will need to be maintained by the City.
18	732 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	<p>The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 400 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.</p> <p>The next phase projected items are:</p> <ul style="list-style-type: none"> • \$30,000 for park/street tree maintenance (falls under tree maintenance program section) • \$20,000 for a co-op student to update tree inventory (falls under tree bylaw/tree policy section) • \$20,000 for tree planting to continue with tree canopy for the City of Campbell River (falls under tree planting program section) • \$5,000 for outreach program with Greenways Land Trust (falls under outreach program section)
28	820 - Recreation & Culture	In-House Cleaning by FSW Staff at all City Facilities	To provide in-house cleaning services at 5 city sites where contracted cleaning services currently exist .	Provide consistent standard of clean at all city facilities. Direct oversight of facility service worker (FSW) staff, cleaning standards, methods and chemicals used.
29	842 - Public Transit	BC Transit - Three Year Expansion Initiatives	Expansion opportunities for both Conventional and HandyDART services for the Campbell River Transit system.	BC Transit, working with local government partners, looks at opportunities to expand or realign transit services with the community in order to resolve and improve changes. The Province & BC Transit are once again looking to provide expansion opportunities for Campbell River over a three year period.

Reserve Net Funding Model

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Existing Capital Allocation To Reserves											
Carbon Neutral	55,000	60,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	635,000
Facilities Reserve	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	1,900,000
Fire Reserve	-	-	-	-	-	-	-	-	-	-	-
Fleet Reserve	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Furniture & Equipment Reserve	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
IT Reserve	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
International Relationship	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Storm Parcel Tax	1,028,400	1,034,600	1,040,700	1,046,800	1,052,900	1,059,000	1,065,200	1,071,300	1,077,400	1,083,500	10,559,800
Parks Parcel Tax	527,100	530,300	533,400	536,600	539,700	542,900	546,000	549,200	552,300	555,400	5,412,900
Capital Works	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000
DTRE	-	-	-	-	-	-	-	-	-	-	-
Airport	142,109	177,636	222,045	277,556	278,944	280,339	281,740	283,149	284,565	285,988	2,514,070
	2,428,609	2,478,536	2,537,145	2,606,956	2,617,544	2,628,239	2,638,940	2,649,649	2,660,265	2,670,888	25,916,770
Revenue Allocated to Community Infrastructure											
Annual Infrastructure Investment	1,479,800	1,722,500	1,975,200	2,238,400	2,511,200	2,793,900	3,086,400	3,389,400	3,703,300	4,028,300	26,928,400
Fortis Franchise Fees	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,330,000
Debt Retirement Costs	850,000	850,000	990,000	1,000,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	9,780,000
Less New Debt Servicing	-	-	-	-	-	-	-	-	-	-	-
Financial Stabilization Excess	2,050,000	-	-	-	-	-	-	-	-	-	2,050,000
	4,512,800	2,705,500	3,098,200	3,371,400	3,659,200	3,941,900	4,234,400	4,537,400	4,851,300	5,176,300	40,088,400
Additional Capital Allocation to Reserves											
Facilities Reserve	1,968,000	1,100,000	515,000	1,130,000	610,000	-	420,000	834,500	-	-	6,577,500
Fire Reserve	435,000	546,000	355,000	1,125,000	50,000	50,000	150,000	50,000	50,000	50,000	2,861,000
Fleet Reserve	380,000	506,000	420,000	456,000	545,000	516,000	525,500	345,000	1,006,000	345,000	5,044,500
Furniture & Equipment Reserve	-	-	70,000	48,000	45,000	41,000	39,000	53,000	53,000	53,000	402,000
IT Reserve	-	195,000	350,000	455,000	450,000	443,500	504,000	468,500	460,200	460,200	3,786,400
Storm Water Reserve	-	-	-	-	-	420,000	-	-	-	-	420,000
Parks Reserve	-	-	-	-	-	-	-	-	-	-	-
Capital Works	879,800	358,500	1,368,200	157,400	1,949,200	2,471,400	2,595,900	2,786,400	3,282,100	4,268,100	20,117,000
DTRE	-	-	-	-	-	-	-	-	-	-	-
Airport Reserve	850,000	-	20,000	-	10,000	-	-	-	-	-	880,000
Capital Lending Reserve	-	-	-	-	-	-	-	-	-	-	-
	4,512,800	2,705,500	3,098,200	3,371,400	3,659,200	3,941,900	4,234,400	4,537,400	4,851,300	5,176,300	40,088,400
Remaining Capital to Allocate	-	-	-	-	-	-	-	-	-	-	-

Reserve Balances Summary	2022 Opening	2022 Closing	2023 Closing	2024 Closing	2025 Closing	2026 Closing	2027 Closing	2028 Closing	2029 Closing	2030 Closing	2031 Closing
Unrestricted Reserves:											
Airport Reserve	(15,576)	125,082	250,195	27,512	272,769	26,980	275,042	496,700	196,797	450,826	708,832
Capital Lending Reserve	1,309,859	598	515,417	1,105,956	1,665,769	2,186,819	2,713,080	3,244,603	3,719,024	4,198,189	4,682,145
Capital Works Reserve	3,728,400	240,340	83,154	326,713	42,716	1,309,033	2,712,341	2,630,150	5,070,147	8,035,201	12,021,368
Carbon Neutral Reserve	419,606	388,452	387,287	391,160	395,071	399,022	403,012	407,042	411,113	415,224	419,376
Community Partnership Committee Reserve	46,274	46,736	47,204	47,676	48,153	48,634	49,120	49,612	50,108	50,609	51,115
Downtown Revitalization Tax Revenue	747,307	754,780	32,098	32,419	32,743	33,070	33,401	33,735	34,072	34,072	34,413
Community Works Gas Tax Reserve	3,370,794	1,565,941	1,030,248	852,799	767,544	794,518	655,111	605,210	539,660	564,355	498,397
COVID-19 Restart	2,945,318	1,991,389	2,011,302	2,031,415	2,051,730	2,072,247	2,092,969	2,113,899	2,135,038	2,156,388	2,177,952
Facilities Reserve	540,450	79,235	39,627	40,024	15,174	116,325	183,139	119,320	120,008	287,858	477,858
Financial Stabilization Reserve	4,553,101	1,182,656	881,406	1,340,795	1,842,148	2,264,684	2,699,021	3,161,436	3,695,136	4,134,182	4,646,804
Fire Reserve	323,715	191,326	27,333	27,602	124,838	55,891	75,640	105,182	123,404	140,798	157,356
Fleet & Heavy Equipment Reserve	318,157	172,869	79,657	141,054	57,624	53,151	19,342	398,791	316,928	906,908	895,777
Furniture & Equipment Reserve	164,226	113,853	52,068	88,242	66,601	65,045	62,262	59,400	74,437	75,585	76,745
Gaming Reserve	927,669	625,361	450,183	912,705	1,379,852	1,851,671	2,328,208	2,809,510	3,295,625	3,786,601	4,282,487
IT Reserve	273,603	234,929	33,687	44,171	60,886	58,544	84,577	102,534	112,953	114,539	124,246
International Relationship Reserve	32,239	61,748	37,115	37,487	42,911	48,391	53,924	34,264	39,656	39,969	45,419
Legacy Landmark Reserve	93,627	94,563	95,509	96,464	97,428	98,403	99,387	100,381	101,384	102,398	103,422
Parks Reserve	-	593,288	352,074	207,528	456,689	824,553	189,328	560,881	939,382	1,324,798	1,717,200
Solid Waste Reserve	120,677	139,866	124,709	70,270	-	-	-	-	-	-	-
Storm Water Reserve	1,787,762	1,180,353	1,201,852	320,728	396,453	1,034,596	352,082	1,002,205	1,664,990	2,340,564	3,029,055
TOTAL	21,687,208	9,783,362	7,732,125	8,142,718	9,817,099	13,341,579	15,080,987	18,034,853	22,639,863	29,159,066	36,149,967
Sewer/Water Funds:											
Sewer Reserve	2,671,307	3,490,428	3,571,098	5,711,125	8,036,913	10,727,133	13,573,106	14,117,151	17,224,459	20,292,582	23,731,891
Water Reserve	21,316,427	22,923,550	21,698,873	18,471,726	20,909,161	23,645,257	26,694,700	30,072,178	33,792,783	37,874,608	42,326,689
TOTAL	23,987,734	26,413,978	25,269,971	24,182,852	28,946,074	34,372,389	40,267,805	44,189,329	51,017,242	58,167,190	66,058,580
Mandatory:											
Parkland Acquisition DCC	1,380,931	1,536,531	1,693,686	1,852,413	2,012,727	2,174,644	2,338,181	2,503,352	2,670,176	2,838,668	3,008,844
Parkland Development DCC	1,203,843	1,288,602	1,374,208	1,460,670	1,547,997	1,636,197	1,725,279	1,815,251	1,906,124	1,997,905	2,090,604
Sewer DCC	1,024,227	1,203,140	1,383,841	1,566,350	1,750,683	1,936,860	2,124,898	2,314,817	2,506,636	2,700,372	2,896,046
Storm Drain Quinsam DCC	1,963,239	2,083,872	2,205,711	2,328,768	2,453,055	2,578,586	2,705,372	2,833,425	2,962,760	3,093,387	3,225,321
Roads DCC	1,272,398	1,421,472	1,572,037	1,724,107	1,877,698	2,032,825	2,189,503	2,347,748	2,507,576	2,669,001	2,832,041
Water DCC	4,792,167	5,327,808	5,467,244	2,479,525	2,999,392	3,526,933	4,062,237	4,605,394	5,156,496	5,715,633	6,282,900
Deferred Revenue - Cash in Lieu of Parks	632,319	638,642	645,029	651,479	657,994	664,574	671,220	677,932	684,711	691,558	698,474
TOTAL	12,269,126	13,500,067	14,341,755	12,063,311	13,299,546	14,550,618	15,816,689	17,097,921	18,394,478	19,706,525	21,034,231
Surplus Reserves:											
General Accumulated Surplus	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Sewer Accumulated Surplus	1,591,800	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	1,865,200
Water Accumulated Surplus	902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900	1,099,500
TOTAL	6,893,900	6,943,700	6,994,600	7,046,500	7,099,400	7,153,400	7,208,500	7,264,700	7,285,400	7,343,100	7,364,700
GRAND TOTAL	64,837,968	56,641,107	54,338,451	51,435,381	59,162,119	69,417,986	78,373,981	86,586,803	99,336,982	114,375,881	130,607,479

Airport Reserve

30-5-995340-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				(15,576)	125,082	250,195	27,512	272,769	26,980	275,042	496,700	196,797	450,826
Airport Improvement Fees				142,109	177,636	222,045	277,556	278,944	280,339	281,740	283,149	284,565	285,988
Transfer between Airport/Financial Stabilization				850,000									
Additional Funding Required						20,000		10,000					
Interest at 1% of Y/E Balance				1,238	2,477	272	2,701	267	2,723	4,918	1,948	4,464	7,018
Total				977,772	305,195	492,512	307,769	561,980	310,042	561,700	781,797	485,826	743,832
Expenditures (detail below)				(852,690)	(55,000)	(465,000)	(35,000)	(535,000)	(35,000)	(65,000)	(585,000)	(35,000)	(35,000)
Carry forward to next year				125,082	250,195	27,512	272,769	26,980	275,042	496,700	196,797	450,826	708,832
Dept	CC#	Res#	Project Name										
CAPITAL													
570 - Airport	3026		Ineligible Airport Lighting, Visual Aids and Taxiway Rehabilitation	728,690									
570 - Airport	3028		General Aviation Entrance Shelter	25,000									
570 - Airport	NEW		Aircraft Viewing Lookout Area		20,000								
570 - Airport	3029		Public Smoking Shelters	10,000									
570 - Airport	NEW		Expand ATB Parking					500,000					
570 - Airport	NEW		Airside Drive Upgrade							550,000			
570 - Airport	3027		Runway Rehabilitation	4,000		400,000							
Sub-Total (Capital)				767,690	20,000	400,000	-	500,000	-	-	550,000	-	-

Airport Reserve

30-5-995340-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				(15,576)	125,082	250,195	27,512	272,769	26,980	275,042	496,700	196,797	450,826
Airport Improvement Fees				142,109	177,636	222,045	277,556	278,944	280,339	281,740	283,149	284,565	285,988
Transfer between Airport/Financial Stabilization				850,000									
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Total				977,772	305,195	492,512	307,769	561,980	310,042	561,700	781,797	485,826	743,832
Expenditures (detail below)				(852,690)	(55,000)	(465,000)	(35,000)	(535,000)	(35,000)	(65,000)	(585,000)	(35,000)	(35,000)
Carry forward to next year				125,082	250,195	27,512	272,769	26,980	275,042	496,700	196,797	450,826	708,832
Dept	CC#	Res#	Project Name										
OPERATING													
570 - Airport	S128		Wings & Wheels Event	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
570 - Airport	S068		Flight Way Clearing			30,000				30,000			
570 - Airport	S049		Crack Sealing		20,000		20,000		20,000		20,000		20,000
570 - Airport	S048		Runway Line Painting	20,000		20,000		20,000		20,000		20,000	
570 - Airport	S149		Update Airport Land Use & Development Strategy	50,000									
Sub-Total (Operating)				85,000	35,000	65,000	35,000	35,000	35,000	65,000	35,000	35,000	35,000
Grand Total				852,690	55,000	465,000	35,000	535,000	35,000	65,000	585,000	35,000	35,000
2022-2031 Total Expenditures												2,697,690	



Capital Lending Reserve

10-5-994322-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
			Brought Forward	1,309,859	598	515,417	1,105,956	1,665,769	2,186,819	2,713,080	3,244,603	3,719,024	4,198,189
			Land Sale Proceeds (Beech Street)	400,000									
			Additional Funding Required										
Airport Reserve	S016		Repayment - Airport Fuel Facility (5 years)										
Fire Reserve			Repayment - Fire Pumper Truck (per truck over 3 years)	327,004	327,004	327,004							
Parks Reserve			Repayment - Robron Park Upgrades (10 years)	200,000	200,000	200,000	43,922						
Capital Works	8008		Repayment - Hwy 19A (10 yrs)	61,800	61,800	61,800	61,800	61,800	61,800	61,800			
CWGTR	6009		Repayment - Seagull Walkway Repairs (10 yrs)	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
Capital Works	NEW		Repay - 325 Beech Street (15 yrs)		48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862
IT Reserve	NEW		Repayment - Finance Software (10yrs)				231,237	231,237	231,237	231,237	231,237	231,237	231,237
			Interest at 1% Y/E Balance	6	5,103	10,950	16,493	21,652	26,862	32,125	36,822	41,566	46,358
			Total	2,456,168	800,867	1,321,533	1,665,769	2,186,819	2,713,080	3,244,603	3,719,024	4,198,189	4,682,145
			Expenditures (detail below)	(2,455,570)	(285,450)	(215,577)	-	-	-	-	-	-	-
			Carry forward to next year	598	515,417	1,105,956	1,665,769	2,186,819	2,713,080	3,244,603	3,719,024	4,198,189	4,682,145
Dept	CC#	Res #	Project Name										
CAPITAL													
200 - Deputy City	NEW		325 Beech Street	711,580									
213 - IT	8012		Finance Software	1,743,990	285,450	215,577							
			Sub-Total (Capital)	2,455,570	285,450	215,577	-	-	-	-	-	-	-
			Grand Total	2,455,570	285,450	215,577	-	-	-	-	-	-	-

2022-2031 Total Expenditures **2,956,597**



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Capital Works Reserve

10-5-995321-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward - Capital Works Reserve	3,728,400	240,340	83,154	326,713	42,716	1,309,033	2,712,341	2,630,150	5,070,147	8,035,201
Annual Existing Taxation Transfer	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Increased Funding from Net Funding Model	879,800	358,500	1,368,200	157,400	1,949,200	2,471,400	2,595,900	2,786,400	3,282,100	4,268,100
Interest at 1% Y/E Balance	2,380	823	3,235	423	12,961	26,855	26,041	50,199	79,556	119,023
Total - Capital Works Reserve	4,830,580	819,663	1,674,589	704,536	2,224,877	4,027,288	5,554,282	5,686,749	8,651,803	12,642,325
Expenditures (detail below)	(4,590,240)	(736,509)	(1,347,876)	(661,820)	(915,843)	(1,314,947)	(2,924,133)	(616,602)	(616,602)	(620,957)
Carry forward to next year	240,340	83,154	326,713	42,716	1,309,033	2,712,341	2,630,150	5,070,147	8,035,201	12,021,368

Dept	CC1	Res #	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
212 - Finance	2020		Asset Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
450 - Facilities	4080		Sportsplex Rehabilitation & Addition	2,300,000									
532 - Roads	6002		Intersection Improvements		20,000	235,000		20,000	245,000				
532 - Roads	6016		Ferry Terminal Access Improvements			200,000							
532 - Roads	6020		Traffic Control Upgrades - Replacement	220,000		220,000		230,000					
532 - Roads	6025		Asphalt Overlay	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
532 - Roads	6034		Willis Road Pedestrian Upgrades Phase 2	324,384									
532 - Roads	6039		Master Transportation Plan	62,500	62,500								
532 - Roads	8006		Capital Works Management	189,556	193,347	197,214	201,158	205,182	209,285	213,471	217,740	217,740	222,095
532 - Roads	NEW		South Peterson Improvements					400,000	2,250,000				
532 - Roads	6045		Snow Clearing Equipment	300,000									
532 - Roads	6046		Parking lot Improvements	35,000		35,000							
450 - Facilities	4094	ic21-0060	Design for 325 Beech Street	497,000									
830 - Solid Waste	NEW		Organics Facility	350,000									
			Sub-Total (Capital)	4,528,440	625,847	1,237,214	551,158	805,182	1,204,285	2,813,471	567,740	567,740	572,095
OPERATING - REPAYMENT													
532 - Roads			Hwy 19A Repayment	61,800	61,800	61,800	61,800	61,800	61,800	61,800			
200 - Deputy City	NEW		325 Beech Street (repay 2023-2037)		48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862
			Sub-Total (Operating)	61,800	110,662	110,662	110,662	110,662	110,662	110,662	48,862	48,862	48,862
			Grand Total	4,590,240	736,509	1,347,876	661,820	915,843	1,314,947	2,924,133	616,602	616,602	620,957

2022-2031 Total Expenditures **14,345,529**

Carbon Neutral Reserve

10-5-991221-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				419,606	388,452	387,287	391,160	395,071	399,022	403,012	407,042	411,113	415,224
Contribution to Carbon Neutral Reserve				55,000	60,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Contribution from CARIP													
Interest at 1% of Y/E Balance				3,846	3,835	3,873	3,912	3,951	3,990	4,030	4,070	4,111	4,152
Total				478,452	452,287	456,160	460,071	464,022	468,012	472,042	476,113	480,224	484,376
Expenditures (detail below)				(90,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
Carry forward to next year				388,452	387,287	391,160	395,071	399,022	403,012	407,042	411,113	415,224	419,376
Dept	CC#	Res#	Project Name										
CAPITAL													
450 - Facilities	4052		Energy and Water Consumption Reduction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
450 - Facilities	4093		EV Charging Stn - Sportsplex										
Sub-Total (Capital)				50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
OPERATING													
	S129		Energy Rebate & EV Programs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
502 - CPDS	NEW		E-Bike and Bike Share Strategy	25,000									
724 - Facilities	NEW		EV Charging Station - Sportsplex Maintenance costs										7,500
Sub-Total (Operating)				40,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	22,500
Grand Total				90,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	72,500

2022-2031 Total Expenditures

682,500

Community Partnership Committee Reserve

10-5-991222-1500

Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				46,274	46,736	47,204	47,676	48,153	48,634	49,120	49,612	50,108	50,609
Annual Contribution													
Interest at 1% of Y/E Balance				463	467	472	477	482	486	491	496	501	506
Total				46,736	47,204	47,676	48,153	48,634	49,120	49,612	50,108	50,609	51,115
Expenditures (detail below)													
Carry forward to next year				46,736	47,204	47,676	48,153	48,634	49,120	49,612	50,108	50,609	51,115
Dept	CC#	Res#	Project Name										
Grand Total													
												2022-2031 Total Expenditures	-

Downtown Revitalization Tax Revenue

10-5-995327-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				747,307	754,780	32,098	32,419	32,743	33,070	33,401	33,735	33,735	34,072
New Contributions													
Increased Funding from Net Funding Model													
Interest at 1% of Y/E Balance				7,473	318	321	324	327	331	334	337	337	341
Total				754,780	755,098	32,419	32,743	33,070	33,401	33,735	34,072	34,072	34,413
Expenditures (detail below)				-	(723,000)	-	-	-	-	-	-	-	-
Carry forward to next year				754,780	32,098	32,419	32,743	33,070	33,401	33,735	34,072	34,072	34,413
Dept	CC#	Res#	Project Name										
CAPITAL													
450 - Facilities	4087		Library Redevelopment		723,000								
Sub-Total (Capital)				-	723,000	-	-	-	-	-	-	-	-
OPERATING													
Sub-Total (Operating)				-	-	-	-	-	-	-	-	-	-
OPERATING - REPAYMENT													
Sub-Total (Operating)				-	-	-	-	-	-	-	-	-	-
Grand Total				-	723,000	-	-	-	-	-	-	-	-
2022-2031 Total Expenditures												723,000	

Community Works Gas Tax Reserve

10-4-234120-0000
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	3,370,794	1,565,941	1,030,248	852,799	767,544	794,518	655,111	605,210	539,660	564,355
Annual Contribution	1,492,142	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607
Interest at 1% of Y/E Balance	15,504	10,200	8,444	7,599	7,867	6,486	5,992	5,343	5,588	4,935
Total	4,878,441	3,132,748	2,595,299	2,417,005	2,332,018	2,357,611	2,217,710	2,167,160	2,101,855	2,125,897
Funds held for Council Priorities		(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Expenditures (detail below)	(3,312,500)	(1,502,500)	(1,142,500)	(1,049,461)	(937,500)	(1,102,500)	(1,012,500)	(1,027,500)	(937,500)	(1,027,500)
Carry forward to next year	1,565,941	1,030,248	852,799	767,544	794,518	655,111	605,210	539,660	564,355	498,397

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
212 - Finance	NEW		Asset Management Service Levels		50,000								
212 - Finance	NEW		Asset Management Risk Assessments		25,000								
450 - Facilities	4080		Funds held for the Sportsplex Rehabilitation & Expansion Project	1,250,000									
450 - Facilities	4088		Sportsplex Gym Floor Refurbishment						75,000	75,000			
450 - Facilities	NEW		Fire Hall 2 Locker Rooms		125,000								
510 - Dev Svcs	2039		Building Inspector Electric Vehicle	40,000									
532 - Roads	6001		Cycling Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
532 - Roads	NEW		Cheviot Road Rehabilitation		100,000								
532 - Roads	6006		Sidewalk Infill	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
532 - Roads	6007		Transit Bus Shelters	90,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
532 - Roads	6012		Pedestrian Signals Crossing			30,000							
532 - Roads	6024		Street Light Infill		90,000		90,000		90,000		90,000		90,000
532 - Roads	6025		Asphalt Overlay	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
720 - Parks	NEW		Baikie Island Bridge	250,000									
720 - Parks	9071		New Park/Playground - Maryland Green Space	50,000									
720 - Parks	NEW		Urban Forest Management Plan Implementation	75,000	75,000	75,000							
720 - Parks	9008		Marine Foreshore Restoration	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
200 - Deputy CM	NEW		Design/Construction for 325 Beech Street	600,000									
Sub-Total (Capital)				3,055,000	1,245,000	885,000	870,000	780,000	945,000	855,000	870,000	780,000	870,000
OPERATING - REPAYMENT													
720 - Parks	NEW		Robron Repayment	100,000	100,000	100,000	21,961						
532 - Roads	NEW		Seagull Walkway Repairs Repayment (10 yrs)	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
Sub-Total (Operating)				257,500	257,500	257,500	179,461	157,500	157,500	157,500	157,500	157,500	157,500
Grand Total				3,312,500	1,502,500	1,142,500	1,049,461	937,500	1,102,500	1,012,500	1,027,500	937,500	1,027,500

2022-2031 Total Expenditures

13,051,961

COVID-19 Restart

10-5-995329-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	2,945,318	1,991,389	2,011,302	2,031,415	2,051,730	2,072,247	2,092,969	2,113,899	2,135,038	2,156,388
Interest at 1% of Y/E Balance	19,717	19,914	20,113	20,314	20,517	20,722	20,930	21,139	21,350	21,564
Total	2,965,035	2,011,302	2,031,415	2,051,730	2,072,247	2,092,969	2,113,899	2,135,038	2,156,388	2,177,952
Expenditures (detail below)	(973,646)	-	-	-	-	-	-	-	-	-
Carry forward to next year	1,991,389	2,011,302	2,031,415	2,051,730	2,072,247	2,092,969	2,113,899	2,135,038	2,156,388	2,177,952

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
620 - Fire Protection	1012		Decontamination Unit	200,000									
620 - Fire Protection	1013		LUCAS CPR Machines	37,000									
			Sub-Total (Capital)	237,000	-	-	-	-	-	-	-	-	-
OPERATING													
570 - Airport	NEW		Offset Airport lost revenue	501,646									
820 - Recreation & Culi	NEW		Enhanced Cleaning at all City Facilities	235,000									
			Sub-Total (Operating)	736,646	-	-	-	-	-	-	-	-	-
			Grand Total	973,646	-	-	-	-	-	-	-	-	-

2022-2031 Total Expenditures **973,646**

Facilities Reserve

10-5-995322-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	540,450	79,235	39,627	40,024	15,174	116,325	183,139	119,320	120,008	287,858
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 Net Funding Model	1,968,000	1,100,000	515,000	1,130,000	610,000	-	420,000	834,500	-	-
Interest at 1% of Y/E Balance	785	392	396	150	1,152	1,813	1,181	1,188	2,850	
Total	2,699,235	1,369,627	745,024	1,360,174	816,325	308,139	794,320	1,145,008	312,858	477,858
Expenditures (detail below)	(2,620,000)	(1,330,000)	(705,000)	(1,345,000)	(700,000)	(125,000)	(675,000)	(1,025,000)	(25,000)	-
Carry forward to next year	79,235	39,627	40,024	15,174	116,325	183,139	119,320	120,008	287,858	477,858

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
450 - Facilities	4038		Discovery Pier Structural Repairs	160,000		125,000		125,000		125,000		125,000	
450 - Facilities	4039		Big House Pavilion Preservation		50,000								
450 - Facilities	4065		Video Surveillance System Server & Licence Update, C	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
450 - Facilities	4078		Centennial Pool Changehouse Renovations	350,000									
450 - Facilities	4084		Museum Roof Replacement & Skylight Repair	650,000									
450 - Facilities	4092		RCMP Building Roof Replacement	470,000									
450 - Facilities	4091		CRCC Roof Replacement	965,000									
450 - Facilities	NEW		City Hall / Enterprise Centre Renovations		175,000								
450 - Facilities	NEW		City Hall HVAC Upgrade				925,000						
450 - Facilities	NEW		MHC Heat Pump / Fan Replacement x 6			25,000	200,000						
450 - Facilities	NEW		MHC Building Automation System		40,000								
450 - Facilities	NEW		Tidemark Theatre Foundation Repairs		45,000								
450 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repaint		55,000								
450 - Facilities	NEW		RCMP HVAC DDC & Re-Commissioning		60,000								
450 - Facilities	NEW		City Hall Seismic Upgrades		130,000								
450 - Facilities	NEW		RCMP Chiller Replacement		150,000								

Facilities Reserve

10-5-995322-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	540,450	79,235	39,627	40,024	15,174	116,325	183,139	119,320	120,008	287,858
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 Net Funding Model	1,968,000	1,100,000	515,000	1,130,000	610,000	-	420,000	834,500	-	-
Interest at 1% of Y/E Balance	785	392	396	150	1,152	1,813	1,181	1,188	2,850	
Total	2,699,235	1,369,627	745,024	1,360,174	816,325	308,139	794,320	1,145,008	312,858	477,858
Expenditures (detail below)	(2,620,000)	(1,330,000)	(705,000)	(1,345,000)	(700,000)	(125,000)	(675,000)	(1,025,000)	(25,000)	-
Carry forward to next year	79,235	39,627	40,024	15,174	116,325	183,139	119,320	120,008	287,858	477,858

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
450 - Facilities	NEW		Tidemark Theatre Envelope Rehabilitation (Stucco)			450,000							
450 - Facilities	NEW		Tidemark Theatre Window Replacement			30,000							
450 - Facilities	NEW		Haig Brown House Roof Replacement				35,000						
450 - Facilities	NEW		MHC Aluminum Window Replacement Allowance				60,000						
450 - Facilities	NEW		CRCC Gym Wall Partition Replacement		250,000		100,000						
450 - Facilities	NEW		CRCC Cooling Tower Replacement										
450 - Facilities	NEW		MHC Roof Replacement							250,000			
450 - Facilities	NEW		Enterprise Centre Roof Replacement & Skylights							275,000			
450 - Facilities	NEW		City Hall Window Replacement					250,000					
450 - Facilities	NEW		City Hall Façade Improvements					300,000					
740 - Recreation	NEW		Willow Point Park / Sportsplex Entrance Signage						100,000				
450 - Facilities	NEW		Police & Public Safety Building Parking Expansion		200,000								
450 - Facilities	NEW		Enterprise Centre Backup Generator		150,000								
740 - Recreation	NEW		Weight Room Floor			50,000							
740 - Recreation	NEW		Enterprise Centre Lifecycle Rehabilitation Works								1,000,000		
			Sub-Total (Capital)	2,620,000	1,330,000	705,000	1,345,000	700,000	125,000	675,000	1,025,000	150,000	25,000
OPERATING													
			Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
			Grand Total	2,620,000	1,330,000	705,000	1,345,000	700,000	125,000	675,000	1,025,000	150,000	25,000

2022-2031 Total Expenditures **8,700,000**

Financial Stabilization Reserve

10-5-991223-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	4,553,101	1,182,656	881,406	1,340,795	1,842,148	2,264,684	2,699,021	3,161,436	3,695,136	4,134,182
Transfer from General Operating Accumulated Surplus	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
BC Transit covid recovery funds	252,000									
Transfer to Net Funding Model for Capital	(2,050,000)									
Interest at 1% of Y/E Balance	68,125	47,341	51,889	56,853	61,036	65,337	69,915	75,199	79,546	84,622
Total	3,323,226	1,729,997	1,433,295	1,897,648	2,403,184	2,830,021	3,268,936	3,736,636	4,274,682	4,718,804
Expenditures (detail below)	(2,140,570)	(848,591)	(92,500)	(55,500)	(138,500)	(131,000)	(107,500)	(41,500)	(140,500)	(72,000)
Carry forward to next year	1,182,656	881,406	1,340,795	1,842,148	2,264,684	2,699,021	3,161,436	3,695,136	4,134,182	4,646,804

Dept	CC#3	Res #	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING													
111 - Communica	S110		Statistically Valid Community Survey		12,500		13,000		13,500	-	14,000		14,500
114 - Human Resc	NEW		Workplace Cultural Assessment	15,000			15,000			15,000			15,000
114 - Human Resc	NEW		HR Position - Upgrade PT to FT	47,600	48,700								
114 - Human Resc	S111		Exempt Salary Survey		15,000					15,000			
114 - Human Resc	S112	CFwd	CUPE Agreement Renewal			15,000			15,000				15,000
310 - Finance	NEW		Asset Retirement Obligations PSA 3280 Implementation	260,000	130,000								
310 - Finance	NEW		Financial Systems/Accounting Software	148,500	21,891								
311 - Legislative S	S102		Municipal Election	59,000				61,000				63,000	
330 - Risk Mgmt.	NEW		Property Appraisal Services	75,000					75,000				
502 - CPDS	S113		Big Rock Boat Ramp - Environmental Monitoring		11,000								
502 - CPDS	NEW		Environmentally Sensitive Areas Policy	25,000									
510 - Developme	NEW		Building Inspector In Training	85,500	87,000								
532 - Roads	S114		Bridge Inspections	20,000		20,000		20,000		20,000		20,000	
620 - Fire	NEW		POC Recruitment - Bi- Annual	30,000		30,000		30,000		30,000		30,000	
740 - Recreation &	S104		Enhanced Skatepark Environment	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
740 - Recreation &	S108		PLAY Campbell River	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
740 - Recreation &	NEW		Parks and Recreation Strategic Plan	150,000									
810-Long Range F	NEW		Quinsam Heights Neighbourhood Plan & Land Use Pla	175,000									
113 - IT			Fulcrum Management Solutions Ltd (# INV3343)	22,470									
			Contingency for Major Crime	1,000,000	495,000								
			Sub-Total (Operating)	2,140,570	848,591	92,500	55,500	138,500	131,000	107,500	41,500	140,500	72,000
			Grand Total	2,140,570	848,591	92,500	55,500	138,500	131,000	107,500	41,500	140,500	72,000

2022-2031 Total Expenditures

3,768,161

Fire Reserve

10-5-995323-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	323,715	191,326	27,333	27,602	124,838	55,891	75,640	105,182	123,404	140,798
Annual Contribution										
Increased Funding from Net Funding Model	435,000	546,000	355,000	1,125,000	50,000	50,000	150,000	50,000	50,000	50,000
Interest at 1% of Y/E Balance	1,894	271	273	1,236	553	749	1,041	1,222	1,394	1,558
Total	760,609	737,596	382,606	1,153,838	175,391	106,640	226,682	156,404	174,798	192,356
Expenditures (detail below)	(569,284)	(710,264)	(355,004)	(1,029,000)	(119,500)	(31,000)	(121,500)	(33,000)	(34,000)	(35,000)
Carry forward to next year	191,326	27,333	27,602	124,838	55,891	75,640	105,182	123,404	140,798	157,356

Dept	CC#	Res #	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
322 - Fire	1004		Fire Small Equipment	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000
322 - Fire	1006	CFwd	#1 Fire Station Replacement		266,760								
322 - Fire	1014		UTV (Utility All Terrain Vehicle)	37,280									
322 - Fire	NEW		SCBA Replacement				1,000,000						
322 - Fire	1015		Small Fire Fleet Replacement	179,000	89,500			89,500		89,500			
			Sub-Total (Capital)	242,280	383,260	28,000	1,029,000	119,500	31,000	121,500	33,000	34,000	35,000
OPERATING - REPAYMENT													
322 - Fire			Pumper Repayment	327,004	327,004	327,004							
			Sub-Total (Operating)	327,004	327,004	327,004							
			Grand Total	569,284	710,264	355,004	1,029,000	119,500	31,000	121,500	33,000	34,000	35,000

2022-2031 Total Expenditures 3,037,551

Fleet & Heavy Equipment Reserve

10-5-995324-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				318,157	172,869	79,657	141,054	57,624	53,151	19,342	398,791	316,928	906,908
Annual Contribution				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Increased Funding from Net Funding Model				380,000	506,000	420,000	456,000	545,000	516,000	525,500	345,000	1,006,000	345,000
Interest at 1% of Y/E Balance				1,712	789	1,397	571	526	192	3,948	3,138	8,979	8,869
Total				899,869	879,657	701,054	797,624	803,151	769,342	748,791	946,928	1,531,908	1,460,777
Expenditures (detail below)				(727,000)	(800,000)	(560,000)	(740,000)	(750,000)	(750,000)	(350,000)	(630,000)	(625,000)	(565,000)
Carry forward to next year				172,869	79,657	141,054	57,624	53,151	19,342	398,791	316,928	906,908	895,777
Suggested minimum balance				450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
(Over expended)				(277,131)	(370,343)	(308,946)	(392,376)	(396,849)	(430,658)	(51,209)	(133,072)	456,908	445,777
Dept	CC#	Res #	Project Name										
CAPITAL													
447 - Fleet	4009	NEW	Fleet Replacement	727,000	800,000	560,000	740,000	750,000	750,000	350,000	630,000	625,000	565,000
Sub-Total (Capital)				727,000	800,000	560,000	740,000	750,000	750,000	350,000	630,000	625,000	565,000
Grand Total				727,000	800,000	560,000	740,000	750,000	750,000	350,000	630,000	625,000	565,000
2022-2031 Total Expenditures												6,497,000	



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Furniture & Equipment Reserve

10-5-995325-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				164,226	113,853	52,068	88,242	66,601	65,045	62,262	59,400	74,437	75,585
Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Increased Funding from Net Funding Model						70,000	48,000	45,000	41,000	39,000	53,000	53,000	53,000
Interest at 1% of Y/E Balance				1,127	516	874	659	644	616	588	737	748	760
Total				180,353	129,368	137,942	151,901	127,245	121,662	116,850	128,137	143,185	144,345
Expenditures (detail below)				(66,500)	(77,300)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	(67,600)
Carry forward to next year				113,853	52,068	88,242	66,601	65,045	62,262	59,400	74,437	75,585	76,745
Dept	CC#	Res#	Project Name										
CAPITAL													
450 - Facilities	4050	New	Small Equipment Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Weight Room/Cardio Equipment													
740 - Recreation	9900		Transport 1 - Elliptical Trainer (5 year cycle)		8,500					8,500			
740 - Recreation	9900		Transport 2 - Elliptical Trainer	8,500					8,500				
740 - Recreation	9900		Transport 3 - Elliptical Trainer				8,500					8,500	8,500
740 - Recreation	9900		Treadmill - 1 (5 year cycle)		8,550					8,550			
740 - Recreation	9900		Treadmill - 2				9,000					9,500	9,500
740 - Recreation	9900		Recumbent Bike - 1 (5 year cycle)			3,700					3,700		
740 - Recreation	9900		Recumbent Bike - 2					3,700					
740 - Recreation	9900		Upright Bike (5 year cycle)			3,600					3,600		
740 - Recreation	9900		Upright Spin Bike - 1					1,700					
740 - Recreation	9900		Upright Spin Bike - 2				1,700					1,700	1,700
740 - Recreation	9900		Upright Spin Bike - 3					1,700					
740 - Recreation	9900		Upright Spin Bike - 4	1,700					1,700				
740 - Recreation	9900		Spin Bike Fleet - 1	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
740 - Recreation	9900		Spin Bike Fleet - 2	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
740 - Recreation	9900		Spin Bike Fleet - 3	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
740 - Recreation	9900		Spin Bike Fleet - 4	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
740 - Recreation	9900		Spin Bike Fleet - 5	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
740 - Recreation	9900		Stepper - 1 (5 year cycle)				6,000					7,500	7,500
740 - Recreation	9900		Rowing Machine (5 year cycle)					2,000					
Weight Room/Cardio Equipment				18,700	25,550	15,800	33,700	17,600	18,700	25,550	15,800	35,700	35,700

Furniture & Equipment Reserve

10-5-995325-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				164,226	113,853	52,068	88,242	66,601	65,045	62,262	59,400	74,437	75,585
Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Increased Funding from Net Funding Model						70,000	48,000	45,000	41,000	39,000	53,000	53,000	53,000
Interest at 1% of Y/E Balance				1,127	516	874	659	644	616	588	737	748	760
Total				180,353	129,368	137,942	151,901	127,245	121,662	116,850	128,137	143,185	144,345
Expenditures (detail below)				(66,500)	(77,300)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	(67,600)
Carry forward to next year				113,853	52,068	88,242	66,601	65,045	62,262	59,400	74,437	75,585	76,745
Dept	CC#	Res#	Project Name										
Custodial Equipment													
740 - Recreation	9900		Vacuum 1 (4 year cycle)				1,800				1,900		
740 - Recreation	9900		Vacuum 2 (4 year cycle)	1,800				1,900				1,900	1,900
740 - Recreation	9900		Vacuum 3 (4 year cycle)			1,800				1,900			
740 - Recreation	9900		Vacuum 4 (4 year cycle)		1,800				1,900				
740 - Recreation	9900		Mini Auto Scrubber (6 year cycle)					4,300					
740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)	13,500									
740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)				14,000						
740 - Recreation	9900		Extractor Mini (6 year cycle)						2,500				
740 - Recreation	9900		Extractor 1 (10 year cycle)					8,000					
740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)		11,000								
740 - Recreation	9900		Swing Arm 1 (10 year cycle)	2,200									
740 - Recreation	9900		Swing Arm 2 (10 year cycle)			2,300							
740 - Recreation	9900		Washer/Dryer 2 (10 year cycle)		3,000								
740 - Recreation			Balance	300	(50)	(200)	(200)	400	300				
Custodial Equipment				17,800	15,750	3,900	15,600	14,600	4,700	1,900	1,900	1,900	1,900
Tables and Chairs													
740 - Recreation	9900		Tables and Chairs		6,000		6,000		6,000		6,000		
Tables and Chairs				-	6,000	-	6,000	-	6,000	-	6,000	-	-
Sub-Total (Capital)				66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	67,600
Grand Total				66,500	77,300	49,700	85,300	62,200	59,400	57,450	53,700	67,600	67,600
2022-2031 Total Expenditures												646,750	

Gaming Reserve

10-5-991224-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	927,669	625,361	450,183	912,705	1,379,852	1,851,671	2,328,208	2,809,510	3,295,625	3,786,601
Annual Contribution	900,000	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
Interest at 1% of Y/E Balance	6,192	5,942	10,522	15,147	19,819	24,537	29,302	34,115	38,976	43,886
Total	1,833,861	1,631,303	1,460,705	1,927,852	2,399,671	2,876,208	3,357,510	3,843,625	4,334,601	4,830,487
Funds held for Council Priorities	-	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Expenditures (detail below)	(1,208,500)	(1,031,120)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)
Carry forward to next year	625,361	450,183	912,705	1,379,852	1,851,671	2,328,208	2,809,510	3,295,625	3,786,601	4,282,487

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
213 - IT	2038		CRadvantage Colocaton room air Conditioning	45,000									
450 - Facilities	4064	CFwd	Council Chambers Accessibility Improvements		33,120								
450 - Facilities	4090		Sportsplex - Public Consultation		100,000								
			Sub-Total (Capital)	45,000	133,120	-	-	-	-	-	-	-	-
OPERATING													
218 - Reserves			Fund Centennial Pool & Operations Budget	113,000	56,000	-							
112 - Economic Dev	NEW		Industry Analysis & Investment Attraction	40,000									
310 - Mayor & Council	S053		Beautification Grants	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
310 - Mayor & Council	S078		Social Grants	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
310 - Mayor & Council	S109		Safer Downtown Initiative (Amendment)	40,000									
502 - CPDS	S038		Façade Revitalization & CPTED Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
502 - CPDS	S067		Downtown Small Initiatives Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
502 - CPDS	S179		CR Live Streets	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
502 - CPDS	NEW		Rockland Roundabout Centrepiece Consultation	25,000									
720 - Parks	S146	21-0308	Spirit Square Maintenance	100,000									
720 - Parks	NEW		Willow Point and Nunn's Creek Ball Relocation	65,000	65,000								
740 - Recreation & Culture	S086		Public Art	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
264 - Economic Development	S141		CR Restart - additional support	40,000									
311 - Legislative Services	S137		Coastal Communities Social Procurement Initiative	4,000	4,000								
710 - Airport	S149	21-0437	Airport Area 22 Development Strategy	50,000									
710 - Airport	NEW		Remediation of Contamination at the Airport	278,500									
810 - Long Range Planning	NEW		Official Community Plan Update		350,000								
810 - Long Range Planning	NEW		Bald Eagle/Blue Heron Monitoring Contract Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
820 - Recreation & Culture	NEW		Temporary Weight Room Relocation (Sportsplex Reno)	20,000									
820 - Recreation & Culture	NEW		Bus Rentals - Summerside Express	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
820 - Recreation & Culture	NEW		Rental space	15,000									
830 - Solid Waste	NEW		Organics Program Communications/Coordination	25,000	25,000								
			Sub-Total (Operating)	1,088,500	823,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000	323,000

Gaming Reserve

10-5-991224-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	927,669	625,361	450,183	912,705	1,379,852	1,851,671	2,328,208	2,809,510	3,295,625	3,786,601
Annual Contribution	900,000	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
Interest at 1% of Y/E Balance	6,192	5,942	10,522	15,147	19,819	24,537	29,302	34,115	38,976	43,886
Total	1,833,861	1,631,303	1,460,705	1,927,852	2,399,671	2,876,208	3,357,510	3,843,625	4,334,601	4,830,487
Funds held for Council Priorities	-	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Expenditures (detail below)	(1,208,500)	(1,031,120)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)	(398,000)
Carry forward to next year	625,361	450,183	912,705	1,379,852	1,851,671	2,328,208	2,809,510	3,295,625	3,786,601	4,282,487

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
COUNCIL CONTINGENCY													
310 - Mayor & Council			Council Contingency Annual Allocation	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
			Sub-Total (Council Contingency NEW)	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
			Sub-Total (Operating and Council Contingency)	1,163,500	898,000	398,000	398,000	398,000	398,000	398,000	398,000	398,000	398,000
			Grand Total	1,208,500	1,031,120	398,000	398,000	398,000	398,000	398,000	398,000	398,000	398,000

2022-2031 Total Expenditures **5,423,620**



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

General Accumulated Surplus

10-5-981120-0000
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Net Balance (Excess Revenues Over Expenses)				500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Transfer to Financial Stabilization Reserve				(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Interest at Year End													
Total				4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Expenditures (detail below)													
Carry forward to next year				4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Dept	CC#	Res#	Project Name										
CAPITAL													
Sub-Total (Capital)				-	-	-	-	-	-	-	-	-	-
OPERATING													
Sub-Total (Operating)													
Grand Total				-	-	-	-	-	-	-	-	-	-
2022-2031 Total Expenditures												-	



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

IT Reserve

10-5-995326-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				273,603	234,929	33,687	44,171	60,886	58,544	84,577	102,534	112,953	114,539
Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Increased Funding from Net Funding Model				-	195,000	350,000	455,000	450,000	443,500	504,000	468,500	460,200	460,200
Interest at 1% of Y/E Balance				2,326	334	437	603	580	837	1,015	1,118	1,134	1,230
Total				326,929	481,262	435,125	550,774	562,465	553,882	640,592	623,152	625,287	626,969
Expenditures (detail below)				(92,000)	(447,575)	(390,954)	(489,888)	(503,921)	(469,305)	(538,058)	(510,199)	(510,748)	(502,723)
Carry forward to next year				234,929	33,687	44,171	60,886	58,544	84,577	102,534	112,953	114,539	124,246
Dept	CC#	Res#	Project Name										
CAPITAL													
213 - IT	2001		Printer/Peripherals Replacement	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
213 - IT	2002		Workstation/Laptop Replacement	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
213 - IT	2015		Scheduled Photocopier Replacement	9,000	17,000	17,000	17,000	17,000	17,000	21,000	17,000	17,000	17,000
213 - IT	2016		GIS Orthophotos	17,000		17,000		17,000		17,000		17,000	
213 - IT	2019		Internet Security Hardware				35,000						
213 - IT	2023		Primary File Server Replacement		15,000								
213 - IT	2025		Data Storage Upgrade		30,000								
213 - IT	2030		Operations Management Software Replacement		167,000	157,000							
213 - IT	NEW		Dogwood DOC Phone System							40,000			
213 - IT	NEW		Finance Software		127,575	133,954	140,651	147,684	155,068	162,822	170,963	179,511	188,486
Sub-Total (Capital)				92,000	422,575	390,954	258,651	247,684	238,068	306,822	253,963	279,511	271,486



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

IT Reserve

10-5-995326-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				273,603	234,929	33,687	44,171	60,886	58,544	84,577	102,534	112,953	114,539
Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Increased Funding from Net Funding Model				-	195,000	350,000	455,000	450,000	443,500	504,000	468,500	460,200	460,200
Interest at 1% of Y/E Balance				2,326	334	437	603	580	837	1,015	1,118	1,134	1,230
Total				326,929	481,262	435,125	550,774	562,465	553,882	640,592	623,152	625,287	626,969
Expenditures (detail below)				(92,000)	(447,575)	(390,954)	(489,888)	(503,921)	(469,305)	(538,058)	(510,199)	(510,748)	(502,723)
Carry forward to next year				234,929	33,687	44,171	60,886	58,544	84,577	102,534	112,953	114,539	124,246
Dept	CC#	Res#	Project Name										
OPERATING													
213 - IT	S072		Network Security Audit		25,000			25,000	-		25,000		
Sub-Total (Operating)				-	25,000	-	-	25,000	-	-	25,000	-	-
OPERATING - REPAYMENT													
213 - IT	8012		Finance Software - payback to Capital Lending	-	-	-	231,237	231,237	231,237	231,237	231,237	231,237	231,237
Sub-Total (Operating-Repayment)				-	-	-	231,237	231,237	231,237	231,237	231,237	231,237	231,237
Total (Operating)				-	25,000	-	231,237	256,237	231,237	231,237	256,237	231,237	231,237
Grand Total				92,000	447,575	390,954	489,888	503,921	469,305	538,058	510,199	510,748	502,723
2022-2031 Total Expenditures												4,455,371	

International Relationship Reserve

10-5-991225-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward (Ishikari Reserve Portion)				32,239	32,561	7,637	7,713	12,840	18,019	23,249	3,281	3,281	8,364
Annual Tax Contribution				-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (detail below)					(25,000)					(25,000)	-	-	-
Interest at 1% of Y/E Balance				322	76	76	127	178	230	32	83	83	134
Sub-Total				32,561	7,637	7,713	12,840	18,019	23,249	3,281	8,364	8,364	13,498
Brought Forward (Economic Twinning Reserve Portion)				28,898	29,187	29,478	29,773	30,071	30,372	30,675	30,982	31,292	31,605
Expenditures (detail below)													
Interest at 1% of Y/E Balance				289	292	295	298	301	304	307	310	313	316
Sub-Total				29,187	29,478	29,773	30,071	30,372	30,675	30,982	31,292	31,605	31,921
Carry forward to next year				61,748	37,115	37,487	42,911	48,391	53,924	34,264	39,656	39,969	45,419
Dept	CC#	Res#	Project Name										
310 - Mayor & Co	S097		Ishikari Anniversary Celebration		25,000					25,000			
Sub-Total (Ishikari Portion)					25,000					25,000	-	-	-
Sub-Total (Economic Twinning Portion)													
Grand Total					25,000					25,000	-	-	-
2022-2031 Total Expenditures												50,000	

Legacy Landmark Reserve

10-5-991226-1500

Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	93,627	94,563	95,509	96,464	97,428	98,403	99,387	100,381	101,384	102,398
20% Perpetual Care for the Year										
Interest at 1% of Y/E Balance	936	946	955	965	974	984	994	1,004	1,014	1,024
Total	94,563	95,509	96,464	97,428	98,403	99,387	100,381	101,384	102,398	103,422
Expenditures (detail below)										
Carry forward to next year	94,563	95,509	96,464	97,428	98,403	99,387	100,381	101,384	102,398	103,422
Grand Total										

Dept CC# Res# Project Name

2022-2031 Total Expenditures -



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Deferred Revenue - Cash in Lieu of Parks

10-4-232840-0000
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Opening Balance	632,319	638,642	645,029	651,479	657,994	664,574	671,220	677,932	684,711	691,558	
Developer's Contributions											
Interest at 1% of Y/E Balance	6,323	6,386	6,450	6,515	6,580	6,646	6,712	6,779	6,847	6,916	
Total	638,642	645,029	651,479	657,994	664,574	671,220	677,932	684,711	691,558	698,474	
Expenditures (detail below)											
Ending Balance	638,642	645,029	651,479	657,994	664,574	671,220	677,932	684,711	691,558	698,474	
<hr/>											
Dept	CC3	Res#	Project Name								
<hr/>											
<hr/>											
	Grand Total										
										2022-2031 Total Expenditures	
										-	



Parkland Acquisition DCC

10-4-232610-0000

Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	1,380,931	1,536,531	1,693,686	1,852,413	2,012,727	2,174,644	2,338,181	2,503,352	2,670,176	2,838,668
DCC Contribution	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000
Contribution From S. Island Hwy Rental Property	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Deferred Revenue Received										
Interest at 1% of Y/E Balance	15,099	16,655	18,227	19,814	21,417	23,036	24,672	26,324	27,992	29,677
Total	1,536,531	1,693,686	1,852,413	2,012,727	2,174,644	2,338,181	2,503,352	2,670,176	2,838,668	3,008,844
Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
Carry forward to next year	1,536,531	1,693,686	1,852,413	2,012,727	2,174,644	2,338,181	2,503,352	2,670,176	2,838,668	3,008,844
Grand Total	-	-	-	-	-	-	-	-	-	-

Dept CC# Res# Project Name

2022-2031 Total Expenditures -

Parkland Development DCC

10-4-232620-0000
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	1,203,843	1,288,602	1,374,208	1,460,670	1,547,997	1,636,197	1,725,279	1,815,251	1,906,124	1,997,905
DCC Contributions	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Deferred Revenue Received										
Interest at 1% of Y/E Balance	12,758	13,606	14,462	15,327	16,200	17,082	17,973	18,873	19,781	20,699
Total	1,288,602	1,374,208	1,460,670	1,547,997	1,636,197	1,725,279	1,815,251	1,906,124	1,997,905	2,090,604
Expenditures (detail below)										
Carry forward to next year	1,288,602	1,374,208	1,460,670	1,547,997	1,636,197	1,725,279	1,815,251	1,906,124	1,997,905	2,090,604
Grand Total	-	-	-	-	-	-	-	-	-	-

Dept CC# Res# Project Name

2022-2031 Total Expenditures -

Parks Reserve

10-5-994326-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	385,314	593,288	352,074	207,528	456,689	824,553	189,328	560,881	939,382	1,324,798
Annual Contribution - Parks Parcel Tax	527,100	530,300	533,400	536,600	539,700	542,900	546,000	549,200	552,300	555,400
Increased Funding from Net Funding Model										
Interest at 1% of Y/E Balance	5,874	3,486	2,055	4,522	8,164	1,875	5,553	9,301	13,117	17,002
Total	918,288	1,127,074	887,528	748,650	1,004,553	1,369,328	740,881	1,119,382	1,504,798	1,897,200
Expenditures (detail below)	(325,000)	(775,000)	(680,000)	(291,961)	(180,000)	(1,180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Carry forward to next year	593,288	352,074	207,528	456,689	824,553	189,328	560,881	939,382	1,324,798	1,717,200

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
720 - Parks	9029		Entrance Sign Jubilee		145,000								
720 - Parks			Asset Management - Park Infrastructure Renewal Fund		180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
720 - Parks	9072		Pathways renewal -Dogwood Extension Walkway and Simms Creek Path	60,000									
720 - Parks	9073		Robron Fieldhouse Irrigation & Landscaping	45,000									
720 - Parks	9074		Water Fountain Replacement - Penfield Dog Park	20,000									
720 - Parks	9075		Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	18,000									
720 - Parks	9076		Garden Beds renewal in City Parks	15,000									
720 - Parks	9077		Tree Renewal in City Parks	15,000									
720 - Parks	9078		Willow Point Basketball Court Loops Stands	7,000									
720 - Parks	9079		Outdoor Washroom Installation - Beaver Lodge Lands S. Parking Lot and Baikie Island	45,000									
720 - Parks	NEW		Mclvor Lake Upgrades		50,000	200,000							
720 - Parks	NEW		Willow Point Field Drainage Upgrade		100,000								
720 - Parks	NEW		Hwy 19a Cemetery Improvements		150,000								
720 - Parks	NEW		Maritime Heritage Park Construction		50,000	200,000							
720 - Parks	NEW		Ostler Park Rubberized Surface Replacement				90,000						
720 - Parks	NEW		Robron Artificial Turf Replacement						1,000,000				
			Sub-Total (Capital)	225,000	675,000	580,000	270,000	180,000	1,180,000	180,000	180,000	180,000	180,000
OPERATING - REPAYMENT													
720 - Parks			Robron Park Repayment	100,000	100,000	100,000	21,961						
			Sub-Total (Operating)	100,000	100,000	100,000	21,961	-	-	-	-	-	-
			Grand Total	325,000	775,000	680,000	291,961	180,000	1,180,000	180,000	180,000	180,000	180,000

2022-2031 Total Expenditures

4,151,961

Roads DCC

10-4-232500-0000
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				1,272,398	1,421,472	1,572,037	1,724,107	1,877,698	2,032,825	2,189,503	2,347,748	2,507,576	2,669,001
DCC Contribution				260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Deferred Revenue Received													
Interest at 1% of Y/E Balance				14,074	15,565	17,070	18,591	20,127	21,678	23,245	24,827	26,426	28,040
Total				1,546,472	1,697,037	1,849,107	2,002,698	2,157,825	2,314,503	2,472,748	2,632,576	2,794,001	2,957,041
Expenditures (detail below)				(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Carry forward to next year				1,421,472	1,572,037	1,724,107	1,877,698	2,032,825	2,189,503	2,347,748	2,507,576	2,669,001	2,832,041
Dept	CC#	Res#	Project Name										
CAPITAL													
532 - Roads	6006		Sidewalk Infill	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
			Sub-Total (Capital)	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
			Grand Total	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
2022-2031 Total Expenditures												1,250,000	

Sewer Accumulated Surplus

50-5-981180-0000
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	1,591,800	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200
Sewer annual surplus	4,082,265	4,306,426	4,547,767	4,743,824	5,059,996	5,346,000	5,137,170	5,456,969	5,718,645	6,027,444
Transfer excess to Sewer Capital	(4,050,465)	(4,273,926)	(4,514,667)	(4,710,024)	(5,025,496)	(5,310,800)	(5,101,270)	(5,456,969)	(5,682,045)	(6,027,444)
Interest at Year End										
Total	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	1,865,200
Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
Carry forward to next year	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	1,865,200
Minimum value of surplus to maintain operations	1,623,600	1,656,100	1,689,200	1,723,000	1,757,500	1,792,700	1,828,600	1,828,600	1,865,200	1,865,200
Ending surplus value	-	-	-	-	-	-	-	-	-	-
Grand Total	-	-	-	-	-	-	-	-	-	-

Dept CC# Res # Project Name

2022-2031 Total Expenditures -

Sewer Reserve

50-5-995380-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	2,671,307	3,490,428	3,571,098	5,711,125	8,036,913	10,727,133	13,573,106	14,117,151	17,224,459	20,292,582
Debt										
Transfer from Sewer Surplus	4,050,465	4,273,926	4,514,667	4,710,024	5,025,496	5,310,800	5,101,270	5,456,969	5,682,045	6,027,444
Interest at Year End	50,634	51,754	73,271	96,633	123,610	152,137	157,879	188,644	219,384	253,437
Total	6,772,406	7,816,108	8,159,036	10,517,782	13,186,019	16,190,070	18,832,254	19,762,764	23,125,887	26,573,462
Expenditures (detail below)	(3,281,978)	(4,245,010)	(2,447,911)	(2,480,869)	(2,458,886)	(2,616,964)	(4,715,103)	(2,538,305)	(2,833,305)	(2,841,571)
Carry forward to next year	3,490,428	3,571,098	5,711,125	8,036,913	10,727,133	13,573,106	14,117,151	17,224,459	20,292,582	23,731,891

Dept	CC#	Res #	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	400,000									
580 - Sewer	5023		Sewer Asset Registry - moved to 2022/23	25,000	25,000								
580 - Sewer	5024		Sewer Facility Renewal	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
580 - Sewer	5033		Lift Station #7 Pump and Controls Upgrade	100,000									
580 - Sewer	5800		Sewer Main Replacement	977,500	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
580 - Sewer	6501		6th Ave - Thulin Utility Renewal	522,500									
580 - Sewer	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
448 - Capital Wor	8006		Capital Works Management	142,167	145,010	147,911	150,869	153,886	156,964	160,103	163,305	163,305	166,571
580 - Sewer	NEW		NWEC Oxidation Ditch Diffuser - Upgrade		150,000								
580 - Sewer	NEW		NWEC Biosolids Dewatering						150,000	2,250,000			
430 - IT	5039		Norm Wood Phone System	5,000									
580 - Sewer	5040		Campbellton Sewer Upgrade	250,000	1,500,000								
580 - Sewer	5038		City Wide Sewer Modelling Program	200,000									
580 - Sewer	NEW		City Wide Sewer Modelling Program		100,000								
580 - Sewer	NEW		Foreshore Force Main & Lift Station 5 & 6 Abandonment		500,000								
580 - Sewer	NEW		NWEC - Secondary Clarifiers 1 & 2 Refurbishment								100,000	400,000	400,000
580 - Sewer	NEW		Design/Construction for 325 Beech Street	339,811									
			Sub-Total (Capital)	3,211,978	4,170,010	2,397,911	2,400,869	2,403,886	2,556,964	4,660,103	2,513,305	2,813,305	2,816,571
DEBT													
			Sub-Total (Debt)	-	-	-	-	-	-	-	-	-	-



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Sewer Reserve

50-5-995380-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	2,671,307	3,490,428	3,571,098	5,711,125	8,036,913	10,727,133	13,573,106	14,117,151	17,224,459	20,292,582
Debt										
Transfer from Sewer Surplus	4,050,465	4,273,926	4,514,667	4,710,024	5,025,496	5,310,800	5,101,270	5,456,969	5,682,045	6,027,444
Interest at Year End	50,634	51,754	73,271	96,633	123,610	152,137	157,879	188,644	219,384	253,437
Total	6,772,406	7,816,108	8,159,036	10,517,782	13,186,019	16,190,070	18,832,254	19,762,764	23,125,887	26,573,462
Expenditures (detail below)	(3,281,978)	(4,245,010)	(2,447,911)	(2,480,869)	(2,458,886)	(2,616,964)	(4,715,103)	(2,538,305)	(2,833,305)	(2,841,571)
Carry forward to next year	3,490,428	3,571,098	5,711,125	8,036,913	10,727,133	13,573,106	14,117,151	17,224,459	20,292,582	23,731,891

Dept	CC#	Res #	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
OPERATING													
580 - Sewer	S115		Sewer Maintenance & Monitoring	20,000	20,000		25,000	5,000	5,000	35,000			
580 - Sewer	S116		Sewer Right of Way Clearing	50,000	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000
580 - Sewer	S119		Lift Station 11 Transformer Inspection		5,000		5,000		5,000		5,000		5,000
			Sub-Total (Operating)	70,000	75,000	50,000	80,000	55,000	60,000	55,000	25,000	20,000	25,000
			Grand Total	3,281,978	4,245,010	2,447,911	2,480,869	2,458,886	2,616,964	4,715,103	2,538,305	2,833,305	2,841,571

2022-2031 Total Expenditures **30,459,902**



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Sewer DCC

10-4-232300-0000

Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				1,024,227	1,203,140	1,383,841	1,566,350	1,750,683	1,936,860	2,124,898	2,314,817	2,506,636	2,700,372
DCC Contribution				167,000	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				11,912	13,701	15,508	17,333	19,177	21,039	22,919	24,818	26,736	28,674
Total				1,203,140	1,383,841	1,566,350	1,750,683	1,936,860	2,124,898	2,314,817	2,506,636	2,700,372	2,896,046
Expenditures (detail below)				-	-	-	-	-	-	-	-	-	-
Carry forward to next year				1,203,140	1,383,841	1,566,350	1,750,683	1,936,860	2,124,898	2,314,817	2,506,636	2,700,372	2,896,046
Dept	CC1	Res#	Project Name										
CAPITAL													
Sub-Total (Capital)				-	-	-	-	-	-	-	-	-	-
Grand Total				-	-	-	-	-	-	-	-	-	-
2022-2031 Total Expenditures												-	



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Solid Waste Reserve

10-5-991227-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				120,677	139,866	124,709	70,270	-	-	-	-	-	-
Annual Contribution				17,982									
Interest at 1% of Y/E Balance				1,207	1,235	696	-	-	-	-	-	-	-
Total				139,866	141,101	125,404	70,270	-	-	-	-	-	-
Expenditures (detail below)				-	(16,392)	(55,134)	(70,270)	-	-	-	-	-	-
Carry forward to next year				139,866	124,709	70,270	-	-	-	-	-	-	-
Dept	CC#	Res#	Project Name										
539 - Solid Waste			Solid Waste - User Fee Increase Offset		16,392	55,134	70,270						
Grand Total				-	16,392	55,134	70,270	-	-	-	-	-	-
2022-2031 Total Expenditures												141,796	

Storm Water Reserve

10-5-995328-1500
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	1,787,762	1,180,353	1,201,852	320,728	396,453	1,034,596	352,082	1,002,205	1,664,990	2,340,564
Annual contributions from parcel tax	1,028,400	1,034,600	1,040,700	1,046,800	1,052,900	1,059,000	1,065,200	1,071,300	1,077,400	1,083,500
Increased Funding from Net Funding Model						420,000				
Interest at 1% of Y/E Balance	11,687	11,900	3,176	3,925	10,244	3,486	9,923	16,485	23,174	29,991
Total	2,827,849	2,226,852	2,245,728	1,371,453	1,459,596	2,517,082	1,427,205	2,089,990	2,765,564	3,454,055
Expenditures (detail below)	(1,647,496)	(1,025,000)	(1,925,000)	(975,000)	(425,000)	(2,165,000)	(425,000)	(425,000)	(425,000)	(425,000)
Carry forward to next year	1,180,353	1,201,852	320,728	396,453	1,034,596	352,082	1,002,205	1,664,990	2,340,564	3,029,055

Dept	CC#	Res#	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
CAPITAL													
550 - Storm Drains	6501		6th Ave - Thulin Utility Renewal	907,500									
550 - Storm Drains	6600		Storm System Renewals	17,500	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000
550 - Storm Drains	6502		Downtown Storm Mitigation	100,000	200,000								
550 - Storm Drains	6504		Nunns Creek/2nd Ave Detention Pond (Quinsam)	25,000	125,000	1,500,000							
550 - Storm Drains	NEW		Design/Construction for 325 Beech Street	397,496									
550 - Storm Drains	6506		2nd and 4th Ave Outfall Upgrades		75,000								
550 - Storm Drains	NEW		Nunns Creek (16th Ave) Creek Crossing				200,000		1,740,000				
550 - Storm Drains	NEW		14th - Spruce to Redwood				350,000						
550 - Storm Drains	6508		Quinsam Heights Integrated Storm Water Man	200,000									
550 - Storm Drains	NEW		City Wide Storm Water Modelling Program		200,000								
			Sub-Total (Capital)	1,647,496	1,025,000	1,925,000	975,000	425,000	2,165,000	425,000	425,000	425,000	425,000
			Grand Total	1,647,496	1,025,000	1,925,000	975,000	425,000	2,165,000	425,000	425,000	425,000	425,000

2022-2031 Total Expenditures **9,862,496**

Storm Drain Quinsam DCC

10-4-232400-0000
Budget 2020-2029

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	1,963,239	2,083,872	2,205,711	2,328,768	2,453,055	2,578,586	2,705,372	2,833,425	2,962,760	3,093,387
DCC Contribution	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Deferred Revenue Received										
Interest at 1% of Y/E Balance	20,632	21,839	23,057	24,288	25,531	26,786	28,054	29,334	30,628	31,934
Total	2,083,872	2,205,711	2,328,768	2,453,055	2,578,586	2,705,372	2,833,425	2,962,760	3,093,387	3,225,321
Expenditures (detail below)										
Carry forward to next year	2,083,872	2,205,711	2,328,768	2,453,055	2,578,586	2,705,372	2,833,425	2,962,760	3,093,387	3,225,321

Dept	CC#	Res#	Project Name
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Grand Total

2022-2031 Total Expenditures

-

Water Accumulated Surplus

70-5-981160-0000
Budget 2022-2031

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward	902,100	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900
Annual water surplus	4,374,506	4,619,783	4,847,383	5,115,903	5,390,703	5,677,143	5,975,079	6,284,770	6,605,771	6,938,335
Excess Transferred to Water Capital Reserve	(4,356,506)	(4,601,383)	(4,828,583)	(5,096,803)	(5,371,203)	(5,657,243)	(5,954,779)	(6,264,070)	(6,584,671)	(6,916,735)
Interest at Year End										
Total	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900	1,099,500
Expenditures (detail below)										
Carry forward to next year	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900	1,099,500
Minimum value of surplus to maintain operations	920,100	938,500	957,300	976,400	995,900	1,015,800	1,036,100	1,056,800	1,077,900	1,099,500
Ending surplus value	-	-	-	-	-	-	-	-	-	-
Grand Total	-	-	-	-	-	-	-	-	-	-

Dept CC# Res # Project Name

2022-2031 Total Expenditures -



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Water Reserve

70-5-995360-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				21,316,427	22,923,550	21,698,873	18,471,726	20,909,161	23,645,257	26,694,700	30,072,178	33,792,783	37,874,608
Transfer from Water Surplus				4,356,506	4,601,383	4,828,583	5,096,803	5,371,203	5,657,243	5,954,779	6,264,070	6,584,671	6,913,904
Interest at Year End				235,898	223,950	192,180	216,500	243,779	274,164	307,802	344,840	385,459	429,748
Total				25,908,830	27,748,883	26,719,637	23,785,029	26,524,143	29,576,664	32,957,281	36,681,088	40,762,913	45,218,261
Expenditures (detail below)				(2,985,280)	(6,050,010)	(8,247,911)	(2,875,869)	(2,878,886)	(2,881,964)	(2,885,103)	(2,888,305)	(2,888,305)	(2,891,571)
Carry forward to next year				22,923,550	21,698,873	18,471,726	20,909,161	23,645,257	26,694,700	30,072,178	33,792,783	37,874,608	42,326,689
Dept	CC#	Res #	Project Name										
CAPITAL													
590 - Water	6501		6th Ave - Thulin Utility Renewal	1,320,000									
590 - Water	7026		Fire Hydrant Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
590 - Water	7027		Water Service Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
590 - Water	7034		CRIB/CCR Water Improvements	150,000	1,500,000								
590 - Water	7035		Water Asset Registry		25,000								
590 - Water	7500		Water Facility Renewal	350,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
590 - Water	NEW		Water Condition Assessments		55,000								
590 - Water	NEW		Rockland Road Transmission Main		100,000	875,000							
590 - Water	NEW		John Hart Reservoir			2,500,000							
430 - IT	7050		New Server (SCADA) for Water	15,000									
590 - Water	7052		Water Cathodic Protection Survey	30,000									
590 - Water	7051		Small Water System Improvements	120,000									
590 - Water	NEW		Water System Strategic Action Plan Update	150,000									
590 - Water	NEW		Design/Construction for 325 Beech Street	383,113									
590 - Water	7800		Watermain Renewal		1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
590 - Water	7804		Erickson Road Watermain Replacement	100,000	2,000,000	2,000,000							
590 - Water	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
590 - Water	8006		Capital Works Management	142,167	145,010	147,911	150,869	153,886	156,964	160,103	163,305	163,305	166,571
Sub-Total (Capital)				2,910,280	5,975,010	8,172,911	2,800,869	2,803,886	2,806,964	2,810,103	2,813,305	2,813,305	2,816,571



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Water Reserve

70-5-995360-1500
Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				21,316,427	22,923,550	21,698,873	18,471,726	20,909,161	23,645,257	26,694,700	30,072,178	33,792,783	37,874,608
Transfer from Water Surplus				4,356,506	4,601,383	4,828,583	5,096,803	5,371,203	5,657,243	5,954,779	6,264,070	6,584,671	6,913,904
Interest at Year End				235,898	223,950	192,180	216,500	243,779	274,164	307,802	344,840	385,459	429,748
Total				25,908,830	27,748,883	26,719,637	23,785,029	26,524,143	29,576,664	32,957,281	36,681,088	40,762,913	45,218,261
Expenditures (detail below)				(2,985,280)	(6,050,010)	(8,247,911)	(2,875,869)	(2,878,886)	(2,881,964)	(2,885,103)	(2,888,305)	(2,888,305)	(2,891,571)
Carry forward to next year				22,923,550	21,698,873	18,471,726	20,909,161	23,645,257	26,694,700	30,072,178	33,792,783	37,874,608	42,326,689
Dept	CC#	Res #	Project Name										
OPERATING													
590 - Water	S074		Water Conservation Program	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Sub-Total (Operating)				75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Grand Total				2,985,280	6,050,010	8,247,911	2,875,869	2,878,886	2,881,964	2,885,103	2,888,305	2,888,305	2,891,571
2022-2031 Total Expenditures												37,473,204	



2022-2031 Financial Planning
Reserve Fund Continuity Schedule

Water DCC

10-4-232200-0000

Budget 2022-2031

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Brought Forward				4,792,167	5,327,808	5,467,244	2,479,525	2,999,392	3,526,933	4,062,237	4,605,394	5,156,496	5,715,633
DCC Contribution				482,890	485,305	487,731	490,170	492,621	495,084	497,559	500,047	502,547	505,060
Deferred Revenue Received													
Interest at 1% of Y/E Balance				52,751	54,131	24,550	29,697	34,920	40,220	45,598	51,054	56,590	62,207
Total				5,327,808	5,867,244	5,979,525	2,999,392	3,526,933	4,062,237	4,605,394	5,156,496	5,715,633	6,282,900
Expenditures (detail below)				-	(400,000)	(3,500,000)	-	-	-	-	-	-	-
Carry forward to next year				5,327,808	5,467,244	2,479,525	2,999,392	3,526,933	4,062,237	4,605,394	5,156,496	5,715,633	6,282,900
Dept	CC#	Res#	Project Name										
CAPITAL													
590 - Water	7047		John Hart Reservoir		400,000	3,500,000							
Grand Total				-	400,000	3,500,000	-	-	-	-	-	-	-

2022-2031 Total Expenditures

3,900,000

Financial Stability & Resiliency Policy

Purpose

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

Objectives

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

Policies

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

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

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

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

5. Zero Base Operating Budget Increases – The base operating budget provides annual funding to ongoing City services. Any increases to base operating budgets outside of contractual obligations or utility increases will be considered a new ongoing service level increase and will be evaluated during financial planning proceedings against other priorities.
6. Investment in Critical Infrastructure – Continued investment in infrastructure is critical to ensure service levels are maintained. The capital budget parameter of an annual 0.5 to 1 per cent increase to taxation will be invested in the City's capital program to support ongoing investment in infrastructure to ensure effective delivery of services and asset management.

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

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer's dollars.
8. Reserve Waterfall Structure – The City's Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be transferred into working capital accumulated surplus with excess balances transferred to the Financial Stabilization Reserve and then allocated to capital reserves to fund the capital program.
9. Debt Policy – The City's long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.

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

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

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

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



RESERVE AND SURPLUS POLICY

1 PURPOSE OF POLICY

This policy has been developed to provide guidance and direction for the development, maintenance, and the use of City's reserve and surplus funds.

2 DEFINITIONS

(A) "Annual Surplus" means the accumulated excess of revenues over expenses for the current year.

(B) "Accumulated Surplus" means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

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

(D) "Mandatory Reserve Funds" means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

(E) "Reserves" means all of the City's reserve funds and mandatory reserve funds.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring reserve/surplus funds are established and maintained in compliance with this policy;
- Conducting an annual review of the reserve/surplus funds and reporting the results to City Council;
- On an "as required basis", recommended revisions or amendments to this policy, due to changes in applicable statutes, accounting standards, or economy.

3.2 CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes,
- Eliminating those with redundant or outdated purposes,
- Re-focus departmental reserves to corporate purposes and strategic plans.



RESERVE AND SURPLUS POLICY

3.3 RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to reserve funds shall be specific to each reserve, as approved by Council through the City's annual financial planning bylaw.

3.4 MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the City's guiding principles are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. A review of actual, minimum and optimal fund balances shall be undertaken annually.

3.5 INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

3.6 INTEREST

All reserve funds will earn interest each year. Interest will be calculated based on the Fund balances at the end of year using the City's average rate of return on investments. Per section 189 (1) of the *Community Charter*, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

3.7 GUIDE AND TRANSITION

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the City towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the City's fund balances are not reaching minimum and optimal levels at the time of enacting this policy; however, the City is transitioning towards its optimal targets.

4 GUIDING PRINCIPLES AND OBJECTIVES

GUIDING PRINCIPLES

All reserve and surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or City by-law.

The City's management of reserve and surplus funds needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*.



RESERVE AND SURPLUS POLICY

OBJECTIVES

The primary objectives of the City's reserve and surplus funds are to:

a. Ensure Stable and Predictable Levies

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

b. Provide for Operating Emergencies

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

c. Finance New Capital Assets

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

d. Safeguard and Maintain Existing Assets

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

e. Focus on Long-Term Financial Stability

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



RESERVE AND SURPLUS POLICY

5 RESERVE CATEGORY

Reserve funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the reserve funds. Some reserve funds include more than one category as applicable, mainly the capital reserves that cover both risk mitigation and planned capital spending.

a. Working Capital

Working capital reserve funds are for cash flow purposes which are the accumulated surplus of each City fund, including general, airport, sewer and water.

b. Opportunity

Opportunity reserve funds are available to spend on opportunities, outside of regular City maintenance and Community Charter requirements. These reserve funds offer flexibility in the financial planning process.

c. Dedicated Revenue Source

Dedicated revenue source reserve funds have a dedicated revenue source through the *Community Charter*, external grant funding or as directed by Council; this includes the DCC reserve funds and gaming and community works fund reserve funds.

d. Risk Mitigation

Reserve fund balances in the capital reserves are focused on maintaining adequate levels in these reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the reserve funds.

e. Planned Capital Spending

Reserve funds are the key mechanism to fund the capital project plan of the City; funding is allocated through the reserve funds from different funding sources. By flowing the funding through reserves, the tracking of spend for each asset category is more efficient.

6 ACCUMULATED SURPLUSES

The City needs to maintain accumulated surplus balances in its four operating funds (general, airport, sewer, water) for working capital or cash flow purposes. Maintaining minimum working capital funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.



RESERVE AND SURPLUS POLICY

Surplus funds in excess of adequate levels as established by this policy will be transferred to a reserve fund. For general fund, excess will be transferred to the financial stabilization reserve. The airport is funded by general fund therefore the accumulated surplus will be maintained in general accumulated surplus. For sewer and water accumulated surplus; excess funds will be transferred to the respective capital reserves for these funds.

7 OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified:

7.1 Carbon Neutral Reserve

This reserve is to provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.

7.2 Community Partnership Committee Reserve

This reserve is to provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.

7.3 Community Works Gas Tax Reserve

This reserve is to be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. This reserve will be used for enhancements and betterments to the community and to fund Council's strategic capital projects.

7.4 Financial Stabilization Reserve

The financial stabilization reserve has been established for the following purposes:

Significant Operating Events and Environmental Emergencies – these appropriations are for major non-reoccurring costs related to significant operating events and various emergency events or situations, for instance significant legal costs/claims, insurance claims/deductibles, significant RCMP events, inclement weather, environmental hazards, and the like.

Revenue Stabilization and Operating Contingency – these appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust to in the short-term.

One-Time and Intermittent Projects – these appropriations are to allow the City the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation.



RESERVE AND SURPLUS POLICY

This reserve can be utilized by the airport fund as necessary.

Any excess of the financial stabilization reserve will be transferred to the capital reserves.

7.5 Gaming Reserve

This reserve is to support Council strategic priorities and initiatives; this fund can be used for any municipal purpose however Council has a general policy to use a portion of the funds for social issues and Council contingency.

7.6 International Relationship Reserve

This reserve is to fund maintaining international relations with other countries; it includes funds for the Ishikari anniversary relationship and Twinning Asia Pacific relationships.

7.7 Legacy Landmark Reserve

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

7.8 Solid Waste Reserve

This reserve is to fund solid waste initiatives and to offset solid waste user fee increases using prior year solid waste function surpluses.

8 CAPITAL RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified, in addition to any asset related operational expenses:

8.1 Airport Reserve

This reserve is to fund airport projects and initiatives including the 5% of City funding used to leverage 95% ACAP (Transport Canada) funding for capital infrastructure projects including heavy equipment.

8.2 Capital Works Reserve

This reserve is to fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. This reserve can also be used to fund other capital projects as needed.



RESERVE AND SURPLUS POLICY

8.3 Facilities Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures, and site services, including pier marine infrastructure.

8.4 Fleet and Heavy Equipment Reserve

This reserve is to fund the replacement of City fleet and heavy equipment, excluding fire trucks and airport heavy equipment eligible for ACAP funding.

8.5 Fire Reserve

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

8.6 Furniture and Equipment Reserve

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

8.7 Information Technology Reserve

This reserve is to fund the purchase and replacement of information technology assets and enterprise information system infrastructure and software, including enhancements to those systems. This includes general, airport, sewer and water.

8.8 Parks Reserve

This reserve to fund the acquisition and development of parkland as per Council bylaw. This reserve includes funding for rip rap and boat ramp marine infrastructure.

8.9 Sewer Reserve

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

8.10 Storm Water Reserve

This reserve is to fund storm water infrastructure.

8.11 Water Reserve

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.

9 MANDATORY RESERVE FUNDS

If monies are received from specific sources, certain reserve funds must be established for administering these funds, as per specific legislation. These reserve funds are termed by the City to be mandatory reserve funds, and are as noted below.



RESERVE AND SURPLUS POLICY

9.1 Development Cost Charge (DCC) Reserve Funds

Per subsection 188 (2) (a) of the *Community Charter*, separate reserves need to be established for DCC collections and use, under section 935 of the *Local Government Act*. The following DCC reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition DCC
- Parkland Development DCC
- Roads DCC
- Sewer DCC
- Storm Drain Quinsam DCC
- Water DCC

9.2 Parkland Acquisition Reserve Fund

Per subsection 188 (2) (b) of the *Community Charter*, Funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The parkland acquisition reserve fund has been established for accumulating and expending monies as per this requirement.

9.3 Capital Lending Reserve

Per subsection 188 (2) (e) of the *Community Charter*, except for tax sale proceeds and parkland proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature.

Net proceeds of any land sale (excluding parkland) are transferred to the capital lending reserve for internal borrowing opportunities. Repayment to the reserve must be at a maximum of 15 year term. Repayments must be made in equal annual installments throughout the term of the loan; borrowing can be repaid at any time without penalty. The interest rate will be fixed to Municipal Finance Authority interim financing rates at the time of borrowing, calculated annually.

The fund can be used for general and airport capital projects.

10 APPENDIX

The reserves/surplus policy appendix includes additional detail on the City's reserve funds including the funding source, minimum and optimum levels and the rationale for levels established.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Airport Accumulated Surplus	Working capital	For working capital purposes in the airport operating fund.	Annual airport operating surplus.	\$150,000 1 month of operating expenses (excluding depreciation and internal cost allocations)	\$300,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before revenues are received. Regular revenue activity, with increased costs and revenues in the summer season. Airport operation deficits are currently funded by general fund therefore the minimum surplus balanced is funded by general accumulated surplus.
Airport Reserve	Opportunity, Planned capital spending	To fund airport projects and initiatives. Includes TCA classes 1215 airport runways and 2000 airport buildings.	Airport improvement fee revenue and net capital funding allocations as necessary.	\$200,000 1% of total cost of airport building and land improvement tangible capital assets.	\$500,000 2.5% of total cost of airport building and land improvement tangible capital assets.	This reserve is utilized to leverage 5% of City funding for 95% ACAP (Transport Canada) grant funds on airport infrastructure including heavy equipment. Additionally, this reserve is used to invest in business opportunities and other initiatives to increase airport profitability.
Capital Lending Reserve	Opportunity, Dedicated revenue source	To provide an opportunity for investing in capital projects through internal borrowing.	100% of net land sale proceeds, excluding parkland and net capital funding allocations as necessary.	N/A	N/A	Funds in this reserve can be utilized to invest in projects where funding would otherwise not be available. Required annual repayment on withdraws, up to 15 year term.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Capital Works Reserve	Risk mitigation, Planned capital spending	To fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. Includes TCA classes 4000 linear assets – roads and bridges; as well as other assets as needed. This reserve is the flexible capital reserve.	Annual contribution from taxation, in addition to any other revenue sources that can be attributed to the capital program. Capital works reserve is the flow through reserve to allocate additional capital funding.	\$1,200,000 1% of total cost of roads tangible capital assets.	\$3,000,000 2.5% of total costs of roads tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes Erickson Road funds from the Ministry of Transportation (MoT).



**RESERVE AND SURPLUS POLICY
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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Carbon Neutral Reserve	Opportunity	To provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.	Annual transfer from community works gas tax reserve in lieu of purchasing carbon offsets, in addition to annual CARIP (Climate Action Revenue Incentive Program) funding.	N/A	N/A	Annual funding to this reserve of an estimated \$40,000 are based on climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. CARIP grants of approximately \$30,000 per year are received from the Province as part of being a member of the Climate Action Charter commitment.
Community Partnership Committee Reserve	Opportunity	To provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.	Budgeted transfers as available from remaining annual allocation.	N/A	N/A	Grants-in-aid provided to local recreation and culture organizations is based on 1.7% of general operating fund revenues per year; excess funds in any given year can be transferred to reserve for future grants as determined by Council.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Community Works Gas Tax Reserve	Dedicated revenue source, Planned capital spending	To be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. Fund utilized for ongoing enhancements and betterments to the community and Council strategic capital projects.	Federal Community Works Gas Tax funds distributed by the Union of BC Municipalities (UBCM).	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Historically, funding has been used 90% for capital initiatives and 10% for operating initiatives.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Facilities Reserve	Risk mitigation, Planned capital spending	To fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures and site services, and pier marine infrastructure. Includes TCA classes 2000 buildings (excluding airport, sewer, water) and 8001 docks and wharves. Excludes airport, sewer, water funds.	Annual contribution from taxation and net capital funding allocations as necessary.	\$300,000 1% of total cost of facilities tangible capital assets.	\$750,000 2.5% of total cost of facilities equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes MHC repair and maintenance reserve, SPCA building reserve, and Norm Wood salt storage building reserve.
Financial Stabilization Reserve	Risk mitigation, Opportunity	For major emergent operating issues, one-time and intermittent projects, and to offset unrealized revenues.	Excess funds transferred from accumulated surplus general.	\$950,000 2.5% of general operating fund revenues.	\$1,900,000 5% of general operating fund revenues.	Stabilization in part funds emergent issues and offset unrealized revenues which generally do not exceed a percentage of the general operating fund budget. Excess balances transferred to capital reserves.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fleet and Heavy Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City fleet and heavy equipment, excluding fire trucks. Includes airport, sewer, water fleet and heavy equipment; excludes airport heavy equipment eligible for ACAP (Transport Canada) funding. Includes TCA classes 3400 licensed & unlicensed vehicles (excluding 3402/3402 fire trucks).	Net gain/loss from fleet and heavy equipment disposals. Annual contribution from taxation; contribution derived from net charges recovered from City departments after payments for fleet/equipment expenses. Net capital funding allocations as necessary.	\$450,000	\$450,000	Fleet failure is a risk to the City and does interrupt business operations therefore minimum and maximum balances are based on ensuring enough funds remain to replace the most expensive fleet asset which is currently a vacuum truck. The annual reserve contributions will be based on planned capital spending and priority needs.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fire Capital Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of fire trucks and fire equipment. Includes TCA classes 3402/3403 fire trucks and 3202 fire department equipment.	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of fire fleet and equipment tangible capital assets.	\$100,000 2.5% of total cost of fire fleet and equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Furniture and Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City furniture and equipment, excluding fire equipment. Includes airport. Includes TCA classes 3000 furniture and 3200 machinery and equipment (excluding 3202 fire department equipment).	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	\$150,000 2.5% of total cost of cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Gaming Reserve	Opportunity	To support Council strategic priorities and initiatives; this fund can be used for any municipal purpose. Recommended use is for Council's strategic operating initiatives including social issues and Council contingency.	Gaming funds received pursuant to the City's Host Financial Assistance Agreement with the Province of BC.	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Any municipal purpose pursuant to the City's Host Financial Assistance Agreement with the Province of BC.
General Accumulated Surplus	Working capital	To cover cash flows and working capital before property tax revenues are collected.	Annual general operating surplus.	\$3,000,000 1 month of operating expenses (excluding depreciation and internal cost allocations).	\$6,000,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before property taxes are collected. Includes working capital for airport fund. Excess balances transferred to the financial stabilization reserve.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Information Technology Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of information technology assets and enterprise information system infrastructure, including enhancements to those systems. Includes TCA class 3300 computer equipment (includes equipment, file servers, software and printers).	Annual contribution from taxation and net capital funding allocations as necessary.	\$20,000 1% of total cost of information technology tangible capital assets.	\$50,000 2.5% of total cost of information technology tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
International Relationship Reserve	Opportunity	To fund maintaining internal relationships with other countries; which currently includes Ishikari and Twinning China.	Annual \$5,000 contribution from taxation for Ishikari.	N/A	N/A	Funding received for the development of an economic development twinning relationship with China; no set annual contributions to this reserve. Ishikari reserve setup for 25 th anniversary celebration for sister relationship between Ishikari, Hokkaido and Japan.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Legacy Landmark Reserve	Planned capital spending	To fund the maintenance and replacement of legacy landmark program benches and picnic tables.	20% of the initial charge for the benches and picnic tables.	N/A	N/A	
Parks Reserve	Planned capital spending	To fund the acquisition and development of parkland as per Council bylaw. Includes TCA classes 1200 land improvements (excluding 1215 airport Runways) and 8002/8003 boat launch and other marine structures.	Annual parks parcel tax and net capital funding allocations as necessary.	\$200,000 1% of total cost of parks tangible capital assets.	\$550,000 2.5% of total cost of parks tangible capital assets.	Parks parcel tax is utilized for the development of new parks infrastructure in addition to maintenance of existing parkland. The City has significant investment in parkland at a historical cost therefore the City must balance investing in new infrastructure and maintaining existing.
Parkland Acquisition Reserve	Dedicated revenue source	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	Adequate balance to fund parkland acquisitions per Council's strategic priorities.	Acquisitions are dependent upon collections.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Parkland Acquisition DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland acquisition DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland acquisition capital program.
Parkland Development DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland development capital program.
Roads DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the transportation capital program.
Sewer Accumulated Surplus	Working capital	For working capital purposes in the sewer operating fund.	Annual sewer operating surplus.	\$500,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$750,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer Reserve	Risk mitigation, Planned capital spending	To fund sewer utility equipment and infrastructure. Includes TCA classes 5000/5100/5200 linear assets – sewage infrastructure and 2000 buildings for sewer fund.	Excess funds transferred from accumulated surplus sewer.	\$550,000 1% of total cost of sewer fund tangible capital assets.	\$1,400,000 2.5% of total cost of sewer fund tangible capital assets.	Borrowing bylaws authorized for sewer capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Sewer DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer capital program.
Solid Waste Reserve	Dedicated revenue source.	To offset solid waste user fee increases.	Solid waste user fee surplus.	N/A	N/A	Established by Council in 2013 by excess solid waste user fees to offset future fee increases.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Storm Water Reserve	Risk mitigation	To fund storm water infrastructure. Includes TCA classes 4500 – linear assets drainage infrastructure.	Storm water parcel taxes and net capital funding allocations as necessary.	\$350,000 1% of total cost of storm water tangible capital assets.	\$850,000 2.5% of total cost of storm water tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Storm Drain Quinsam DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain capital program.
Water Accumulated Surplus	Working capital	For working capital purposes in the water operating fund.	Annual water operating surplus.	\$550,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$850,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Water Reserve	Risk mitigation	To fund water utility equipment and infrastructure. Includes TCA classes 7000/7700 linear assets – water infrastructure and 2000 buildings for water fund.	Excess funds transferred from accumulated surplus water.	\$550,000 1% of total cost of water fund tangible capital assets.	\$1,400,000 2.5% of total cost of water fund tangible capital assets.	Borrowing bylaws authorized for water capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Water DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved water DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the water capital program.



LONG-TERM DEBT POLICY

1 PURPOSE OF POLICY

The purpose of the City's long-term debt policy is to establish financial guidelines and appropriate controls for the issuance and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future infrastructure challenges.

2 DEFINITIONS

“Alternative Approval Process” is one of the two forms of electoral approval to support a bylaw. Pursuant to section 86 of the *Community Charter*, after a specified public notice period, alternative approval is obtained if no more than 10% of eligible electors have signed elector response forms indicating that Council may not proceed with the loan authorization bylaw.

“Capital Assets” are the City's physical assets that are used in the delivery of services and have estimated useful lives extending beyond one year.

“Core Assets” are the City's infrastructure that provides core service levels to the citizens, primarily linear and related infrastructure including roads and transportation, storm water, sewer, water, in addition to City facilities.

“Debt Servicing Costs” are the annual repayment costs of debt which include scheduled principal and interest payments. Debt servicing costs will be funded by the respective fund operating budget revenues, property taxation or user fees.

“Elector Approval” is the approval of the electors to support a bylaw which can be obtained by either referendum or with alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

“Financial Stability & Resiliency Program” is the program implemented during 2016 financial planning to support strategic long-term planning. The program includes many components to ensure focus is on long-term stable tax rates and ongoing funding to support service levels. The components include ten year financial plan, reserve restructure and policy, net funding model for reserve contributions, waterfall system for reserve balances, and budget parameters providing stable funding for base operating budget, demands for new services, and ongoing capital funding.

“Long-Term Debt” is long-term borrowing with an underlying loan authorization borrowing bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt must be used for a capital project and the debt term cannot exceed the lesser of the estimated useful life of the underlying asset or thirty years.



LONG-TERM DEBT POLICY

“**Referendum**” is one of the two forms of elector approval to support a bylaw. Pursuant to section 85 of the *Community Charter*, assent of the electors by referendum is obtained only if a majority of the votes counted are in favour of the loan authorization bylaw.

“**Temporary Borrowing**” is short-term borrowing less than five years that is utilized for the construction period of a capital project. The temporary borrowing bylaw provides financing up to the amount approved under an adopted long-term loan authorization bylaw pursuant to section 181 of the *Community Charter*.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring the use of debt funding as a financing tool is utilized in compliance with this policy;
- Ensuring the management and maintenance of existing debt is in compliance with this policy;
- Conducting an annual review of debt and reporting the results to City Council;
- On an “as required basis”, recommend revisions or amendments to this policy due to changes in financial stability, capital financing needs, applicable statutes, accounting standards, or the economy. This policy and its ability to meet the needs of the City in maintaining stable fiscal management under the *Financial Stability & Resiliency Program* will be reviewed on an annual basis and reported to Council during financial planning.

The issuance of new debt must be approved by City Council.

3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the capital plan, and related debt servicing costs will be approved by Council through the City’s annual financial planning bylaw. Debt servicing costs must be affordable and sustainable within the City’s *Financial Resiliency & Stability Program*.

Long-term debt requires approval from the electorate, whether through referendum or the use of the alternative approval process.



LONG-TERM DEBT POLICY

Pursuant to section 182 of the *Community Charter*, long-term debt must be undertaken by the City's applicable regional district, the Strathcona Regional District.

3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*.

3.4 INTEREST

All debt issues will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees. Interest rates will be based on stated MFA fixed rates at the time of issuing.

3.5 INTERNAL BORROWING

The City has established an internal borrowing reserve under section 189 (4.2) of the *Community Charter*, the capital lending reserve, which provides flexibility to fund capital projects that would not otherwise be affordable given existing reserve balances. The intended use of the capital lending reserve is for less significant discretionary projects under \$2 million dollars. The City's reserve and surplus policy states that each project funded by the capital lending reserve must have clearly defined and attainable payback plans up to a fifteen year term, including payment of foregone interest.

3.6 BORROWING LIMITS

Limits shall be established to determine the affordable levels of debt and related debt servicing costs for the City. A review of the borrowing limits shall be undertaken annually with consideration of the flexibility, sustainability, and vulnerability of the City's financial position today and in the future. Intergenerational equity shall be considered which can be defined as achieving a fair, equitable balance of costs and benefits between present and future users for the costs of maintaining City infrastructure.

4 GUIDING PRINCIPLES AND OBJECTIVES

4.1 GUIDING PRINCIPLES

Incurring debt commits a municipality's revenues several years into the future, and may limit the government's flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to a debt policy ensures that debt is issued and managed sensibly in order to maintain a sound fiscal position and protect credit quality.

The City's management of debt shall conform to the statutory and legal requirements including the *Community Charter and Local Government Act*.



LONG-TERM DEBT POLICY

This debt policy has been prepared in accordance with the Government Finance Officers Association (GFOA) Recommended Practices on Debt Management Policies as well as aligned with other local government debt policies.

4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

a. Provide Funding for the Capital Plan

Debt will be utilized for financing capital projects. Debt will not be utilized to finance operating activities. Short-term debt may be used temporarily, for a financial emergency that was not anticipated, and when the City's financial stabilization reserve has insufficient funds available to fund such events.

b. Fairness and Stability for Taxpayers

The use of external debt financing and internal reserves to fund the City's capital plan ensures fairness to both current and future City taxpayers. Debt financing provides long-term payback of significant investment in capital assets, which provides a greater correlation between the lifecycle of the related asset and the payment for that asset. Core facility and infrastructure assets have long useful lives which support long-term debt terms.

The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining stable tax rates for current and future taxpayers. Long-term financial stability is defined in the City's *Financial Stability and Resiliency Program*.

c. Maintain Service Levels

In order for the City to maintain its service levels, the core infrastructure assets must be maintained and upgraded to meet the demands of its citizens. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures that the City can continue to provide existing and enhanced service levels.

4.3 USE OF DEBT

The primary uses of the City's debt financing are to:

a. Safeguard and Replace Existing Core Capital Assets

The primary use of long-term debt in the long-term financial plan is to safeguard and replace existing capital assets. The City has an inventory of specialized machinery, equipment, facilities, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be upgraded and replaced according to service lifecycle to maintain service levels and to reduce the risk



LONG-TERM DEBT POLICY

of escalating costs of repair if these assets are not maintained and upgraded as necessary. The City has a significant infrastructure deficit due to the age of its core capital assets which are facilities and linear infrastructure including roads, storm drain, sewer and water. The use of external debt financing with a long-term payback provides funding that the City would otherwise not have access to given its current reserve funds.

b. Growth and Development Funding Support for Core Capital Assets

A secondary purpose of utilizing long-term debt is to provide funding support for core capital asset infrastructure renewals or upgrades relating to the growth and development of the City. Development cost charges and the City's internal reserve funds do not provide adequate funding to upgrade or enhance these assets due to increasing service level demands due to the ongoing development and growth in the City. Debt financing can be utilized to provide funding support for these necessary upgrades.

4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and presented to Council during financial planning. Presentation of the business case shall include the situation analysis, analysis of decision criteria and measures, identification of alternative solutions, evaluation of the alternatives both financially and non-financial, recommendation, and implementation plan. The City has limited funding available for capital maintenance and upgrades; therefore, any project recommended for debt requires a complete analysis by way of a business case to ensure the decision to obtain external borrowing is operationally, strategically, and financially sound.

5 BORROWING LIMITS

5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of calculated revenues which is a determined formula which includes ongoing core revenues, but excludes one-time or non-reliable revenues. This is set out in the *Community Charter* section 174 and *BC Regulation 254/2004*.

5.2 GUIDELINES FOR OVERALL CITY LIMIT

The City has established specific borrowing limits that ensure that the City maintains financial stability and flexibility today and in the future.

In evaluating the City's overall debt capacity, debt servicing costs should generally not exceed 10% of calculated revenues for the previous year; and in no circumstance should they exceed 12.5%.



LONG-TERM DEBT POLICY

The maximum limit of debt servicing costs for the City has been established at half of the legislated limitation; this provides adequate debt financing to fund required capital projects without hindering the City's ability to maintain base service levels.

5.3 GUIDELINES FOR FUND LIMITS

Debt funding needs for each City fund will vary based on asset conditions and estimated useful lives for respective asset categories in each fund; additional limits have been established to ensure that any one fund does not utilize all debt capacity available to the City and to ensure general fund and utilities infrastructure upgrades can be undertaken as necessary.

a. General Fund

For general fund debt, where taxation is the primary source of revenues and there are numerous service levels to be funded, debt servicing costs should generally not exceed 10% of calculated general fund revenues (including airport) for the previous year; and in no circumstance should they exceed 15%.

b. Utility Funds

For utility funds, including sewer and water, where user fees are the primary source of revenues and the related services are self-funded with a primary focus on maintaining and upgrading core infrastructure to maintain services, debt servicing costs should generally not exceed 15% of the respective utility fund's calculated revenues for the previous year; and in no circumstance should they exceed 20%.

6 DEBT TERM

6.1 USEFUL LIFE OF ASSET

Long-term debt terms shall not exceed the lesser of the estimated useful life of the underlying asset or thirty years pursuant to section 179 (5) of the *Community Charter*. It is preferred for the debt term to be less than the expected life of the asset to be less than the expected life of the asset, if it is affordable.

6.2 FLEXIBILITY

Commitment to long-term debt should not impede the City's future flexibility and funding availability for future projects. The recommended debt term is fifteen years, with a minimum of ten years up to a maximum of twenty years.

When the City is considering debt terms interest rates should be a consideration with more flexibility on longer terms if interest rates are low, as compared to shorter terms when interest rates are high. Total interest costs for a debt issue should be within 15-



LONG-TERM DEBT POLICY

45% of the total amount of debt borrowed, with 25-30% as an expected target. As interest rates increase, this ratio will need to be reviewed.

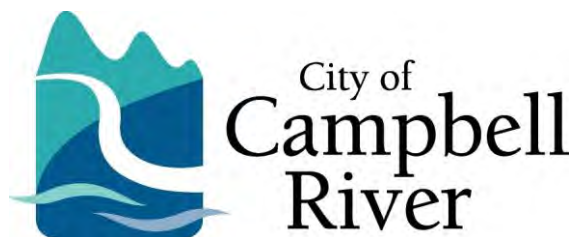
6.3 STABILITY

The debt term and related debt servicing costs must be funded by long-term sustainable revenues. The debt servicing costs must fall within the budget parameters for stable tax and user fees increases under the *Financial Stability & Resiliency Program*.

7 DEBT RETIREMENT

7.1 EARLY RETIREMENT

The decision to retire debt before the originally intended debt term must be completed in consideration of the overall capital plan and funding requirements, as well as the consideration of the long-term stability under the *Financial Stability & Resiliency Program*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.



Tangible Capital Asset Policy

PURPOSE

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

SCOPE

This policy applies to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City, including the Campbell River Economic Development Corporations (Rivercorp).

All tangible property owned by the City, either through donation or purchase and which qualifies as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- i. are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- ii. have useful economic lives extending beyond an accounting period (1 year);
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of city operations.

PRINCIPLES

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

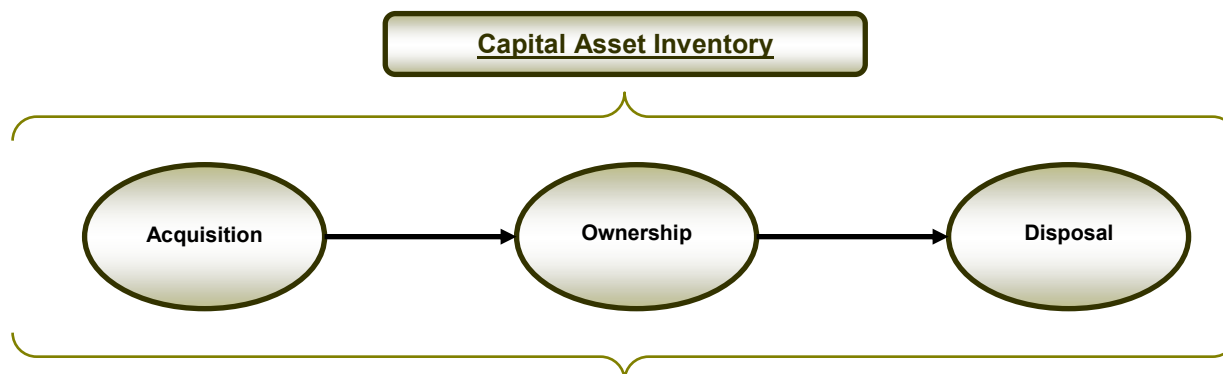
1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold)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

POLICY

A framework is established for the management and control of the City's capital assets. Included in this framework is proper recognition, measurement, thresholds, aggregation, segregation, amortization, reporting, safeguarding and disposal. Additional guidelines relating to the purchase of assets are found in the City's Procurement Policy.



Tangible Capital Asset Policy



TCA Inventory - Acquisition

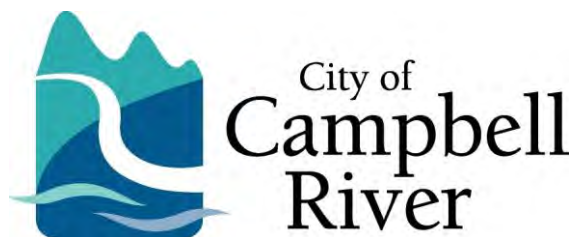
Tangible Capital Assets are recorded at historical cost. TCA's are recognized as assets on the City's Statement of Financial Position on date of receipt for capital goods or when the asset is put into use for capital projects.

COST as defined by PSAB 3150, is the gross amount of consideration given up to acquire, construct, develop or better a TCA, and includes all costs directly attributable to acquisition, construction, development or betterment of the TCA, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed TCA, including a TCA in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related TCA. The cost of a leased TCA is determined in accordance with Public Sector Guidelines for Leased Tangible Capital Assets.

For assets owned by the City but not paid for by the City including contributions gifts, and donations, valuation may be assessed by fair value. **FAIR VALUE** is the amount of the consideration that would be agreed upon in an arms length transaction between knowledgeable, willing parties who are under no compulsion to act.

Thresholds

Thresholds are established for a minimum dollar value and number of years of useful life. Thresholds help to determine whether expenditures are to be capitalized as assets and amortized or treated as a current year expense. For financial reporting purposes thresholds are set fairly high, however, details may be useful for the City's capital asset management program. Therefore, an optimal threshold for each asset category is a balance between the two. Threshold values should be reviewed periodically and adjusted for inflation.



Tangible Capital Asset Policy

Asset Category	Threshold
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
IT Infrastructure	\$5,000
Infrastructure (e.g. water, electrical wastewater, roads etc.)	\$50,000

Thresholds apply to capital goods purchased and capital projects constructed with the total cost of the good or project meeting the threshold criteria. Long term assets not individually meeting threshold limits, when purchased in sufficient volume to meet the limit are to be capitalized. Group purchases are purchases that are individually insignificant items but when purchased together, the invoice amount meets or exceeds the threshold for that asset category.

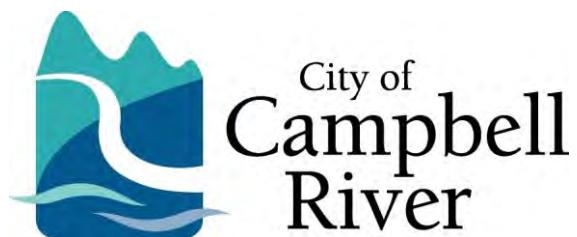
Improvements are capitalized or expensed in accordance with PSAB 3150.

Classification, Aggregation & Segmentation

The level of detail required in the capital asset inventory is a balance between cost of data collection, tracking and analysis and the beneficial use of the information gathered. The full cost of preparing a TCA for its intended use is considered the aggregate cost of the capital asset. The aggregate cost may be further segmented into elemental components based on useful life.

LAND

Land owned by the City includes parkland, land for City owned facilities and land under roads and sidewalks. All land owned by the City is segmented by each parcel held. City parkland and the land for City facilities and leased facilities is quantified and included in the City's land database. Due to the age of the land under roads and sidewalks, existing City land under roads and sidewalks is considered to have a nominal value of \$1.



Tangible Capital Asset Policy

LAND IMPROVEMENTS

Parks infrastructure includes playground equipment, outdoor pools, fencing, trails, irrigation systems, etc. Each asset when capitalized is recorded separately with an attached useful life.

BUILDINGS

Buildings owned by the City include the City Hall, Community Centre, and any other buildings the City holds or acquires, including leaseholds. New buildings may be segmented by envelope, roof and equipment and other significant component parts based on useful life. This treatment provides for capital replacement of each component over the years of ownership.

BUILDING IMPROVEMENTS

Building improvements include furniture, fixtures along with interior fit-outs required to make the building ready for use. Furniture, fixtures, equipment and fit-outs are capitalized if purchased in volume and the volume exceeds the threshold limit or if the individual cost of individual items exceeds the threshold.

WORKS IN PROGRESS

Works in progress contains capital projects underway but not yet complete or in use. Upon completion, these projects are transferred to the appropriate category and amortized based on the date they are put into service.

VEHICLES, MACHINERY AND EQUIPMENT

Mobile vehicle fleet and all machinery and equipment used in normal city operations.

IT INFRASTRUCTURE

IT infrastructure includes hardware, infrastructure, computers, printers, scanners, photocopiers and the telephone network. This IT infrastructure is capitalized if each purchase, group purchase, or project meets threshold limits.

INFRASTRUCTURE

WATER

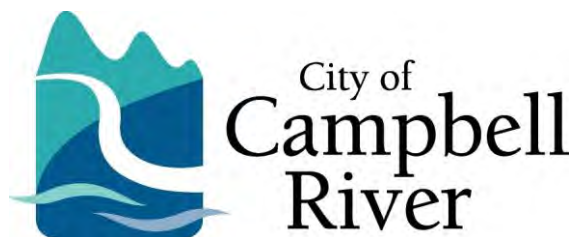
The water system components may be segmented by asset type, for example water mains, valves, hydrants and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

SEWER AND DRAINAGE

The sewer and drainage system components may be segmented by sewer mains, lift stations, manholes, catch basins and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

TRANSPORTATION

Transportation assets includes all linear assets associated with roads and may be segmented by roads, lanes, sidewalks, traffic intersections, street lights, signage and structures. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.



Tangible Capital Asset Policy

TCA Inventory – Ownership

Ownership of assets requires safeguarding, maintenance, amortization for replacement and possibly write-downs. These requirements are addressed in this section.

It is the responsibility of department managers to ensure capital assets assigned to his or her custody are maintained and safeguarded in coordination with the asset management and facilities department.

Amortization is an annual charge to expenditures for the use of a capital asset. The City sets amortization rates on a straight line basis based on the number of years in service. The asset categories are amortized as follows:

Asset Category	Amortization of Cost
Land	Not amortized
Land Improvements	Straight line over useful life of each asset unit
Buildings	Straight line over useful life of each asset unit
Building Improvements	Straight line over useful life of each asset unit
Works in progress	Not amortized
Vehicles, Machinery and Equipment	Straight line over useful life of each asset unit
Infrastructure (e.g. water, wastewater, roads etc.)	Straight line over average useful life of each segment

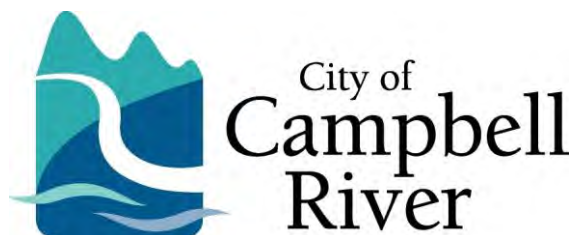
Amortization is calculated at 50% of the rate for the first year the asset is placed in service and at the full annual rate thereafter. Economic useful life is used for amortization rather than physical useful life.

Appendix I provides a general guide for useful life.

A write down of assets occurs when reduction in future economic benefit is expected to be permanent and the value of future economic benefit is less than the TCA's net book value. A write down should not be reversed.

TCA Inventory – Disposal

Disposal procedures for capital assets are in accordance with the City's Procurement Policy. All disposals of TCAs are recorded in the City's financial statements in accordance with accounting standards.



Tangible Capital Asset Policy

APPENDIX I – ASSET USEFUL LIFE (GENERAL GUIDELINES)

ASSET TYPE	DEPRECIABLE LIFE IN YRS
Land Improvements	
Playground Equipment	15
Washrooms, Concessions, Picnic Shelters	40-50
Outdoor pools, Splash pads	50-60
Tennis Courts	15
Fencing	15
Irrigation System	20
Other Land Improvement Structures	15-60
Buildings	20-75
Building Improvements	
Exterior Envelope	30-40
HVAC systems	10-12
Roofs	15-20
Electrical/Plumbing/Fire	15-20
Site works - Asphalt, water/sewer lines	10-100
Other Building Improvements	10-100
Machinery & Equipment	
General Equipment	5-10
Ground Machinery & Equipment	10-15
Heavy Construction Equipment	5-10
Other Machinery & Equipment	5-20
Vehicles	
Cars and Light Trucks	5-10
Vehicles - Medium	8
Vehicles - Heavy	15
Fire Trucks	15-25
Other Vehicles	5-25
IT Infrastructure	
Hardware	3-5
Software	3-5
Telephone System	5-7
Other IT Infrastructure	3-7
Infrastructure	
Water/Sewer/Drainage/Transportation	10-100
Other Infrastructure	10-100



ASSET MANAGEMENT STRATEGY FOR CAMPBELL RIVER – 2016



Prepared by: AIM Committee (Ron Bowles, Jennifer Peters, Drew Hadfield, Alaina Maher & Jason Decksheimer)

Presented on: April 27, 2016



ASSET MANAGEMENT STRATEGY

EXECUTIVE SUMMARY

The Federation of Canadian Municipalities (FCM) stunned the government world in 2007 with its release of the report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure*.¹ Since then, a new term “infrastructure deficit” has become synonymous with municipal governance. The *Canadian Infrastructure Report Card*² - a collaboration of the FCM and industry trade and professional associations, first published in 2012 and updated early in 2016, outlines the state of Canadian municipal infrastructure. More importantly, the 2016 report lays out a path for success. The report's major findings are:

- 1) Municipalities own 60% of Canada's core infrastructure with an estimated value of \$80,000 per household;
- 2) One third of municipal infrastructure is in fair, poor and very poor condition, with 35% in need of attention;
- 3) Increasing infrastructure investment will reduce deterioration, with critical areas being roads, sidewalks, storm, water and recreation;
- 4) Reinvestment will save money in the long-term as one dollar invested in the first 75% of the asset's life eliminates or delays spending of six to ten dollars on future rehabilitation; and
- 5) Communities will benefit from increased asset management capacity. 56% of medium-sized municipalities have a formal asset management plan in place, 40% have a computer-based management system and 19% have a formal mechanism to factor climate change into decision-making.

Given these findings, the Asset Infrastructure Management (AIM) Committee was formed to develop a framework for how the City of Campbell River can achieve an active and functional asset management program. The formulated Asset Management (AM) strategy identifies how the City can address current shortcomings, safeguarding City assets, assisting in decision making, and achieving a fully integrated AM plan by 2021.

¹ https://www.fcm.ca/Documents/reports/Danger_Ahead_The_coming_collapse_of_Canadas_municipal_infrastructure_EN.pdf

² http://canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf



ASSET MANAGEMENT STRATEGY

Locally, the City of Campbell River views asset management as an opportunity to use industry best-practices to tackle the looming infrastructure deficit problem. In its 2015 Strategic Plan, City Council adopted a priority “We will plan proactively for the long-term costs of maintaining our critical infrastructure.” To support this strategic item, the Asset Infrastructure Management (AIM) Committee has been created. The Committee’s long range goal is to establish an active and functional asset management program for the City. The AIM Committee will be taking a leadership role in the City to manage an enormous capital asset portfolio and tackle the growing infrastructure deficit.

Campbell River is not alone and Asset Management B.C. has produced a roadmap for a successful implementation of a municipal asset management program; the *Guide for using the Asset Management B.C. Roadmap*.³ This roadmap has been incorporated as the guiding document for Campbell River’s asset management program. It will be a long-term endeavor for the City and the first task is to adopt an Asset Management strategy.

The goals of the Asset Management strategy are to:

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

Together, let’s take AIM.

³ https://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Guide_for_using_the_Roadmap%20--AMBC--Sept_23_2011.pdf



ASSET MANAGEMENT STRATEGY

AIM COMMITTEE MISSION

The City of Campbell River will be a leader in asset management to maintain our community assets to meet current and future service needs. To lead this charge, the Asset Infrastructure Management (AIM) Committee will be tasked with meeting the ultimate goal of an integrated asset management plan by 2021. The AIM Committee will develop a strategy and execute a process towards establishing, implementing, auditing, refining and communicating a corporate-wide asset management system.

AIM COMMITTEE MANDATE (GOALS)

To develop a process for:

- Defining and recording information on physical assets
- Understanding replacement costs and condition assessments
- Defining acceptable risk and service levels
- Ensuring a corporate-wide, integrated asset replacement process
- Supporting the development of a stable long-term financial plan
- Communicating the steps, the obstacles and the successes of the asset management program internally

AIM COMMITTEE CHARTER (TERMS OF REFERENCE)

The AIM Committee is a cross-departmental, staff led group of technical and financial professionals committed to Council's strategic objective – *we plan proactively for the long-term costs of maintaining our critical infrastructure*. All decision making will be by consensus. All policy and budget recommendations will be to Council, through the City Manager. All operational decisions will be through the City Manager.



ASSET MANAGEMENT STRATEGY

STRENGTHS

- Council strategic objective to improve infrastructure management
- Some departments have started developing components of an Asset Management program
- Good GIS system
- Asset experts on staff
- PSAB 3150 Tangible Capital Asset database for baseline asset register information
- Some risk and condition assessments started
- Ability to raise funding
- AIM Committee
- Access to other municipal and industry best practices
- Eagerness at staff and department level to improve processes

WEAKNESSES

- Lack of accurate and complete asset registers for all asset categories
- High proportion of assets at or beyond expected lifespan
- No standardization of Asset Management practices or protocols between departments
- Capital planning decisions frequently made by professional judgement, not knowledge based condition/risk assessment
- Limited condition assessment information on many assets
- Undefined community service needs relating to asset condition
- Lack of clarity on AM benefits/outcomes
- Limited defined service levels for municipal services

OPPORTUNITIES

- Improved capital renewal decision making process
- Surety and consistency in future service levels
- Stable taxes and fees
- Improved maintenance practices resulting in extended asset lifespan
- Community/Council defined service levels
- Funding dictated by renewal needs, not vice versa
- Most efficient use of scarce financial and staff resources
- Risk levels defined for all asset categories
- Most accurate asset registers / condition information available

THREATS

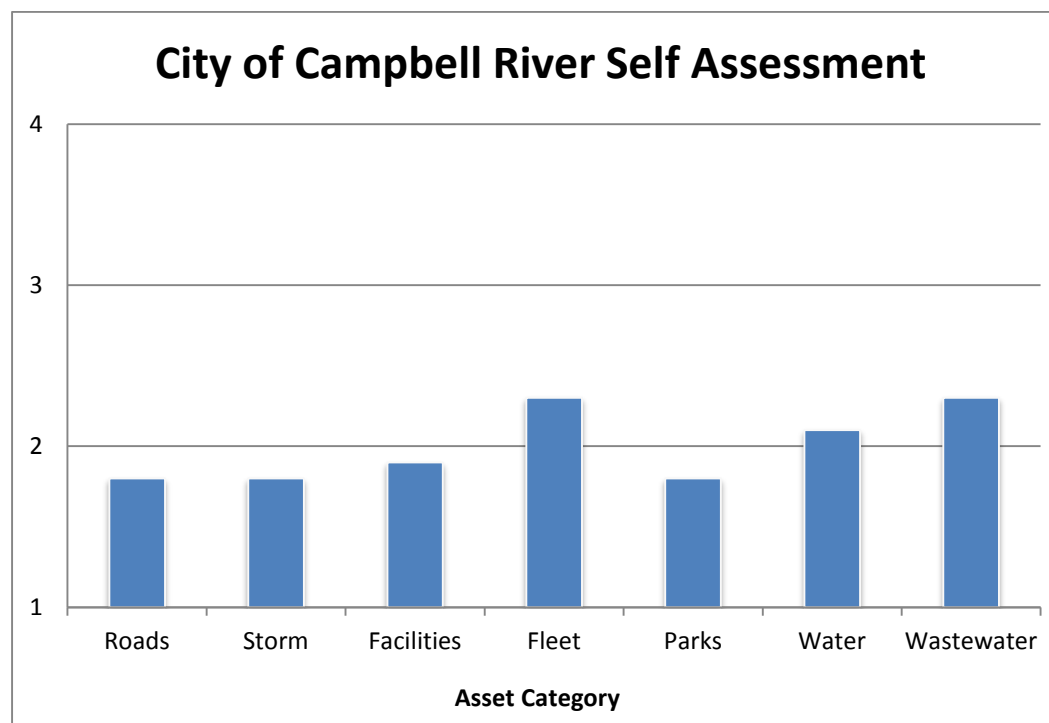
- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management program
- Unstable and unforeseen tax/fee increases for capital renewal
- Decisions made without formal risk/condition assessment information



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. PREPAREDNESS SELF-ASSESSMENT⁴

Major asset categories were scored from 1 to 4 on 21 different criteria, ranging from key attribute data to decision making. The City of Campbell River self-assessment results are:



1= No capacity 2 = Fair capacity 3 = Good capacity 4 = High capacity

⁴ http://www.civicinfo.bc.ca/Library/Asset_Management/Tools_and_Resources/AssetSMART_2%20-_A_Local_Government_Self_Assessment_Tool--LGAMWG--September_2015.pdf



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. GAP ANALYSIS⁵

A comparison between current practise at the City of Campbell River and the Asset Management B.C. Roadmap identified the following gaps in AM practices:

1.0 Know Your Assets

- Gap 1 No master asset list including asset type, location, quantity/size, material, useful life, install date and remaining life.
- Gap 2 No componentized asset inventories for all asset categories.
- Gap 3 No formal decision making tools, consistent data/asset management database for all asset categories. Varied data sources.
- Gap 4 No linkage or consistency between various data sources, GIS and financial information.
- Gap 5 No single department or person responsible for asset management data management, accuracy and process.

2.0 Know Your Financial Situation

- Gap 6 No list of depreciated and replacement costs for all asset classes.
- Gap 7 No componentized or fully reliable historical operations or repairs and maintenance costs.
- Gap 8 Future capital planning based on historical spending and not on a data supported replacement plan.

3.0 Understand Decision Making

- Gap 9 Very limited formal (written) decision making processes, across the whole organization.
- Gap 10 No improvement plan or consideration of desired decision making process.

⁵ http://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Roadmap_Diagram--AMBC--Sept_23_2011.pdf



ASSET MANAGEMENT STRATEGY

4.0 Manage Your Asset Lifecycle

- Gap 11 Almost no current condition information or rating across all asset classes.
- Gap 12 Other than regulatory, very little stated levels of service. Applies across organization, particularly relating to assets.
- Gap 13 Minimal formal renewal or replacement decision process, particularly regarding maintenance practices.

5.0 Know the Rules

- Gap 14 Limited proactive stakeholder engagement.
- Gap 15 Very limited internal/operational goals, performance measures and strategic priorities.

6.0 Sustainability Monitoring

- Gap 16 Sustainability (Financial/Environmental/Social) reporting is at a high-level and without measurable, direct and operational action plans.
- Gap 17 Renewal coordination is done on a project by project basis, not on a whole system asset class basis.



ASSET MANAGEMENT STRATEGY EXECUTION

2015 - 2017

2015

- AM strategy
- Reserve restructure
- 10 year financial plan

2017

- Central asset registry
- Replacement values

COMMUNICATION & STAKEHOLDER ENGAGEMENT

2016

- Implementation & resourcing plan
- Debt policy
- Identify electronic data platform



ASSET MANAGEMENT STRATEGY EXECUTION 2018 – 2021

2018

- Condition assessments & ratings
- Service levels (current & future)

2020

- AIM policy

COMMUNICATION & STAKEHOLDER ENGAGEMENT

2019

- Risk assessments
- First draft AIM plan (beta)

2021

- Long term financial plan (20+ years)
- Integrated AIM plan



ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. FRAMEWORK⁶



⁶ <http://www.assetmanagementbc.ca/framework/>



Property Taxation Policy

Purpose

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

Objective

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

Policies

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



**STRATEGIC PLAN
CITY OF CAMPBELL RIVER
2020-2023**

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FACILITATED BY:

Tracey Lorenson
CivicExcellence 447

MESSAGE FROM COUNCIL

Building on the foundation of previous strategic plans, Council has renewed our focus and added two priority areas to the 2020-2023 Strategic Plan.

This plan includes an action list that helps us address these priorities, as well as policies that guide our efforts, partnerships and advocacy.

We welcome your feedback and an opportunity to discuss 2020-2023 Strategic Plan with you.

Reach us by telephone at 250-286-5708, or send email to the addresses below.



Mayor ANDY ADAMS
Mayor.Adams@campbellriver.ca



Councillor MICHELE BABCHUK
Councillor.Babchuk@campbellriver.ca



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Councillor RON KERR
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Councillor CLAIRE MOGLOVE
Councillor.Moglove@campbellriver.ca



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

STRATEGIC PRIORITIES



Management & Governance

COMMUNITY INPUT

GOOD GOVERNANCE

INFRASTRUCTURE



Growth Management

HOUSING

FUTURE GROWTH AREAS

VISION



Livability

SAFETY

RECREATION & CULTURE

WATERFRONT



Environment

CLIMATE CHANGE

NATURAL ASSET MANAGEMENT

SOLID WASTE

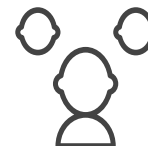


Economic Health

ECONOMIC DEVELOPMENT

BUSINESS VITALITY

TOURISM



Relationships

MOST VULNERABLE

FIRST NATIONS

REGIONAL HEALTH

MANAGEMENT & GOVERNANCE

WHAT:



Community input

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



Good Governance

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



Infrastructure

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

HOW:

- Seek input from Advisory Committees to inform Council decisions
- Commit to public consultation
- Support Code of Conduct for elected local government officials
- Complete Asset Management Plan



- Advisory Committee Bylaw, 2019
- Youth Engagement Strategy, 2013
- Asset Management Strategy, 2016
- 10-Year Financial Stability & Resiliency Plan
- Council Procedures Bylaw, 2007
- UBCM Foundational Principles of Respectful Conduct, 2018



LIVABILITY

WHAT:



Safety

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



Recreation & Culture

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



Waterfront

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

HOW:

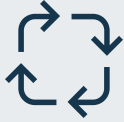
- Update Master Transportation Plan (including Dogwood Corridor Review)
- Complete Highway 19A upgrade
- Review Downtown Safety program
- Plan for Future Fire Services
- Create Public Art Master Plan
- Update Parks & Recreation Strategic Plan
- Complete Nunns Creek Park Plan
- Complete Sportsplex Review
- Expand CR Live Streets, Spirit Square Programs
- Install Willow Point Park Turf Field
- Complete Robron Fieldhouse
- Develop Bike park
- Complete 3.5-acre Walkway

GUIDES

- Master Transportation Plan, 2012
- Strategic Parks Plan, 2006 updated 2012
- Recreation Department Service Review, 2014
- 10-Year Financial Stability & Resiliency Plan
- Sea Level Rise Assessment, 2019
- Sustainable Official Community Plan, 2012
- Youth Engagement Strategy, 2013
- Community Partnership Committee

ECONOMIC HEALTH

WHAT:



Economic Development

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



Business Vitality

We want a vibrant and prosperous downtown core.



Tourism

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

HOW:

- Develop a five-year rolling Economic Development Strategy
- Complete Airport Land Use and Development Strategy
- Grow Tech Ecosystem
- Continue Modern Entrepreneur, Food Incubator, Immigration programs
- Support Creative Industries Council and INFilm
- Develop and Host Regular Building Forums
- Collaborate with North Island College, North Island Employment Foundations Society, Community Futures, Chamber of Commerce and Regional Economic Development
- Manage Commercial Area Beautification Agreements (Downtown, Pier Street, Campbellton, Willow Point)
- Advance Downtown Revitalization through funding for:
 - Small Initiatives
 - Facade and Signage Improvements
 - CR Live Streets and Spirit Square programs
- Collect 3% MRDT (Hotel Tax)
- Market Tourism through Destination Campbell River

GUIDES

- Downtown Revitalization Tax Exemption Bylaw, 2013
- Provincial MRDT (Hotel Tax) Regulations
- Agriculture Plan, 2011
- Five-year Tourism Strategy, 2016
- Downtown Form and Character Development Permits
- Downtown Refresh, 2017
- Employment Lands Strategy, 2020



GROWTH MANAGEMENT

WHAT:



Housing

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



Future Growth areas

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



Vision

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

HOW:

- Complete Housing Growth Strategy
- Amend Sustainable Official Community Plan and Zoning Bylaw to align with Growth Strategy
- Develop agreements with BC Housing to provide:
 - emergency, transition, supportive and affordable housing
- Promote opportunities for increased housing affordability and diversity
- Update Master Transportation Plan (including Dogwood corridor analysis)
- Advance Pedestrian, Transit and Traffic Improvements through:
 - bus stops, sidewalks, Willis Road Connector and Highway 19A
- Complete the Asset Management Plan
- Complete Airport Land Use and Development Strategy
- Review Development Cost Charges
- Update Industrial Zones

GUIDES

- Sustainable Official Community Plan, 2012
- Zoning Bylaw, 2006
- Asset Management Strategy, 2016
- Master Transportation Plan, 2012
- South Campbell River Sewer Study, 2008
- Water System Strategic Action Plan Update, 2017
- Area D Water Rates Bylaw, 2019 (Agreement 2016)
- BC Housing Partnership Agreements



ENVIRONMENT

WHAT:



Climate change

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



Natural Asset Management

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



Solid Waste

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

HOW:

- Advance Energy Reduction, Water Conservation and Invasive Plants programs
- Develop climate action plan
- Advance Urban Forest Management Plan
- Develop Tree Protection Bylaw
- Develop Environmentally Sensitive Areas Policy
- Develop Drinking Water Source Protection Plan
- Support development of regional organics facility
- Promote region-wide contract of curbside waste removal
- Conduct technical reviews of proposed industrial waste sites

- Sustainable Official Community Plan, 2012
- Urban Forest Management Plan, 2016
- Regional Solid Waste Management Plan, 2013
- Sea Level Rise Assessment, 2019
- Foreshore Restoration Agreement with Federal Department of Fisheries and Oceans, 2012
- Environmental Protection Bylaw, 2014



RELATIONSHIPS

WHAT:



Regional Hub

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



First Nations

We value our First Nations neighbours and seek alignment and opportunities to work together.



Most Vulnerable

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

HOW:

- Support Regional Facilities Development:
 - New Library
 - Strathcona Gardens Re-Crete
- Support Regional Transportation Improvements:
 - Willis Road Connector
 - Ferry Terminal Access
- Develop Protocol Agreements with Wei Wai Kum, Homalco First Nations
- Update Municipal Service Agreements with First Nations neighbours
- Advance Partnership Opportunities with Wei Wai Kum
 - Cruise Ship Terminal Lease
 - Road Access to the Tyee Spit
- Support childcare study & improve access to childcare
- Support CR Coalition to End Homelessness
- Support Community Action Team (to address drug use)
- With BC Housing, advance supportive, affordable housing
- Manage Downtown Safety Office with:
 - enhanced Bylaw Enforcement
 - building improvements to reduce crime
- Administer \$100,000 annually in Social Grants

GUIDES

- Vancouver Island Regional Library Facility Plan
- Ministry of Transportation and Infrastructure Regional Road Network Plans
- Government-to-Government Protocol Agreements
- Social Grants Program, 2019
- BC Housing Agreements



**CAMPBELL
RIVER**



OUR GOVERNANCE VALUES



ACCOUNTABILITY

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



LEADERSHIP

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



COURAGE

Ability to make the tough decisions required in developing and implementing plans.



INTEGRITY

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



PROFESSIONALISM

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



ETHICS

Staying true to principles in all circumstances.



PRAGMATISM

Down to earth. Real life.



RELIABILITY

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



COLLABORATION

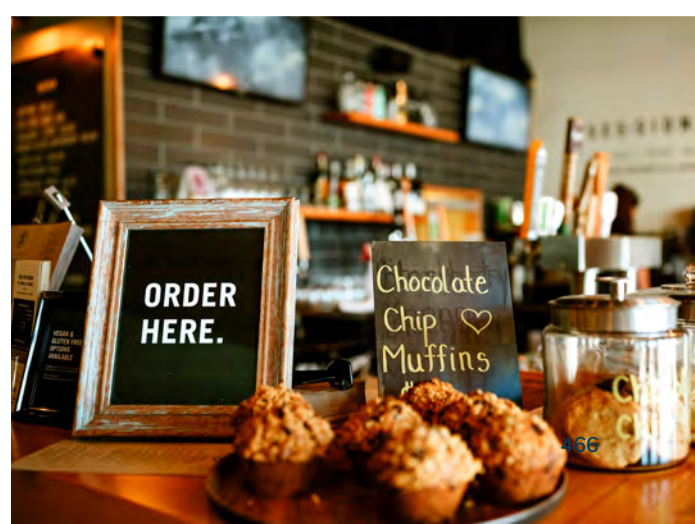
Reaching out to communities with a purpose in mind to form policies. Being open minded.



CHALLENGE

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







Segment	Department	Over/(under) budget \$
GOVERNANCE		
	Mayor & Council	(2,000)
	City Manager	17,300
	Deputy City Manager	(14,600)
GOVERNANCE TOTAL		700
ECONOMIC DEVELOPMENT		
	Economic Development	(8,800)
	Airport	(295,000)
ECONOMIC DEVELOPMENT TOTAL		(302,400)
COMMUNITY SAFETY		
	Director of Community Safety	(300)
	Bylaw Enforcement	(33,900)
	Animal Control	(13,500)
	Fire Protection	(39,300)
	E-911	(29,200)
	Police Protection	500
	Victim Services	(100)
	RCMP	881,600
COMMUNITY SAFETY TOTAL		765,800
CORPORATE SERVICES		
	Director of Corporate Services	(300)
	Communications	(30,900)
	Human Resources	61,100
	Information Technology	(81,500)
	Legislative Services	29,800
	Property Management	35,000
CORPORATE SERVICES TOTAL		13,200
COMMUNITY DEVELOPMENT		
	Director of Development Services	(200)
	Development Services	603,100
COMMUNITY DEVELOPMENT TOTAL		602,800
ASSETS & OPERATIONS		
	Director of Operations	-
	Fleet	37,400
	Stores	1,900
	Facilities	(48,600)
	Roads	92,900
	Parks	(39,200)
	Cemeteries	1,900
	Storm Drains	(8,300)
	Sewer	127,000
	Water	204,300
ASSETS & OPERATIONS TOTAL		(369,200)
COMMUNITY PLANNING & RECREATION		
	Director of Planning & Recreation	16,900
	Long Range Planning	92,500
	Recreation & Culture	235,400
	Solid Waste	116,300
	Transportation	(1,000)
	Public Transit	79,600
COMMUNITY PLANNING & RECREATION TOTAL		539,700
FISCAL SERVICES		
	Director of Finance	80,200
	Capital Works	108,400
	Finance	(63,800)
	Supply Management	1,700
	Risk Management	(1,800)
	Corporate Services	231,000
	Taxation	(38,000)
	Reserves	(745,900)
	Airport Fiscal Services	-
	Sewer Debt	-
	Sewer Fiscal Services	(127,000)
	Water Debt	-
	Water Fiscal Services	(204,300)
FISCAL SERVICES TOTAL		(759,500)
2021 PROJECTED OPERATING SURPLUS		1,228,100



City of Campbell River Report/ Recommendation to Council

Date: February 2, 2022
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q4, 2021

Purpose / Introduction

Council receives a quarterly financial report for information to ensure that the City governance structure has continued oversight of the City's ongoing financial results.

Recommended Resolutions

THAT the report dated February 2, 2022 from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2021 be received for information.

Background

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

The Financial Plan Bylaw for 2021 was originally adopted on December 14, 2020 with projected carry forward balances on operating and capital projects based on the best information at the time. The results reported in this quarterly financial report are based on the actual carry forward balances for operating and capital projects.

Discussion

Upon completion of the fourth quarter the City is in a much better position to forecast required carry forwards for operating and capital projects. Significant staffing vacancies played a role in not only reduced expenditures but also the City's ability to complete, or even start, some of the 2021 operating and capital projects.

As the year-end balances are still being reconciled some figures presented will still change as final adjustments are completed.

Operating Financial Report

The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2020, as well as the variance to the approved 2021 budget. Overall, City revenues are 98% of budget and expenses are 84% of budget (109% and 96% respectively for 2020).

Effective July 1st the casino re-opened (under limited capacity). For 2021 a budget of \$125K was forecast for gaming revenue and as the casino incurred operating expenses prior to re-opening in July, those incurred costs will be offset against revenues through to Q1 - 2022.

Development Services has seen a significant increase in revenues over the prior year and the current year's budget. Overall revenues have increased approximately \$485K over last year and have exceeded the 2021 budget by approximately \$600K.

Expenses are approximately \$6.5M lower than the prior year. As noted above not all funding entries have been completed and in 2020 there was a one-time \$4.6M transfer to reserves relating to the COVID-19 Restart grant.

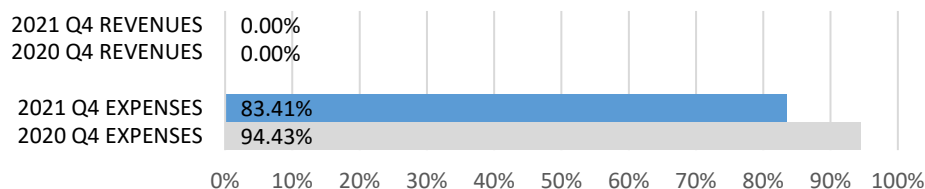
Other factors that have impacted expenditures from the prior year are; a \$1M increase in jet fuel purchases (offset by increased jet fuel sales), and a \$302K increase in wages and benefits (\$1.2M budget increase from 2020). Increases in wages and benefits would have been more significant if not for several staffing vacancies during 2021. RCMP contracted services are \$720K under budget due to several members on extended leave due to the incident in July and some members being allocated to deal with the Fairy Creek protests.

Throughout the year staffing vacancies, supply chain issues and availability of contractors have played a significant role in the number of operating and capital projects that have been delayed or deferred to 2022.

	2020 Q4	2020 Budget	2021 Q4	2021 Budget	2021 Variance \$	2021 Variance %	2020 Variance %
REVENUE							
1 GOVERNANCE	-	-	-	-	-	0.0%	0.0%
FINANCE	(57,979,497)	(50,549,460)	(50,346,417)	(52,653,358)	(2,306,941)	95.6%	114.7%
CORPORATE SERVICES	(418,267)	(423,936)	(426,969)	(373,335)	53,634	114.4%	98.7%
4 DEVELOPMENT SERVICES	(1,255,325)	(1,021,600)	(1,740,433)	(1,134,600)	605,833	153.4%	122.9%
5 COMMUNITY SAFETY	(2,764,878)	(2,783,400)	(2,799,573)	(2,799,723)	(150)	100.0%	99.3%
6 OPERATIONS	(17,306,181)	(17,617,455)	(18,826,905)	(19,273,234)	(446,329)	97.7%	98.2%
PLANNING & RECREATION	(4,028,062)	(4,571,893)	(4,477,666)	(4,190,579)	287,087	106.9%	88.1%
ECONOMIC DEV. & TOURISM	(349,038)	(475,000)	(535,990)	(475,000)	60,990	112.8%	73.5%
REVENUE TOTAL	(84,101,248)	(77,442,744)	(79,153,953)	(80,899,829)	(1,745,876)	97.8%	108.6%
EXPENSE							
GOVERNANCE	1,146,719	1,214,344	1,264,274	1,515,706	251,432	83.4%	94.4%
2 FINANCE	25,410,852	25,639,770	16,817,859	24,673,996	7,856,137	68.2%	99.1%
CORPORATE SERVICES	2,729,504	2,906,999	3,114,777	3,397,168	282,391	91.7%	93.9%
4 DEVELOPMENT SERVICES	1,792,975	1,805,574	1,995,363	2,083,421	88,058	95.8%	99.3%
5 COMMUNITY SAFETY	17,154,122	17,597,881	16,664,343	18,456,770	1,792,427	90.3%	97.5%
OPERATIONS	17,081,393	18,225,028	18,084,076	19,975,548	1,891,472	90.5%	93.7%
7 PLANNING & RECREATION	8,278,645	8,957,155	8,777,937	9,579,693	801,756	91.6%	92.4%
ECONOMIC DEV. & TOURISM	882,920	1,095,993	1,222,264	1,217,527	(4,737)	100.4%	80.6%
EXPENSE TOTAL	74,477,131	77,442,744	67,940,894	80,899,829	12,958,935	84.0%	96.2%
GRAND TOTAL	(9,624,117)	-	(11,213,059)	-	11,213,059	0.0%	0.0%

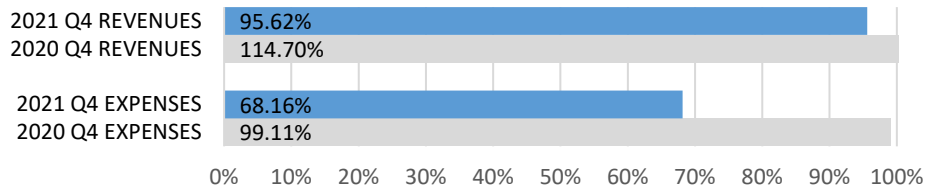
Each area of the City's operations has been analyzed below. Individual graphs show revenues and expenses as a percentage of budget for the fourth quarter of 2021 and 2020 for comparison.

1 - GOVERNANCE – Expenses are trending lower than the prior year due to a budget reduction in Council Contingency (\$35K budget reduction and \$44K reduction in the actual spend in 2022).

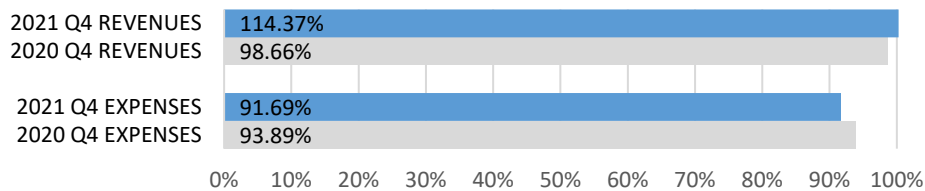


2 – FINANCE– Q4 funding entries for capital and operating projects have not been recorded as of the report's date which impacts overall revenues recognized. Additionally, revenues are trending lower than 2020 due to the City receiving a one-time \$4.6M COVID-19 Restart Grant in the prior period. Gaming revenues have increased by \$212K in 2021 as the Casino reopened on a limited basis in July.

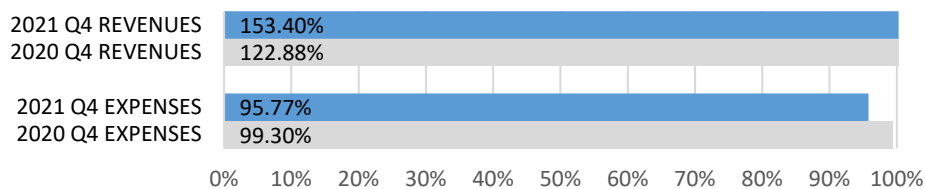
Decrease in expenses primarily related to the year-end transfer to reserves not being complete at this time and that 2020 included the transfer of the previously mentioned COVID-19 Restart grant to a reserve.



3 – CORPORATE SERVICES – Increase in revenue associated with increases in RCMP IT service agreement fees and Shaw Go Wi-Fi service fees in 2021. Library lease revenue higher than budget due to change in the library redevelopment planning. Expenses have decreased slightly over the prior year due to corporate restructure to the 6-director model and staffing vacancies.

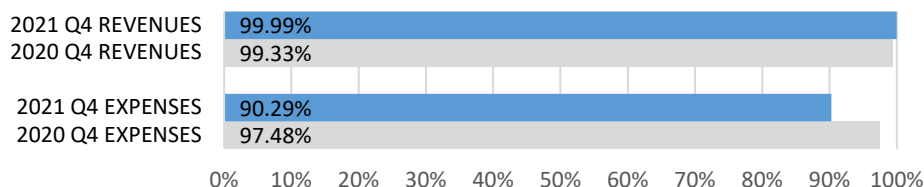


4 – DEVELOPMENT SERVICES – \$423K increase in building permits and development fees from the prior year. Expenses are on trend with the prior year and remain lower than budget due to staff vacancies in this department during 2021.



5 – COMMUNITY SAFETY – Revenues are on trend with the prior year. Overall, there is a \$80K decrease in Regional District cost sharing revenue which has been offset by an increase in lease revenue related to the RCMP detachment and traffic fine revenue.

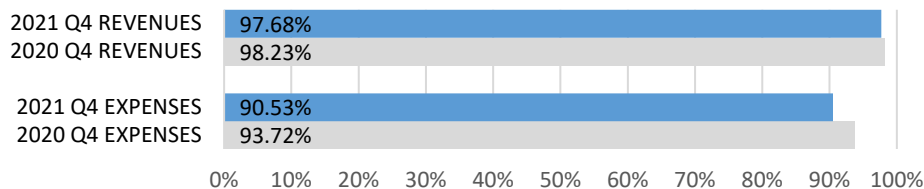
RCMP contracted services are significantly under budget (\$720K) this year as several RCMP members were on extended leave (related to the incident in Willow Point) or reallocated because of the Fairy Creek protests. .



6 – OPERATIONS – Revenues have increased due to increased airport fuel sales (\$1.2M). At the time of drafting the report the Q4 utility user fees have not been processed (~\$628K in 2020).

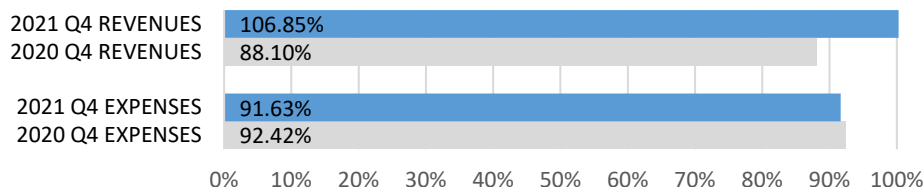
Expenses are on trend with the prior year although there has been an increase in fuel purchases (airport -\$1M, fleet - \$86K). The average net profit margin for fuel sales is 27% (38% in 2020). The decrease in profit margins associated with fuel sales is the result of substantial sales to a single large volume fuel user who receives discounted fuel pricing.

Expenses for fleet insurance have decreased \$48K from 2020. Slight reduction in wages and benefits from 2020 (\$400K budget increase) due to staffing vacancies/transfers to other departments.

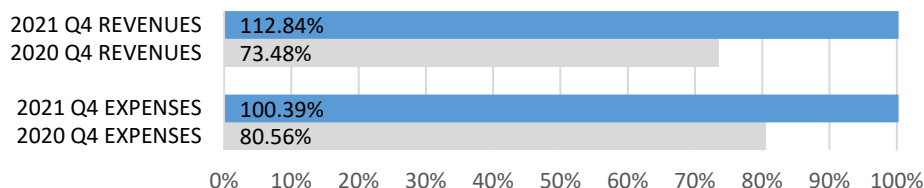


7 – PLANNING & RECREATION – Increased revenues due to Recreation programs restarting (such as the Centennial Pool), lease of the Community Centre for the COVID-19 vaccine clinic (\$87K), garbage user fees (\$143K – budgeted increase), Transit Safe Restart grant (\$253K) and transit fares and passes (\$77K).

Expenses are higher than the prior year due to a \$280K increase in wages and benefits (budget increase of \$500K) as Recreation programs restarted and staffing levels for Parks were returned to full staffing in 2021 after reductions were made in the prior year due to COVID-19. A portion of those increased 2021 expenses are directly related to Enhanced Facility Cleaning (\$175K). Contract rate increases were realized for solid waste and recycling (\$90K increase in actual expenses). These increased expenses were expected and budgeted accordingly in the 2021 – 2030 Financial Plan.



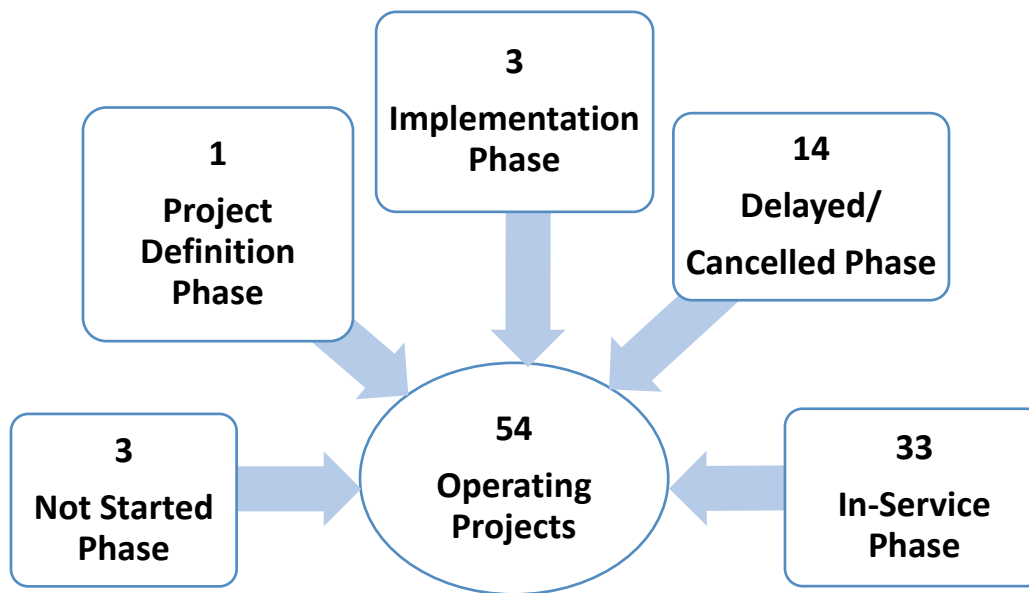
8 – ECONOMIC DEVELOPMENT & TOURISM – Revenues are significantly higher than the prior year due to grant funding being received for the Digital Experience Program (~\$101K) and increased MRDT revenues (\$52K). Expenses associated with the Digital Experience Program account for the increase in expenses over the prior year.



Operating Projects

There are 40 operating projects as approved during Financial Planning. An additional 14 projects have been approved since the beginning of 2021. The total spend on operating projects to date is \$1.43M or 56% of budget (2020 – 73%). 4 projects are currently in progress (definition and implementation phases) and 33 have been completed or are substantially complete (in-service phase), 3 have not started and 14 have been delayed or cancelled.

Appendix 1 provides the detail on the status for each operating project; green highlighted projects are on track, yellow projects could be delayed, and red projects are experiencing major disruptions and/or cancellations.

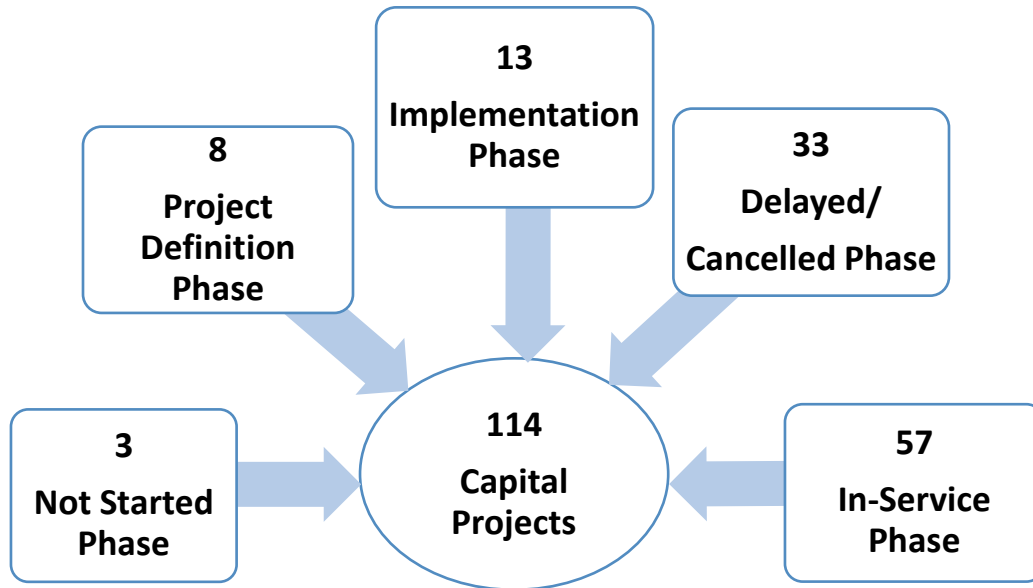


Capital Projects

There are 107 capital projects with a total budget of \$41.4M for 2021 as approved during Financial Planning (less \$9.4M for adjustments to prior year carry forwards) with seven additional projects added since (\$4.8M budget). Of these 114 projects, 21 are in progress (definition or implementation phase), 57 complete or substantially complete (in-service phase), 3 have not been started and 33 have been delayed or cancelled.

The most significant capital projects budgeted for 2021 are the NWECC Upgrades (\$5.9M), the Highway 19A upgrades (\$3.1M) and the Airside concrete parking, taxi widening and approach lighting and sign replacement at the Campbell River Airport (\$3.0M – ACAP funding eligible at 95%). Capital expenditures at the end of the fiscal year are \$14.7M or 39.8% of budget (2020 – 60.0%).

Appendix 2 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, and red projects are experiencing major disruptions and/or cancellations.



Communications

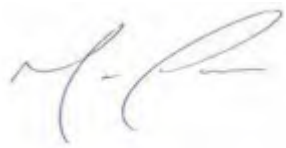

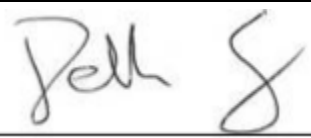
The Q4 quarterly financial report will be posted on the City’s website with other financial reports to ensure the public has an opportunity to review the City’s financial progress periodically throughout the year.

Conclusion

Financial results for the City’s departmental operating budgets are within expectation taking into staffing vacancies and this report is reflective of preliminary year-end amounts with various year-end entries still to be completed.

Attachments:

1. Appendix 1 – Operating Projects (Q4, 2021)
2. Appendix 2 – Capital Projects (Q4, 2021)
3. Appendix 3 – Envisio Project Phases

Prepared by:	Reviewed by:
 <hr/> <p>Mark Coulter, CPA, CGA Senior Accountant</p>	 <hr/> <p>Alaina Maher, BCom, CPA, CMA Director of Finance/CFO</p>
Reviewed for Form and Content / Approved for Submission to Council:	
 <hr/> <p>Deborah Sargent, MCIP, RPP City Manager</p>	
Finance	AD

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.01	Flight Way Clearing	S068	30,000	9,487	50%	Flightway has been surveyed and data has been provided. Submitting completed survey to MOF and Timberwest. Clearing was not conducted during the summer months due to extremely dry conditions.	√Delayed	Dec 31, 2021	Major Disruption
Project 1.01.02	Crack Sealing	S049	20,000	-	20%	An RFQ will need to be issued for this project. Project is delayed.	√Delayed	May 31, 2022	Some Disruption
Project 1.01.05	Airport Specialists Reinstate FT Hrs	S143	28,400	28,400	100%	Council decision on May 10, 2021. Airport Specialists were reinstated to full-time hours.	√In Service	Dec 31, 2021	Completed
Project 1.01.06	Airport Area 22 Development Strategy	S149	90,000	-	0%	This project has been delayed and will start in 2022.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.02.01	Expanded Facility Cleaning & Sanitizing Protocols	S138	186,400	175,100	100%	Facility cleaning and sanitizing protocols have been put in place to meet BCCDC and Worksafe BC guidelines at all staffed and public facilities utilizing in house Facility Service Worker resources. In general, cleaning and disinfecting of surfaces is occurring at least once per day with highly touched surfaces being cleaned twice per day. Enhanced cleaning will continue until the end of 2021 and has been approved during the 2022 - 2031 Financial Planning deliberations.	√In Service	Dec 31, 2021	Complete
Project 1.02.17	COVID-19 Vaccine Passport	S148	125,000	50,825	100%	A contractor has been engaged to man entrance check in Proof of Vaccination (POV) booths at both the Community Centre and the Sportsplex during all operating hours in compliance with PHO orders. Currently the order extends through January 31, 2022 and funding has been approved through the 2022 - 2031 Financial Planning deliberations.	√In Service	Jun 30, 2022	On Track
Project 1.03.01	Network Security Audit	S072	25,000	8,690	75%	Testing complete and report has been delivered for review. Project to be carried forward to 2022.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.05.01	CR Restart - Economic Development Resources	S141	38,000	32,754	100%	Economic Development continues to use the services of an auxiliary administrative assistant until end of 2021.	√In Service	Dec 31, 2021	Completed.
Project 1.05.02	Economic Development Strategic Planning	S126	75,000	51,295	100%	Council, at their June 28 Regular meeting endorsed Economic Development's 5-year strategic plan. This project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.06.01	Next Level Communications	S139	88,300	75,478	100%	The 2021 Digital Communications position has been filled for 2021. Funded as a permanent position in 2022 Financial Planning.	√In Service	Dec 31, 2021	Completed
Project 1.06.02	Statistically Valid Community Survey	S110	12,000	10,850	100%	The survey has been completed and the report was presented to Council on May 31st.	√In Service	Dec 31, 2021	Completed
Project 1.08.01	Municipal By-Election	S140	69,000	41,173	100%	2021 Municipal By-Election Completed.	√In Service	Dec 31, 2021	Completed
Project 1.08.02	1051 Shoppers Row (removal of Crown provision)	S152	144,000	144,000	100%	City's application to remove the Crown Grant Proviso registered on title for 1051 Shoppers Row.	√In Service	Dec 31, 2021	Completed
Project 1.09.03	Fire Dispatch Centre Review	S142	25,000	-	80%	The final study and analysis were submitted to North Island 9-1-1 staff for review. Presentation to North Island 9-1-1 Board and SLT to be at the end of January. The Fire Dispatch Advisory Committee presentation is to be on February 15th, 2022.	√Project Definition	Mar 31, 2022	Some Disruption
Project 1.11.01	Enviro Monitoring - Big Rock Boat Ramp	S113	5,625	5,750	100%	This is year 3 of a 5 year monitoring program (no monitoring in 2023). Field work occurred in October (Pacificus Biological), report due in December 2021. This project involves monitoring the effectiveness of an eelgrass compensation project required by DFO (authorization) for the construction of the Big Rock Boat Ramp.	√In Service	Dec 31, 2021	Completed
Project 1.11.02	Energy Rebate & EV Programs	S129	15,000	11,600	90%	The City is participating in the Provincial Oil-to-Heat-Pump Incentive Program and providing rebates of up to \$150 as a top up to the Provincial Program. A large number of the rebates have already been claimed for 2021.Programs	√In Service	Dec 31, 2021	On Track
Project 1.11.03	Zoning/OCP Update	C036	37,154	-	10%	Updates to the Zoning Bylaw and OCP are underway to address a wide range of changes including tackling a range of issues such as building height and view corridors, industrial/commercial zoning, shipping containers, secondary suites, commercial zoning, and electric vehicle charging infrastructure.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.11.04	Hourly Rainfall Gauge, and Streamflow Gauges in Willow Creek	S127	3,395	4,412	95%	A rain gauge has been purchased to improve accuracy of local weather data. The rain gauge has been installed on City Hall roof and is now collecting information. The project is 95% complete- we still need to set up a system and schedule for data retrieval and establish the filing system. Part of implementation of Sea Level Rise/Climate Adaptation Plans. A stream flow monitor for Willow Creek has been purchased to improve the City's capacity to gather accurate flooding data and relate that to local weather events. The stream flow monitor has not yet been installed in the creek.	√In Service	Dec 31, 2021	On Track

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.05	Environmental Benchmarking	C048	3,200	-	90%	Environmental timing window booklet and checklist complete and to be distributed to the professional community (builders, developers, engineers, geotechs, QEPs etc.) during the OCP Environmentally Sensitive Areas mapping update. This is a different OCP process than the detailed review update specifically for eagles/herons and slopes. Anticipated to be completed by the end of 2022. VIU also started some stream report cards. With staff vacancies in 2021 this project ran into challenges, but hoping with new staff to complete this project in 2022 with internal assistance.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.11.06	Housing Growth Review	S124	41,637	20,074	80%	Infrastructure analyses, housing market needs, and livability studies have been completed for the Housing Growth Review. Draft recommendations on the position of the Urban Containment Boundary and infill policies have been referred by Council to the City Advisory Committees for consultation and the Development Community, and these processes are underway. Anticipated to be completed by Q1 - 2022.	√In Service	Mar 31, 2022	On Track
Project 1.11.07	Social Grants	S078	50,000	2,250	0%	A new grant-in-aid program for community social initiatives. This fund has been put on hold pending further discussion at a Council strategic planning session. 2021 expenses represents the late payment of a 2020 Social Grant which was paid in April. No budget for 2022.	√Not Started	Dec 31, 2021	Major Disruption
Project 1.11.08	580 Dogwood - BC Housing	H003	13,913	-	100%	Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing.	√In Service	Dec 31, 2021	Completed
Project 1.11.09	Fir Street - BC Housing Project	H004	163,700	156,831	95%	Second stage transition housing for women and children. This project is a BC Housing funded initiative being run by Campbell River and North Island Transition Society. The City is covering development fees and charges for the project. The development permit has been obtained and the building permit is pending.	√Implementation	Dec 31, 2021	On Track
Project 1.11.10	Beautification Grants	S053	30,000	22,500	100%	Three neighbourhood associations have completed partnership agreements with the city and are approved to work on the projects for use of beautification funds. 1. Campbellton - purchasing, planting, weeding and watering flowers, maintaining flower boxes around the neighbourhood. 2. Downtown - banners and festival lighting around Spirit Square, painting planters, installing local artists murals, add another downtown wayfinding map. 3. Pier Street is the only BIA that did not apply. They wanted to use the beautification funds for providing power to the parking lot where the Pier Street Market had been relocated, but Council decided to pay for the utility hook-up with City funds.	√In Service	Dec 31, 2021	Completed
Project 1.11.12	Tree Protection Bylaw	S122	12,500	-	10%	Initial project scoping work had been completed.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.12.01	Development Process Update	S100	20,000	-	5%	Review and update to City's development permit guidelines to ensure consistency, clarity and improve standards for form and character development permit guidelines (specifically for village centres/downtown and commercial/multi-family/industrial developments). This will ensure that our development permit guideline process is clear for developer/staff interpretation and the standards reflect the community's desire to celebrate our unique character and coastal geography. Staff have begun to define project scope but due to staffing vacancies this project is delayed.	√Delayed	Dec 31, 2022	Major Disruption
Project 1.12.02	Façade Revitalization & CPTED Improvements	S038	50,000	5,000	100%	This program is one of the core ongoing programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement and Crime Prevention Through Environmental Design (CPTED) Program is for commercial storefronts located within the downtown BIA area. The program encourages commercial building owners to invest in façade renovations and storefront upgrades or CPTED improvements by providing matching grants to cover a portion of renovation costs. 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. 2021 program complete.	√In Service	Dec 31, 2021	Completed
Project 1.13.01	Safer Downtown	S109	29,000	57,679	100%	This project is a three-year trial program that is in place to operate and staff a downtown safety office. The costs associated with this project relate to the lease and operating costs associated with the downtown safety office space. The budget was set at the value of the lease costs only.	√In Service	Dec 31, 2021	Completed
Project 1.13.02	Night-Time Security Downtown	S150	100,000	-	0%	Discussions with Downtown BIA ongoing and review of contract with Footprints Security.	√Not Started	Dec 31, 2021	Major Disruption

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.14.01	Enhanced Skate Park Environment	S104	22,500	7,028	100%	We hired 2 Skate Park Leaders this year. They worked an average of 5 days a week during July and August. They were welcomed with great fan fair. We ran 2 skate camps and a Scooter camp that ran at 100% capacity. The Skatepark leaders did deal with incidences at the Skatepark including asking users to respect park rules, to not use alcohol or drugs at the park. All of these incidents were handled respectfully and successfully by the leaders. It was a very successful summer. We received the following comments on social media: 'We were at park today and were thrilled to have them around and witnessed at first hand their enthusiasm with everyone around. Great job guys. See you soon and thanks so much!! Nice to see this is happening in our city, gives kids a place to go and feel safe. Congrats to Campbell River. Feel more comfortable now for my grandchildren. Thank you Campbell River. My 11 year old son skates on his own almost everyday. We are so grateful you are both there!!! You are making our community stronger and safer thank you. Awesome, my son used to be there 10 hours a day but all the crap that was going on he stopped going. Money very well spent!!'	√In Service	Dec 31, 2021	Completed
Project 1.14.02	Senior's HUB	S132	5,000	5,000	100%	The Seniors Hub is now complete and fully operational. The office is located inside the CR Volunteer Centre. The Seniors Hub hosted a public information session at Dick Murphy Park on Tuesday, July 13th. They hired a Youth Engagement Assistant thanks to funding from the Canada Summer Jobs program.	√In Service	Dec 31, 2021	Completed
Project 1.14.04	PLAY Campbell River	S108	5,000	1,107	100%	Play Campbell River is an initiative that has been running since 2018. The team is currently focusing on an education campaign. After completing stencils at 5 schools Play CR is working towards having the stencils placed at the remaining schools along with community areas. Play Cr is working with School District 72 to provide extra Physical Literacy Training to teachers in the district. Play Cr is going to be hosting a Physical Literacy for Older adults that will be available to care aids and senior home recreation providers in the community.	√In Service	Dec 31, 2021	Completed
Project 1.15.15	Minor League Baseball Transfer	S145	18,000	13,650	50%	Project underway and is on schedule for completion. Spring 2022	√Implementation	May 31, 2022	On Track
Project 1.15.16	Spirit Square Maintenance	S146	30,000	4,100	0%	On May 31st, Council approved resolution 21-0308 for the painting of the banner poles and crossbars at Spirit Square. Due to the lack of available contractors and pricing the project will not be completed in 2021. Project scope and budget has been increased with work to be done in 2022.	√Delayed	Jun 30, 2022	Major Disruption
Project 1.15.17	Willow Point Park Field Grooming	S147	3,000	-	100%	This project is complete. No direct expenses related to this project.	√In Service	Dec 31, 2021	Completed
Project 1.15.19	Downtown Cleanliness	S151	78,000	-	8%	Project commenced in December but due to excessive snow in late December project work was delayed.	√Implementation	Dec 31, 2021	Some Disruption
Project 1.17.01	Sewer Right of Way Clearing	S116	69,691	72,169	100%	The intent of this project is to provide a vac truck access to critical sewer infrastructure that has grown over and was never provided with adequate vehicle access. This year we intended to complete phase III of the Pinecrest Sewer ROW clearing project that started in 2019. Phase I included clearing and constructing a road between Peterson Rd and ERT, Phase II included tree clearing and grubbing the ROW from ERT to halfway to South McPhedran Rd. Phase III includes road construction through the area that was cleared and grubbed in 2020. Because this phase requires road building crews which are difficult to get during the current construction boom, and due to cost increases this phase is being postponed until 2022. Road engineering has been completed, and Mainstream Biological is in the process of preparing the necessary environmental applications for the project. Phase III is considered shovel ready. In place of the planned phase III work for 2021, we have completed some "low hanging fruit" work that was scheduled for the 2022 and 2023 ROW clearing projects. 1) The sanitary and storm ROW between Thurlow and Sonora has been cleared and restored. 2) VI Tree Services cleared various sections of the sanitary sewer ROW along the ERT between Evergreen and Homewood Rd.	√In Service	Dec 31, 2021	Completed
Project 1.17.02	Confined Space Entry Alternate Procedures	S089	13,872	2,320	100%	The LWS department is actively working on one CSE alternate procedure at the moment for entry into Lift Station #11 Wet Well, and there are currently no others planned. However, others will be completed if warranted due to a projects needs. The current application for Lift Station #11 was submitted to WorkSafe BC and approved in October.	√In Service	Dec 31, 2021	Completed
Project 1.17.03	Sewer Infrastructure Maintenance & Monitoring	S115	10,000	3,780	100%	2021's program includes the Industrial Park Lagoon outfall inspection. This project was completed on March 15th by Seaway Diving.	√In Service	Dec 31, 2021	Completed

Plan Number	Description	CC3	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.04	Lift Station 11 Transformer Inspection	S119	5,000	6,935	100%	This project includes the inspection of the transformer at Lift Station #11, which is completed every 2 years, and is combined with the inspection of the transformer at NVEC. Prime Engineering has been hired to complete the task and was completed on December 23rd. Invoicing received in February 2022.	√In Service	Dec 31, 2021	Completed
Project 1.18.01	Confined Space Entry Alternate Procedures	S089	20,150	5,912	45%	PRV CSHA & CSEP completed. CI2 Injection drafted and being reviewed.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.18.02	Drinking Water Source Protection Plan	S117	75,000	36,212	70%	Report creation remains ongoing. Ecofish Phase 1 completed. Hatfield Phase 1 & 2 completed.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.19.01	DCC Review	S094	9,318	8,531	75%	Draft DCC bylaw has been presented to Council who have referred the draft DCC bylaw to the Community Planning Advisory Committee for review and comment as well as directed staff to seek feedback from the local development community and the community as a whole. Workshops are currently being planned and are expected to be completed before summer. Following the community engagement, the finalised DCC bylaw will be presented to Council before it is sent to the Province for review and approval. Additional work is being done through the consultant and is now scheduled for completion in 2022.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.20.01	Council Contingency	Various	113,455	54,159	100%	Annual allocation to fund Council projects and miscellaneous community projects that arise during the fiscal year.	√In Service	Dec 31, 2021	Completed
Project 1.20.02	Qwalayu House	S133	15,607	-	90%	Construction of works and services has been completed. City acceptance of the works is underway. Reimbursement of the servicing costs will be processed upon receipt of documentation of costs from the project's consultants.	√In Service	Dec 31, 2021	On Track
Project 1.20.03	Downtown Initiatives	S134	205,000	85,967	25%	At the 2021-2030 Financial Plan deliberation meetings, Council committed \$225,000 in operating project funds from the gaming reserve for initiatives to improve downtown safety in response to feedback and concerns received from the community. Council then struck a Downtown Safety Select Committee to report back with recommendations on allocating these funds. The Committee recommended the following safety initiatives, which were then endorsed by Council. • Immediate permanent removal of the Spirit Square Stage Covering, up to \$5,000 (estimated cost) • Expansion of the CPTED Grant Program, up to \$40,000 • Improvements to the BC Hydro Box at 13th / Shoppers Row, up to \$10,000 (estimated cost) • Installation of Garbage Cans, up to a maximum of \$25,000 • Security Camera Program Expansion, up to a maximum of \$25,000 • Continued funding of the Get the Point Program, up to \$30,000 • Expansion of the infill street-light program in the downtown core, up to a maximum of \$15,000 • Social Service Relocation incentives, up to \$75,000. Staff will be working to implement the above programs.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.20.04	Downtown Safety Task Force	S135	20,000	-	100%	These funds should be rolled into the Downtown initiatives budget of \$205,000 as the Downtown Select Committee did not generate any expenses during their term.	√In Service	Dec 31, 2021	Completed
Project 1.20.05	Advisory Committees for Aquaculture & Forestry	S136	40,000	-	100%	This project was cancelled as quarterly sector updates were scheduled instead.	√Cancelled	Dec 31, 2021	Cancelled
Project 1.20.06	Coastal Communities Social Procurement Initiative	S137	4,000	3,812	100%	Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.20.07	Defibrillator at the Overdose Prevention Site	S144	2,000	1,903	100%	On May 10, 2021 Council approved the following resolution: 21-0268 THAT Council fund up to \$2,000 from the gaming reserve for a defibrillator for the overdose prevention site, as requested in the April 27, 2021 correspondence from Dave Howson, BCEHS Community Paramedicine. Project complete in September 2021.	√In Service	Dec 31, 2021	Completed
Project 1.20.08	Rotary Club Facility Use	S153	2,000	1,820	100%	Provide rental use of the Community Centre for the Rotary Club.	√In Service	Dec 31, 2021	Completed
Project 1.20.09	Maritime Heritage Society Operating Grant	S154	40,000	40,000	100%	Provide an operating grant for the Maritime Heritage Society from the COVID-19 Relief Fund.	√In Service	Dec 31, 2021	Completed
Project 1.20.10	Rogers Hometown Hockey	S159	30,000	-	0%	Funding required to provide equipment and services associated with hosting the community event. Project carried forward to 2022.	√Not Started	Dec 31, 2022	On Track
Project 1.21.01	Centennial Pool and Operating Budget Funding		170,000	170,000	100%	This funding represents a transfer from reserve to the general operating fund, to help offset the cost of operating the Centennial Pool. Council endorsed a plan to eliminate this funding over a three-year period from 2021-2023. Funding entry completed in Q3.	√In Service	Dec 31, 2021	Completed

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.01.03	Airport Condition Assessment	3024	10,000	-	0%	Part of Asset Management best practices to understand and track the physical condition of airport capital assets. To be undertaken in concert with approved Asset Management Strategy.	✓Not Started	Dec 31, 2021	Some Disruption
Project 1.01.04	Runway De-icing Trailer	3023	104,160	95,572	100%	Received the unit on site and in service.	✓In Service	Dec 31, 2021	Completed
Project 1.02.02	Big House Pavilion Preservation	4039	50,000	-	0%	Project was put on hold during the outbreak of Covid-19 and has not resumed. Will require a project oversight team to undertake major stakeholder discussions. In the meantime staff continue to monitor for alternative funding strategies for the rehabilitation works. Locating a suitable consultant with the required experience has proven challenging.	✓Not Started	Dec 31, 2021	Major Disruption
Project 1.02.03	Fleet Replacement Plan	4009	822,157	356,819	85%	Of the eight (8) Fleet replacements planned for 2021, one (1) has been awarded and is awaiting delivery imminently, five (5) have been received, and two (2) have been deferred to 2022 due to worldwide uncertainty in the new vehicle market. Three vehicles were ordered in mid 2020 but carried forward due to long manufacturers delays. Two of the three were received in Q1 with one still awaiting delivery with an anticipated delivery date in late 2021 (18 month delivery).	✓In Service	Dec 31, 2030	Some Disruption
Project 1.02.04	Airport Case Loader	4009	307,843	336,863	100%	Unit has been received and is in service.	✓In Service	Dec 31, 2021	Completed
Project 1.02.05	City Hall Storefront Door Replacement	4086	67,555	73,046	100%	City Hall main entry doors have been replaced with hands free automatic doors which meet all accessibility standards. A set of basement entry doors was also replaced. The project is now complete with the new doors in service.	✓In Service	Dec 31, 2021	Completed
Project 1.02.06	Dogwood Operations Centre Master Plan	4085	50,000	-	5%	Project timing has been pushed back due to other departmental priorities resulting from the Covid-19 pandemic. Project has been deferred to 2022.	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.02.07	Museum Roof Replacement & Skylight Repair	4084	30,000	-	95%	Roof design is substantially complete and will be tendered in early 2022 for construction in summer 2022. Waiting for invoicing from IRC for this phase of the project. Construction works are currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan.	✓Implementation	Mar 31, 2022	On Track
Project 1.02.08	MHC Envelope Repairs	4058	300,000	222,946	70%	Construction started in early August 2021 but has been delayed due to long manufacturer delays for the windows being replaced. Envelope work to the lighthouse and east frontage is substantially complete. Work is continuing with periodic delays to accommodate MHC rental bookings but is substantially complete. Some painting will occur in spring 2022 when weather allows.	✓Implementation	Dec 31, 2021	Some Disruption
Project 1.02.09	ERT Materials Transfer Site Improvements	4061	250,000	199,668	70%	Remediation works on site are complete with testing wells remaining on site to monitor groundwater conditions as the site is still in active use. The site has now been completely re-graded with the large earth pile completely redistributed. A berm now surrounds the working area to provide screening and definition. Drainage works are underway with work likely proceeding through Q1, 2022.	✓Delayed	Dec 31, 2021	Some Disruption
Project 1.02.10	Video Surveillance System Ongoing Camera Renewal Program	4065	25,000	28,431	100%	Replacements to date have included a number of cameras that have failed throughout the overall system and augmenting network storage capacity. A new camera has also been added to monitor the Rotary Community Fieldhouse and night-vision illuminators have been added to the Robron turf field cameras in anticipation of increased activity at the site.	✓In Service	Dec 31, 2021	Completed
Project 1.02.11	CRCC Roof Replacement	4091	20,000	-	95%	2021 budget is for roof design only which is now substantially complete. Waiting for invoicing from IRC for this phase of the project. Roof construction is currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan.	✓Implementation	Dec 31, 2021	On Track
Project 1.02.12	RCMP Building Roof Replacement	4092	15,000	-	95%	2021 budget is for roof design only which is now substantially complete. Waiting for invoicing from IRC for this phase of the project. Roof construction is currently scheduled for 2022 as per the approved 2021 - 2030 Financial Plan.	✓Implementation	Dec 31, 2021	On Track
Project 1.02.13	City Facilities Fall Protection	4048	230,000	142,585	100%	Fall protection systems have been installed at 8 buildings and are now in service. Some training and orientation will take place prior to year-end. Fall protection systems at 4 other buildings (RCMP, Community Centre, Sportsplex, Museum) will be completed with the replacement of those building's roofing systems in 2022.	✓In Service	Dec 31, 2021	Completed
Project 1.02.14	Energy and Water Consumption Reduction Projects	4052	50,000	49,917	100%	Projects to date in 2021 have included LED conversions in a number of facilities including Dogwood Operations Centre, the Museum, Fire Hall 1, the Art Gallery, and City Hall in addition to high efficiency plumbing fixtures at the Dogwood Operations Centre.	✓In Service	Dec 31, 2021	Completed
Project 1.02.15	Small Equipment	4050	30,000	29,923	100%	2021 priorities included a hot water pressure washer for equipment maintenance and sanitizing, a valve exerciser, a walk behind snowblower, and various replacement gas powered small tooling plus road safety equipment.	✓In Service	Dec 31, 2021	Completed
Project 1.02.16	EV Charging Station - Sportsplex	4093	5,350	-	10%	Procurement of the Level II EV charger for the Sportsplex is being coordinated by the Community Energy Association. Staff are awaiting firm timeline of delivery of the unit but currently there is no clear time frame. The charger will provide a station for up to 2 vehicles to charge at once.	✓Delayed	Dec 31, 2021	Some Disruption
Project 1.03.02	Operations Management Software Planning and Replacement	2030	847,250	45,000	0%	Project Team has been selected. Waiting approval of agreement with Applied Geographics. Anticipating this will start 2022.	✓Project Definition	Dec 31, 2023	On Track
Project 1.03.03	Workstation/Laptop Replacement	2002	46,000	38,936	100%	Annual program complete.	✓In Service	Dec 31, 2021	Completed
Project 1.03.04	Printer/Peripheral Replacement	2001	20,000	19,391	100%	Annual program complete.	✓In Service	Dec 31, 2021	Completed
Project 1.03.05	GIS Orthophotos	2016	17,000	-	15%	Carry forward to 2022 due to the unsuccessful hiring of a GIS Coordinator	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.03.06	Scheduled Photocopier Replacement	2015	17,000	9,450	100%	Annual program complete.	✓In Service	Dec 31, 2021	Completed

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.03.07	Council Chambers Sound System	2033	150,000	-	5%	Project has been awarded and will be implemented in 2022.	✓Implementation	Dec 31, 2022	Some Disruption
Project 1.03.08	Internet Security Hardware	2019	35,000	14,519	100%	Waiting final invoicing from Fortinet.	✓In Service	Dec 31, 2021	Completed
Project 1.04.01	Transit Stop at Carihi	6040	376,705	5,346	95%	Project is completed. SRW agreement to complete. Budget was based on prior year carry forward.	✓In Service	Dec 31, 2021	On Track
Project 1.04.02	3.5 Acre Walkway Lights & Surface Improvements	6033	66,916	62,412	100%	Project is complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.03	Master Transportation Plan Update	6039	62,500	-	10%	RFP to be issued in Q4. This review will be started in 2021 following the outcome and direction of the Urban Growth Study and will carry on into 2022. It will focus on updating the Master Transportation Plan and looking at a long term plan for the Dogwood Corridor. A focus will be on updating the Active Transportation portion to meet our growing community needs.	✓Project Definition	Dec 31, 2022	On Track
Project 1.04.04	Willis Road Corridor	6043	30,000	-	0%	Re-budgeted for 2022 for the Council's use to develop and promote the Willis Road project.	✓Delayed	Dec 31, 2022	Some Disruption
Project 1.04.05	Traffic Control Upgrades - 13th/Dogwood	6020	198,779	202,422	100%	The new lights and controller have been installed and all land issues have been finalized. Project is complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.06	Asphalt Overlays	6025	500,000	511,672	100%	Project complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.07	Sidewalk Infill - Cheviot from Peterson West	6006	403,836	51,527	5%	Project has been re-budgeted for 2024. Design work on waterline, storm, sidewalk and road rehabilitation to take place in 2023.	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.04.08	Transit Bus Shelters	6007	116,359	78,296	100%	Project is complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.09	Cycling Infrastructure	6001	17,557	5,755	20%	Council approved the installation of cycling lanes on Hilchey (additional funding) that will be applied to the current budget amount. RFP to engage a contractor to paint lines as we are unable to do this work in-house due to the lack of available road paint and the funding requirements. Design work is complete but the line work will now be delayed to Q2 - 2022 as contractors are not available.	✓Implementation	Jun 30, 2022	Some Disruption
Project 1.04.10	Street Light Infill	6024	90,000	5,684	5%	Work to be deferred until 2022 due to staff capacity and availability of materials/contractors.	✓Delayed	Dec 31, 2022	Some Disruption
Project 1.04.11	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	6012	187,575	3,101	10%	To be installed in Q1 - 2022. The tender has been awarded and awaiting supplies to install new traffic lights. Design is 95% complete. Project budget increased by \$145,225 with Couverdon to provide funding of \$130,125 (plus any overruns).	✓Implementation	Mar 31, 2022	Some Disruption
Project 1.04.12	LED Light Conversion	6008	38,825	38,895	100%	Project complete.	✓In Service	Dec 31, 2021	Completed
Project 1.04.13	Parking Lot Improvements - Rotary Beach Park	6018	25,000	56	0%	Project will be delayed until next year due to construction in the area.	✓Delayed	Sep 30, 2022	Some Disruption
Project 1.04.14	Greenways Loop Wayfinding & Signage	9001	13,470	16,565	100%	Installation of Greenways loop maps around Campbell River at: new pocket park on Highway 19A, the Spit, Highway 19A/Maryland and at Maritime Heritage Centre parking lot.	✓In Service	Dec 31, 2021	Completed
Project 1.04.15	Bike Lanes on Hilchey Road	6044	150,000	-	0%	This project has been delayed as the contractor was unable to mark the bike lanes due to inclement weather in September and October. The work is planned for April/May in 2022.	✓Delayed	May 31, 2022	Some Disruption
Project 1.07.01	Corporate Asset Management	2035	30,000	-	5%	Following the approval of the Asset Management Strategy, work with the City's consultants will be undertaken to close gaps identified in current asset data with a particular focus on linear assets. Attribute data from as-builts will be integrated into the City's GIS inventory to ensure full information is available on the City's assets. Project has been cancelled due to staff vacancies and challenges with the Cartegraph database.	✓Delayed	Dec 31, 2021	Major Disruption
Project 1.07.02	Corporate Asset Management Asset Management Strategy Development	2036	20,000	1,900	50%	The Council Asset Management Policy and proposed Asset Management Strategy was presented to Council at the February 9 COW. Revisions were requested by Council and those were to be incorporated into final drafts of the policy and strategy documents, and then returned to Council for formal endorsement. Due to ongoing staffing shortages, continued work on this has been paused until the New Year.	✓Delayed	Dec 31, 2022	Major Disruption
Project 1.09.01	#1 Fire Station Replacement	1006	100,000	-	10%	Following the last Council Resolution staff have updated the Communications Plan and will prepare an IC report for council to approve the communications plan as well as inform the CHPSAC committee. The Fire Hall Steering committee will be reconvened in Q1 with some adjustments due to staff changes.	✓Project Definition	Dec 31, 2022	On Track
Project 1.09.02	Small Equipment Replacement	1004	25,000	25,169	100%	Annual project complete.	✓In Service	Dec 31, 2021	Completed
Project 1.11.11	Supportive Housing - 580 Dogwood	8010	316,017	55,957	100%	Supportive Housing Development in partnership with BC Housing. Development is complete and fifty residents have moved in to this new housing. Budget was based strictly on prior year carry forward.	✓In Service	Dec 31, 2021	Completed
Project 1.11.13	Nunns Creek Master Plan	9015	14,464	5,691	50%	The Nunns Creek Park Master Plan process is on hold pending the completion of the Parks and Recreation Strategic Plan, which will determine the extent and location of future baseball fields in the community. Next steps include identifying: extent of baseball fields and required upgrades, other park uses, and the capital and operating funds required.	✓Delayed	Dec 31, 2022	Major Disruption

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.11.14	Campbellton Neighbourhood Assn Parkette Projects	9057	75,600	6,681	20%	City Parks department will install the parkette in the Spring of 2022 in order to save costs. Work is delayed until Spring 2022 due to the rainy season and to avoid soil runoff into the Campbell River as a result of site works. A contractor has been retained for the construction of the sidewalk portion of the pathway to the bridge. This work will commence in December with completion in early Q1 - 2022. The works to date are approximately 10% complete. Another 10% will be complete once the sidewalk connector has commenced. The Welcome to Campbellton sign is being fabricated and will be installed once MoTI approves (additional 5%). The remainder of the work is ground work in the parkette and will be done by the Parks department in Spring 2022.	√Delayed	Jun 30, 2022	Some Disruption
Project 1.11.15	Campbellton Neighbourhood Assn Wayfinding Signage	6042	31,400	48,337	100%	This project is now complete.	√In Service	Dec 31, 2021	Completed
Project 1.14.03	Recreation Equipment	9900	42,350	15,111	100%	New fitness equipment and rental furnishings have been purchased and are in service.	√In Service	Dec 31, 2021	Completed
Project 1.15.01	Willow Point Park Turf Installation	9056	26,204	15,325	100%	Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.02	Baikie Island Bridge Replacement	9068	150,000	4,060	0%	Project delayed due to staffing vacancy (medical leave).	√Delayed	Dec 31, 2022	Some Disruption
Project 1.15.03	Nunns Creek Park Backstop, Dugout and Fencing replacement	9067	40,000	31,847	70%	Dugout materials has arrived and are part of the relocation of CRMBA from Nunn's Creek to Willow Point Park. Completion date spring 2022.	√Delayed	Jun 30, 2022	Some Disruption
Project 1.15.04	Lilelana and Rotary Park Irrigation	9066	45,000	-	5%	Irrigation project at Lilelana & Rotary Park has been delayed for the year and the funding is now going to be used to landscape around the Rotary Fieldhouse at Robron Park.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.15.05	Playground Surface Replacement - Ruby, Lilelana and Harrogate Park	9065	35,000	32,357	100%	Project complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.06	Water Fountain Replacement - Simms Cr., Penfield Dog Park and Robron Park	9064	25,000	24,354	100%	Water fountain renewal project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.07	Sign Replacement - Adams, Centennial, Rotary and Larwood Park	9063	15,000	8,449	100%	Project complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.08	Tennis Court Bench Replacements - Willow Point, Robron and Centennial Park	9062	15,000	14,309	100%	Benches are in place. Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.09	Cedric Jones and Barclay Park Fencing Renewal	9061	10,000	9,989	100%	Project complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.10	Tree Renewal in Parks	9060	10,000	10,000	100%	Project complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.11	Elk Falls Cemetery Phase Two Detailed Design & Construction	9053	550,000	448,071	80%	The new cemetery pods and road are now complete. Hydro seeding to happen in fall and furnishing, plot layout and trail construction to be completed in the spring of 2022	√Delayed	Jun 30, 2022	Some Disruption
Project 1.15.12	Willow Point Lights	9055	300,000	274	20%	Project has started and working on design.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.15.13	Pickleball Courts Construction at Robron	9069	150,000	117,866	75%	Fencing to be done in the winter and courts to be surfaced in the spring.	√Delayed	Jun 30, 2022	Some Disruption
Project 1.15.14	Marine Foreshore Restoration	9008	90,000	16,522	100%	2021 project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.15.18	Park Modifications for Baseball Relocation	9070	272,100	129,183	15%	Project is underway and on schedule for completion in spring 2022	√Implementation	Jun 30, 2022	On Track
Project 1.16.01	Capital Works Project Management	8006	462,451	462,451	100%	Annual Work Plan complete.	√In Service	Dec 31, 2021	Completed
Project 1.16.02	Sportsplex Rehabilitation & Addition	4080	250,000	121,846	100%	Construction Tender posted with close December 21, 2021. Construction scheduled for May 15 - September 30, 2022. Full facility closure required.	√Implementation	Dec 31, 2022	On Track
Project 1.16.03	Library Redevelopment	4087	762,450	39,333	50%	All work suspended pending further notification from VIRLB on project status.	√Delayed	Dec 31, 2021	Major Disruption
Project 1.16.04	Seagull Walkway North - Design	6009	1,533,053	107,981	70%	New consulting resources contract executed.	√Implementation	Dec 31, 2022	Some Disruption
Project 1.16.05	Highway 19A - Lift Station 7 to Big Rock Boat Ramp	8008/8009	3,112,061	2,764,999	100%	All work complete. The project in is the Maintenance Period and the roundabout center feature has been removed from the project scope as an outcome of the 2022 budget deliberations. Long Range Planning to complete this portion of the project.	√In Service	Dec 31, 2021	Completed
Project 1.16.06	Waterfront Sewer Forcemain	5002	2,096,244	2,599,512	100%	Project complete and now in Maintenance Period. The existing forcemain is undersized and in poor condition which resulted in higher expenses than budgeted.	√In Service	Dec 31, 2021	Completed
Project 1.16.07	Robron Field House - Servicing	9058	20,338	-	100%	Civil work complete and project in maintenance period. Budget was carryforward from 2020 in case of additional works needed.	√In Service	Dec 31, 2021	Completed
Project 1.16.08	6th Ave Drainage Improvements - Design Only	6501	100,000	24,901	32%	The project title is now changed to 6th Ave - Thulin Utility Renewal. A project kick-off meeting between stakeholders and the consultant to discuss the Preliminary design and project limits, impacts will take place in early January. Detailed design and geotechnical investigations in follow. This project is subject to an archaeological assessments.	√Project Definition	Mar 31, 2022	Some Disruption

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.09	Storm System Renewals	6600	35,000	13,308	21%	Internal review of storm drain assets is being reviewed by staff as well as reports and record information. A storm drain asset renewal or rehabilitation program is being generated from this data. A qualified consulting resource list has been established to assist staff with design services and implementation strategies. This is an ongoing annual program to deal with the replacement and repair to critical stormwater infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans, and experience related to past storm events. Annual Drainage Improvements for 2022 - 2031 Capital Budget will be used to review scopes of work and priorities once defined.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.16.10	Norm Wood Environmental Centre Upgrades	5006	5,913,341	222,297	50%	The project team will complete review of the pre tender detailed design package from the design consultant in early January. The project team has advanced the design to address comments and logistical items that pertain to the operations of the plant during the course of construction. Tender to be posted in Q1 2022.	√Project Definition	Dec 31, 2022	Some Disruption
Project 1.16.11	2020 Sewer main Rehabilitation	5801	406,856	40,642	100%	Project is complete. Budget was a carryforward from prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.12	Sewer Main Replacement - 2018	5020	11,853	-	100%	Project is complete. Budget was a carryforward from prior year in case of additional works required. Tracking 3-year warranty.	√In Service	Dec 31, 2021	Completed
Project 1.16.13	Watermain Renewal - Hilchey Rd - Phase 1	7802	276,584	4,436	100%	This project is complete and in the maintenance period until the end of Q4. The 2021 budget was a carryforward from the prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.14	Rockland Rd Emergency Renewal	7046	207,898	550	100%	Civil work complete and project in the maintenance period. 2021 budget was a carryforward from the prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.15	Bathurst/McLean Pressure Reducing Valve Replacement	7043	18,767	-	100%	Project is complete. 2021 budget was a carryforward from the prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.16	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	7803	1,275,000	623,680	85%	Construction activities of the Hilchey Road watermain renewal project are nearing completion from Dalton Road westward and along Galerno to Simms Road. Pavement patching and restoration weather permits. The project will return to Hilchey next year (2022) once the necessary archaeological permits are acquired to allow work to continue from Dalton Road to the Island Highway and finish items that are weather dependent (landscaping, paint markings, final paving).	√In Service	Dec 31, 2021	Some Disruption
Project 1.16.17	2021 Sewer Main Rehabilitation	5802	1,250,000	1,077,068	98%	Project is substantially complete and maintenance period to follow,	√In Service	Dec 31, 2021	On Track
Project 1.16.18	CRadvantage 10th Ave Extension	2037	132,600	53,325	100%	Civil works completed and in the maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.16.19	Airport Lighting, Visual Aids and Taxiway Rehabilitation CC1 3018	3018	3,008,910	84,314	48%	Final pre tender review submission to Regulatory Agencies is underway. Once complete, The project will be posted for public tender in Q1 2022.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.16.20	Biosolids Site Management	5022	345,894	42,074	100%	Project is complete. 2021 budget was a carryforward from the prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.21	Shetland PRV	7024	13,303	-	100%	Project is complete. 2021 budget was a carryforward from the prior year in case of additional works required.	√In Service	Dec 31, 2021	Completed
Project 1.16.22	325 Beech Street Improvements	4094	230,000	81,275	50%	Preliminary design complete. Detailed design underway. Anticipate tender for construction services in Q2, 2022	√Delayed	Dec 31, 2021	Some Disruption
Project 1.16.23	Highway 19A Sewer Upgrade between Maryland and Twillingate	5027	1,162,000	1,137,992	100%	Project is complete. Significant cost overruns recognized in Q4 and budget adjusted accordingly.	√In Service	Dec 31, 2021	Completed
Project 1.16.24	Highway 19A Sewer Upgrade - Twillingate to Barlow Phase 2	5037	2,200,000	37,187	5%	Increased development in the Maryland area required an upgrade to the sewer main due to capacity constraints.	√Implementation	Dec 31, 2022	On Track
Project 1.17.05	Downtown Storm Mitigation	6502	200,000	-	5%	The scope of this project has not yet been defined. This project is on hold until the Utilities Manager position is filled in 2022.	√Delayed	Dec 31, 2023	Some Disruption
Project 1.17.06	Sewer Condition Assessments	5030	55,000	-	10%	This project will involve having a Consulting company inspect the conditions of the subsurface infrastructure at lift stations 8, 9, and 15, and the kiosk at lift station #1 to determine asset replacement/repair needs. The tender preparation of this project has been put on hold due to lack of key staffing members. This project will be carried forward to 2022.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.17.07	Sewer Asset Registry	5023	25,000	-	60%	Our Eng Tech III has taken the lead on this and is doing the work in-house. She has created a naming convention for all of our sewer video inspections and has updated approx. 90% of them in a new filing system. All of these files are being synced to Cartegraph and analyzed to assure that they are accurate and removing duplication's along the way. Due to staffing vacancies in the IT Department, internal LWS staff have completed as much of this work in house as they can. An external consultant will be required to complete this work, but can not be done until appropriate staff are hired to assist with the GIS portion of this project. Therefore, this project needs to be carried forward to 2022.	√Delayed	Dec 31, 2022	Some Disruption
Project 1.17.08	Sewer Facility Renewal	5024	28,751	58,479	100%	This is for the installation/replacement of the electric gate at the entrance to NVEC. The gate is installed and operational.	√In Service	Dec 31, 2021	Completed

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.09	Lift Station #7 Pump and Controls Upgrade	5033	150,000	63,907	40%	McElhanney was contracted to complete this engineering project in partnership with Binnie Engineering for the electrical design. The design was completed in September. The project scope was defined to include the purchase and installation of a new larger jockey pump, upgrades to the electrical components for the larger pump, programming and upgrades to the check valves. The pump has been ordered and is due to arrive in the spring of 2022. An RFQ has been issued for the necessary electrical components. We are working with the sole bidder to source the necessary components. The programming will be contracted out when the installation is complete	√Delayed	Dec 31, 2021	Some Disruption
Project 1.17.10	NWEC Shower and Locker Room Renovation	5034	125,000	19,328	65%	This project includes the construction of three bathrooms, and renovations to the operating and office buildings. The first of the three bathroom renovations and the office renovations are complete. The installation of the exterior door into the treatment plant lab is complete. The two remaining bathrooms will be installed in the winter/spring.	√Implementation	Q2 - 2022	Major Disruption
Project 1.17.11	Lift Station #11 Biofilter Reconstruction	5035	100,000	3,900	25%	This is for the replacement of the failing biofilter structure at Lift Station #11. Design drawings are complete. McElhanney is in the process of creating the terms of reference for the tender documents, with a goal of issuing the tender in December. The design process took several months longer than anticipated which has put this significantly behind schedule. We plan on having the task complete in early 2022.	√Project Definition	Dec 31, 2022	Major Disruption
Project 1.17.12	SCADA Communication Equipment Rehabilitation	5029	5,907	4,640	93%	Project is currently in the maintenance period.	√In Service	Dec 31, 2021	On Track
Project 1.17.13	Meter Renewal	8002	100,000	88,341	100%	Final planned meter has been installed by the contractor.	√In Service	Dec 31, 2030	Completed
Project 1.17.14	Norm Wood Environmental Centre SCADA Upgrade	5028	90,000	13,716	60%	Program clean up to allow for a clean transition has been completed. It has been determined that it makes more sense to complete the transition to the new SCADA system at the same time that the NWEC electrical upgrades are completed in 2022 to eliminate duplications in work. Therefore, it is recommended that the balance of funds remaining in this budget get reallocated to the NWEC Phase III budget.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.17.15	2nd and 4th Ave Outfall Upgrades	6506	75,000	-	20%	Engineer pre-qualification has been complete for this project. Staff are creating Terms of Reference for the project to get quotes from the three pre-qualified engineering firms. The current goal is to initiate the design phase in 2021 with construction to be completed in 2022.	√Delayed	Sep 30, 2022	Some Disruption
Project 1.17.16	Flow Monitoring Equipment	5036	100,000	85,193	100%	Project is complete.	√In Service	Dec 31, 2021	Completed
Project 1.17.17	Midport Road Storm Drain Upgrade	6507	20,000	-	0%	This is a developer led project that the City is providing funding assistance.	√Not Started	Dec 31, 2022	Some Disruption
Project 1.18.03	Water Asset Registry	7035	25,000	376	20%	This multi-year project remains ongoing and funding will need to be carried forward. This project is part of Asset Management best practices to understand and track the physical condition of water capital assets. To be undertaken in concert with approved Asset Management Strategy. Some disruption due to the need to integrate with approved Asset Management Strategy and OMS implementation.	√Implementation	Dec 31, 2022	Some Disruption
Project 1.18.04	Evergreen Reservoir and Instrumentation Upgrades	7040	915,941	488,500	100%	Reservoir in service. Final contractor invoice outstanding (received in 2022). Now in the maintenance period.	√In Service	Dec 31, 2021	Completed
Project 1.18.05	Water Facility Decommissioning	7045	83,135	182,126	100%	Project completed. Multiple change orders (coated steel pipe containing asbestos) and infrastructure type(s) and location(s) different than recorded drawings resulted in cost overruns.	√In Service	Dec 31, 2021	Completed
Project 1.18.06	Water Facility Renewal	7500	500,000	268,475	100%	Annual allowance for water facility infrastructure (pumps, PRVs etc.) due to age or condition. This project remains ongoing.	√In Service	Dec 31, 2030	Completed
Project 1.18.07	Fire Hydrant Renewal	7026	50,000	29,179	100%	Project is for replacement of existing fire hydrants that have reached the end of their life expectancy.	√In Service	Dec 31, 2030	Completed
Project 1.18.08	Water Service Renewal	7027	50,000	40,959	100%	Replacement of existing water services that are failing. Annual program complete.	√In Service	Dec 31, 2030	Completed
Project 1.18.09	Water Dept Temporary Location	7033	300,000	109,652	90%	Renovations for move to new section of Evergreen is completed. Some invoices expected for work already done. Funds to be carried forward in case long term rental agreement not reached.	√In Service	Dec 31, 2021	On Track
Project 1.18.10	Dogwood Operations Centre Backflow/Meter	7021	125,000	-	0%	The project will be delayed in 2021 due to COVID-19 caused staffing and contractor shortages. Work now anticipated to start in 2022.	√Delayed	Q2 - 2022	Major Disruption
Project 1.18.11	Pressure Reducing Valve Abandonment	7038	75,000	30,431	75%	One PRV abandonment remaining. Funds to be carried forward due to supply chain and manpower disruptions. Remaining PRV abandonment to be done in 2022.	√Delayed	Dec 31, 2021	Some Disruption
Project 1.18.12	Area D Connection Improvements	7023	20,000	7,630	70%	Clear SCADA contractor completed interface screens for SRD access. Some disruption due to SRD's inability to get internet connections to kiosks for SCADA integration. Funds to be carried forward to 2022.	√Delayed	Sep 30, 2022	Some Disruption
Project 1.18.13	Beaver Lodge Pump Station Upgrades	7048	10,000	-	0%	Due to the ongoing Jubilee Heights development the pump station at Beaver Lodge was expected to be required to be upgraded. It has since been determined that this pump station does not require upgrading at this time, and may not for several years.	√Cancelled	Dec 31, 2023	Cancelled
Project 1.18.14	John Hart Reservoir	7047	100,000	1,770	15%	Proposed footprint memo completed by consultant. Awaiting land acquisition negotiations. Project to be led by new Utility Manager and Legislative Services. Funds to be carried forward to 2022.	√Project Definition	Dec 31, 2023	Some Disruption
Project 1.18.15	John Hart Pump Station Modifications	7044	22,007	20,250	100%	Project completed. Maintenance period ongoing.	√In Service	Dec 31, 2021	Completed

Plan Number	Description	CC1	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.22.01	Seagull Walkway Surface Improvement	8011	500,000	6,525	0%	Resolution approved during August 9, 2021 Council meeting. Rehabilitation of the surface walkway, lighting, safety railing, landscaping and street furnishings along the southern section of the Seagull walkway.	✓Project Definition	Dec 31, 2022	On Track

ENVISIO PROJECT PHASES

The purpose of this document is to help promote consistency in the use of checklist updates in Envisio. This document is intended to help users identify the appropriate checklist phase of the project life cycle that their project is currently in. Should there be additional questions about what phase of the project life cycle your project is currently in, please contact Mark Coulter in the Finance Department.

NOT STARTED PHASE

The Not Started Phase of the project life cycle have received approval from Council to proceed but have not moved forward. Projects in this phase have not developed a capital project plan or outlined how the project is to proceed.

PROJECT DEFINITION/PLANNING PHASE

The Project Definition Phase of the project is the planning of a project. Activities within the Project Definition Phase include but are not limited to the following activities:

- The development or refining of the capital project plan or project plan for operating projects (e.g. plan development, community engagement activity, etc).
- Holding internal meetings to discuss project design, specifications, cost estimates and future reporting requirements.
- Engaging consultants as necessary to confirm the cost, timing and viability of project requirements.
- Determining whether a public competition is necessary to procure the goods and services needed to complete the scope of work
- Engaging the purchasing department as necessary to develop the appropriate public competition.
- Ensuring proper regulatory agencies or bodies have been consulted and necessary permits can be obtained.
- Seeking Council endorsement or direction as necessary.

IMPLEMENTATION PHASE

The Implementation Phase of the project involves the actioning of project plans and the carrying out of the body of work to be completed. Activities within this phase of the project include but are not limited to the following activities:

- Reviewing public competition documents received and obtain the appropriate approvals as necessary to issue a notice of award.
- Procurement of goods/ services as necessary to complete the project.
- The carrying out of work described in the capital or operating project plan. This includes the construction of assets, the writing of reports, working with technical experts, obtaining regulatory approvals, engaging the community etc.
- Identifying and reporting as appropriate changes to cost estimates, timing, scope of work, impacts to the City of Campbell River and residents.
- The review of work completed by staff or consultants to ensure that the work performed is consistent with objectives of the initial project.
- Project reports have been completed and if applicable have been presented to Council for approval.

IN-SERVICE PHASE

The In-Service Phase of a project is achieved when substantial completion of the work within the scope of the project has been completed. Projects that are in-service have the following characteristics.

- Asset or project is completed and in use or has been accepted as completed by the end users of the project (Council, management, external stakeholders, etc.).
- Invoicing or future site/project maintenance are only items that remain outstanding.
- Within the maintenance and warranty period.

DELAYED PHASE

Throughout the year projects may enter a Delayed Phase for a variety of reasons. Projects are considered to be delayed if the work as stated within the project plan is not completed within the timeframes identified in the financial plan.

- Delayed projects are those projects in which a carryforward has been established and the remaining funds are expected to be spent in a subsequent period or:
- Have been budgeted again in a subsequent period to when they were originally intended to be completed.

CANCELLED PHASE

Throughout the year projects can enter a Cancelled Phase for a variety of reasons including the lack of the necessary goods or services to complete the project, change in Council priorities, availability of funding or the project no longer being deemed operationally necessary.

- Cancelled projects are incomplete projects that do not have a carryforward and have not been budgeted for again in a subsequent period.
- The work was not completed as stated within the project plan.



CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2020

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2020**

Independent Auditor's Report

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CITY OF CAMPBELL RIVER
FINANCIAL REPORTING RESPONSIBILITY
For the Year Ended December 31, 2020

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

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



Dennis Brodie, B.ASc, ProfCertAM
Acting Director of Finance/Chief Financial Officer



Aaron E. Daur, CPA
Controller

Independent Auditor's Report

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

Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2020, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information, comprising the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Campbell River, British Columbia

May 10, 2021



Chartered Professional Accountants

CITY OF CAMPBELL RIVER
STATEMENT OF FINANCIAL POSITION
As at December 31, 2020

	2020	2019
FINANCIAL ASSETS		
Cash and investments (note 2)	99,444,603	90,898,593
Accounts receivable (note 4)	8,508,383	7,423,817
Inventory held for sale	24,648	29,776
	107,977,634	98,352,186
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 5)	17,468,792	11,053,031
Deposits and holdbacks	4,497,475	4,652,936
Development cost charges (note 6)	12,720,575	12,506,819
Deferred revenue (note 6)	10,484,554	12,738,110
Long-term debt (note 7 & schedule 1)	11,651,472	12,527,259
	56,822,868	53,478,155
NET FINANCIAL ASSETS	51,154,766	44,874,031
NON FINANCIAL ASSETS		
Inventory of supplies	474,820	393,777
Prepays	21,400	-
Tangible capital assets (schedule 2)	285,705,342	274,586,799
	286,201,562	274,980,576
ACCUMULATED SURPLUS (note 9)	337,356,328	319,854,607

See Contingent liabilities Note 10.

See Significant events Note 17.

See Subsequent events Note 18.



Dennis Brodie, B.ASc, ProfCertAM
Acting Director of Finance/Chief Financial Officer



Aaron E. Daur, CPA
Controller

CITY OF CAMPBELL RIVER
STATEMENT OF OPERATIONS
For the Year Ended December 31, 2020

	2020 Budget (see note 12)	2020 Actual	2019 Actual
REVENUE			
Taxes & parcel taxes (note 11)	35,874,799	35,854,588	34,213,916
Payments in lieu of taxes	683,080	711,370	683,089
Sale of services	25,491,695	23,816,603	25,065,270
Services provided to other governments	1,747,803	1,596,147	1,545,783
Transfers from other governments (note 15)	10,251,918	13,423,631	4,961,949
Investment and other income	952,109	921,336	1,869,796
Other revenue	224,098	285,472	338,391
Development cost charges recognized	3,746,207	1,351,905	248,992
Contributed tangible capital assets	61,628	2,639,297	10,227,164
Loss on disposal of tangible capital assets	-	(311,012)	(46,126)
	79,033,337	80,289,337	79,108,224
EXPENSES			
General government	7,207,208	9,198,207	7,962,897
Protective services	18,807,148	18,127,980	18,506,359
Transportation services	12,587,578	12,188,199	12,442,699
Environmental health services	2,772,152	2,609,372	2,590,889
Public health services	203,560	229,155	199,877
Development services	2,716,386	2,244,067	2,634,950
Parks, recreation and cultural services	9,033,857	7,758,785	8,674,083
Sewer utility services	4,399,899	4,184,035	4,149,424
Water utility services	6,162,657	6,247,816	6,723,650
	63,890,445	62,787,616	63,884,828
ANNUAL SURPLUS	15,142,892	17,501,721	15,223,396
Accumulated Surplus, Beginning of Year	319,854,607	319,854,607	304,631,211
ACCUMULATED SURPLUS (note 9)	334,997,499	337,356,328	319,854,607

See Budget legislative compliance Note 12.

CITY OF CAMPBELL RIVER
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2020

	2020 Budget (see note 12)	2020 Actual	2019 Actual
ANNUAL SURPLUS	15,142,892	17,501,721	15,223,396
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(38,342,550)	(19,456,143)	(15,315,367)
Contributed tangible capital assets	-	(2,639,297)	(10,227,164)
Proceeds on disposal of tangible capital assets	-	74,186	90,186
Loss on disposal of tangible capital assets	-	311,012	46,126
Writedown of tangible capital assets	-	268,148	1,515,301
Amortization	9,380,800	10,323,551	9,740,160
	(28,961,750)	(11,118,543)	(14,150,758)
OTHER NON-FINANCIAL ASSETS			
Increase in inventory of supplies	-	(81,043)	(18,475)
Increase in prepaids	-	(21,400)	71,767
	-	(102,443)	53,292
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(13,818,858)	6,280,735	1,125,930
NET FINANCIAL ASSETS, BEGINNING OF YEAR	44,874,031	44,874,031	43,748,101
NET FINANCIAL ASSETS, END OF YEAR	31,055,173	51,154,766	44,874,031

CITY OF CAMPBELL RIVER
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2020

	2020	2019
OPERATING ACTIVITIES		
Annual surplus	17,501,721	15,223,396
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(95,850)	(70,812)
Contributed tangible capital assets	(2,639,297)	(10,227,164)
Loss on disposal of tangible capital assets	311,012	46,126
Writedown of tangible capital assets	268,148	1,515,301
Amortization expense	10,323,551	9,740,160
Decrease in inventory of supplies	(81,043)	(18,475)
Decrease in prepaids	(21,400)	71,767
Changes in financial assets and liabilities:		
Accounts receivable	(1,084,566)	(1,894,396)
Inventory held for resale	5,128	30,832
Accounts payable and accrued liabilities	6,415,761	1,132,681
Deposits and holdbacks	(155,461)	919,198
Development cost charges	213,756	1,621,523
Deferred revenue	(2,253,556)	968,732
	28,707,904	19,058,869
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	74,186	90,186
Acquisition of tangible capital assets	(19,456,143)	(15,315,367)
	(19,381,957)	(15,225,181)
FINANCING ACTIVITIES		
Debt principal repaid	(779,937)	(521,858)
	(779,937)	(521,858)
INCREASE IN CASH AND INVESTMENTS	8,546,010	3,311,830
CASH AND INVESTMENTS BEGINNING OF YEAR	90,898,593	87,586,763
CASH AND INVESTMENTS, END OF YEAR	99,444,603	90,898,593
INTEREST RECEIVED	724,506	1,562,309
INTEREST PAID	454,851	525,724

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

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

1. Significant accounting policies

a) Basis of presentation

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

b) Reporting entity

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

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

c) Accrual accounting

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

d) Revenue recognition

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

i) Taxation

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 11) are not included in these financial statements.

1. Significant accounting policies (continued)

ii) Sale of services

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

iii) Transfers from other governments

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

iv) Other revenue

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

v) Development cost charges and other deferred revenues

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

e) Cash and investments

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund and the High Interest Savings Accounts offered by the MFA provide a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2020.

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 1.28% to 3.25% 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.

1. Significant accounting policies (continued)

g) Financial instruments

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

h) Non-financial assets

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

i) Tangible capital assets

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in use.

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

Asset	Useful life (yrs)
Land	N/A
Buildings	7-60
Furniture, machinery & equipment	3-50
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water infrastructure	20-60

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

ii) Inventory

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

1. Significant accounting policies (continued)

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, 2020.

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

2. Cash and investments

	2020	2019
General operating fund	82,462,258	74,698,989
Development cost charges deferred revenue	12,720,575	12,532,602
Capital lending reserve fund	2,245,486	1,707,788
Parks acquisition & development reserve fund	1,231,573	1,307,526
Parkland acquisition reserve fund	629,227	497,958
Other bank investments	155,484	153,730
	99,444,603	90,898,593

The City's investment policy is designed to provide the optimal blend of investment security and rate of return while meeting the operational requirements of the City while maintaining compliance with restrictions imposed by the Community Charter. The investment policy applies to all cash assets of the City not required for immediate operational needs. All current investments are held within the MFA Money Market Fund (MMF) and High Interest Savings Accounts which are accessible within one business day. The monthly average interest rate for the MMF in 2020 was 0.85% (2019 - 1.85%).

3. Trust funds

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

	December 31, 2019	Collections	Expenses	December 31, 2020
CR Municipal Cemetery	328,772	9,591	-	338,363
Elk Falls Memorial Cemetery	250,778	7,315	-	258,093
	<u>579,550</u>	<u>16,906</u>	<u>-</u>	<u>596,456</u>

4. Accounts receivable

	2020	2019
Property taxes	1,644,822	1,588,297
Due from other governments	3,341,980	2,093,516
Other	3,521,581	3,742,004
	<u>8,508,383</u>	<u>7,423,817</u>

Other receivables includes from one customer an amount of \$486,931 (2019 - \$544,551) 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 20 year repayment term. There are 7 years remaining on the repayment term.

5. Accounts payable and accrued liabilities

	2020	2019
Trade accounts payable	2,269,448	2,001,710
Due to other governments	10,030,611	3,896,562
Accrued liabilities	216,200	307,370
Accrued wages and benefits	4,867,670	4,758,858
Accrued interest	84,863	88,531
	<u>17,468,792</u>	<u>11,053,031</u>

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial wood waste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2019 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2020 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:

5. Accounts payable and accrued liabilities (continued)

Accrued wages and benefits:

	2020	2019
Employee future benefits	1,842,200	1,653,400
Vacation liability	1,015,660	1,354,385
Banked overtime liability	267,317	271,065
Wages and other accruals	1,742,493	1,480,008
	4,867,670	4,758,858

Employee future benefits:

	2020	2019
Accrued benefit obligation - beginning	1,653,400	1,581,600
Current service cost	139,900	129,700
Interest cost	46,100	52,300
Benefits paid	(164,000)	(143,800)
Recognition of Actuarial loss/gain	166,800	33,600
	1,842,200	1,653,400
Discount rate	2.10%	2.70%
Inflation rate	2.50%	2.50%

6. Development cost charges and deferred revenue

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

The funded DCC's are disclosed as cash and investments in Note 2 and total \$12,720,575 (2019 - \$12,532,602).

	December 31, 2019	Transfers	Collections	December 31, 2020
Development cost charges				
Park development	957,071	12,800	117,891	1,062,162
Parkland acquisition	917,515	23,025	223,882	1,118,372
Roads	4,173,148	1,387,448	343,603	3,129,303
Sanitary sewer	1,099,460	27,090	234,715	1,307,085
Storm drains	1,342,679	-	371,889	1,714,568
Water	4,016,946	44,640	416,779	4,389,085
	12,506,819	1,495,003	1,708,759	12,720,575
Deferred revenue				
Future local improvements	2,546,388	16,915	-	2,529,473
Prepaid property taxes	2,834,906	5,686,499	6,072,424	3,220,831
Community Works Fund	4,551,569	3,032,562	1,462,050	2,981,057
Parkland acquisition	517,858	-	111,369	629,227
Other	2,287,389	2,990,412	1,826,989	1,123,966
	12,738,110	11,726,388	9,472,832	10,484,554
	25,244,929	13,221,391	11,181,591	23,205,129

7. Long-term debt

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

Year	General	Sewer	Water	Total
2021	124,727	328,035	395,321	848,083
2022	139,758	349,158	428,127	917,043
2023	145,277	360,212	440,971	946,460
2024	26,897	371,621	454,200	852,718
2025	15,887	383,395	467,826	867,108
2026 & thereafter	-	3,178,114	4,041,946	7,220,060

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2021	44,911	151,283	216,650	412,844
2022	44,911	151,283	216,650	412,844
2023	42,334	151,283	216,650	410,267
2024	5,378	151,283	216,650	373,311
2025	2,373	151,283	216,650	370,306
2026 & thereafter	-	1,103,123	1,543,675	2,646,798

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 10b).

8. 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:

	2020	2019
General	23,843	23,362
Sewer	62,929	61,660
Water	77,048	75,494
	163,820	160,516

9. Accumulated surplus

	2020	2019
Unappropriated surplus		
General	4,400,000	4,400,000
Sewer	800,000	800,000
Water	850,000	850,000
	6,050,000	6,050,000
Non-statutory reserves		
General	19,123,368	13,076,969
Airport	166,035	440,916
Sewer	13,544,683	14,816,045
Water	21,641,308	19,683,623
	54,475,394	48,017,553
Statutory reserves		
Capital lending	2,245,486	2,619,988
Parkland acquisition & development	1,231,573	1,107,526
	3,477,059	3,727,514
Investment in tangible capital assets	273,353,875	262,059,540
Total	337,356,328	319,854,607

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

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

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

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less long term obligations associated with these assets.

10. 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, 2019, the plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

10. Contingent liabilities (continued)

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,988,410 (2019 - \$1,889,325) for employer contributions, while employees contributed \$1,657,994 (2019 - \$1,573,052) to the Plan in fiscal 2020.

The next valuation will be as at December 31, 2021, with results available in 2022.

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

b) Regional District debt

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

c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2020 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$26,655 (2019 - \$119,616) has been recorded for these claims.

11. Property taxation

	2020	2019
Municipal Taxation:		
General municipal property taxes	33,325,984	31,864,875
Local service taxes	81,353	88,727
Parcel taxes	1,926,006	1,733,611
1% utility tax	521,245	526,703
Total municipal taxation	35,854,588	34,213,916

11. Property taxation (continued)

Collections for Other Taxing Authorities:		
BC Assessment Authority	362,294	312,868
Comox Strathcona Regional Hospital District	4,290,122	4,208,781
Comox Strathcona Regional Solid Waste Board	1,506,277	1,469,618
Municipal Finance Authority	1,594	1,463
Provincial School Levy	15,095,895	16,063,840
Strathcona Regional District	6,944,190	6,280,198
Regional Library	1,616,188	1,537,066
Total collections for other taxing authorities	29,816,560	29,873,834
Payments to other taxing authorities	(29,816,560)	(29,873,834)
Net taxation for municipal purposes	35,854,588	34,213,916

12. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 16, 2019, to the exception of the amounts noted below.

Adjustments to the 2021-2030 Financial Plan Annual Surplus:	
Annual surplus, as per Statement of Operations	15,142,892
Adjustments for non-cash item:	
Amortization offset	9,380,800
Debt principal repayments	(848,332)
Capital expenses	(38,342,550)
Net transfer from reserves & unappropriated surplus	14,667,190
	-

13. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for future lease/rental revenue, E-911 operations agreement and a local area service agreement. The following table summarizes the contractual rights of the City for future assets:

	Lease/Rental Revenue	E911 Dispatch Operations	Local Area Service
2021	296,478	1,378,000	81,353
2022	288,522	-	81,353
2023	287,632	-	81,353
2024	115,152	-	81,353
2025	-	-	81,353
Thereafter, to completion	-	-	162,706
Total Contractual Rights	987,784	1,378,000	569,471

14. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

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

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

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

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

15. Government transfers

	2020	2019
Federal	7,778,104	3,327,615
Provincial	5,595,527	1,584,334
Regional	50,000	50,000
	13,423,631	4,961,949

16. Comparative figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

17. Significant events

In March 2020, the COVID-19 outbreak has caused governments worldwide to enact emergency measures to combat the spread of the virus. These measures, which include the implementation of facility closures, travel restrictions, self-isolation periods, and social and physical distancing, will have a significant impact on the local and global economy. At this time, it is not possible to reliably estimate the length and severity of the COVID-19 outbreak and how it may impact the City's financial results.

18. Subsequent events

Subsequent to the end of the fiscal period it was identified that a section of the City's sewer infrastructure is at or is nearing capacity. The City has already approved additional development in the area which could result in the existing sewer infrastructure becoming overloaded. At the April 26, 2021 Council meeting, Council committed to remedying this issue by approving a \$575,000 enhancement project to increase the capacity of the infrastructure in this area. As the Council commitment happened after year-end, no liability amount has been accrued in these financial statements.

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF LONG-TERM DEBT
As at December 31, 2020**

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2019	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2020
Long-term debt								
General								
3303	Issue #103	23/04/23	2.65	63,493	-	9,713	5,239	48,541
3301	Issue #104	20/11/23	2.90	223,800	-	34,235	18,468	171,097
3302	Issue #104	20/11/23	2.90	163,238	-	24,971	13,470	124,797
3302	Issue #106	13/10/24	2.25	53,462	-	6,668	3,202	43,592
3301	Issue #112	06/10/25	1.28	87,421	-	9,260	3,920	74,241
				<u>591,414</u>	<u>-</u>	<u>84,847</u>	<u>44,299</u>	<u>462,268</u>
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	212,168	-	22,473	9,513	180,182
3345	Issue #117	06/10/26	3.25	296,367	-	27,418	10,105	258,844
3519	Issue #147	09/04/32	2.66	4,800,000	-	258,080	-	4,541,920
				<u>5,308,535</u>	<u>-</u>	<u>307,971</u>	<u>19,618</u>	<u>4,980,946</u>
Water								
3518	Issue #141	07/04/32	2.80	2,583,476	-	155,923	9,496	2,418,057
3518	Issue #145	23/04/33	3.15	4,068,804	-	231,196	6,936	3,830,672
				<u>6,652,280</u>	<u>-</u>	<u>387,119</u>	<u>16,432</u>	<u>6,248,729</u>
Accrued actuarial adjustment				<u>(24,970)</u>	<u>-</u>	<u>-</u>	<u>15,501</u>	<u>(40,471)</u>
Total long-term debt				<u>12,527,259</u>	<u>-</u>	<u>779,937</u>	<u>95,850</u>	<u>11,651,472</u>

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
As at December 31, 2020**

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2020	Total 2019
COST							
Opening balance	33,241,116	42,476,522	29,190,470	368,648,682	12,022,118	485,578,908	462,744,637
Additions	91,014	696,595	2,505,263	10,319,417	5,843,854	19,456,143	15,315,367
Contributed tangible capital assets	-	-	-	1,832,568	806,729	2,639,297	10,227,164
Construction completed	-	369,818	71,547	785,941	(1,227,306)	-	-
Writedowns	-	-	-	-	(268,148)	(268,148)	(1,930,931)
Disposals	(109,978)	(241,367)	(301,112)	(408,636)	-	(1,061,093)	(777,329)
Closing balance	33,222,152	43,301,568	31,466,168	381,177,972	17,177,247	506,345,107	485,578,908
ACCUMULATED AMORTIZATION							
Opening balance	-	22,494,793	15,450,870	173,046,446	-	210,992,109	202,308,596
Amortization current year	-	1,035,676	1,352,554	7,935,321	-	10,323,551	9,740,160
Amortization from writedowns	-	-	-	-	-	-	(415,630)
Amortization from disposals	-	(61,142)	(283,576)	(331,177)	-	(675,895)	(641,017)
Closing balance	-	23,469,327	16,519,848	180,650,590	-	220,639,765	210,992,109
NET BOOK VALUE	33,222,152	19,832,241	14,946,320	200,527,382	17,177,247	285,705,342	274,586,799
NET BOOK VALUE (2019)	33,241,116	19,981,729	13,739,600	195,602,236	12,022,118		

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2020

SCHEDULE 3
(page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
REVENUE												
Taxes & parcel taxes (note 11)	33,851,997	32,401,426	-	-	680,016	505,352	-	-	-	-	76,585	76,865
Payments in lieu of taxes	711,370	683,089	-	-	-	-	-	-	-	-	-	-
Sale of services	417,419	522,797	1,919,649	2,059,569	1,522,406	2,486,696	2,628,925	2,448,993	111,135	77,773	1,606,517	1,813,848
Services provided to other governments	1,013,758	1,052,458	505,419	426,470	-	-	-	-	76,970	66,855	-	-
Transfers from other governments (note 15)	9,742,245	2,973,585	433,608	367,922	3,214,950	1,585,691	20,000	20,000	-	-	14,300	20,000
Investment and other income	567,414	1,468,292	-	-	2,961	219	-	-	-	-	-	-
Other revenue	-	-	-	-	245,336	213,825	22,220	92,800	-	-	416	8,159
Development cost charges recognized	-	-	-	-	1,351,905	222,883	-	-	-	-	-	-
Contributed tangible capital assets	806,729	-	-	-	1,252,837	6,696,796	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	(280,547)	66,186	-	-	-	-	-	-
	47,110,932	39,101,647	2,858,676	2,853,961	7,989,864	11,777,648	2,671,145	2,561,793	188,105	144,628	1,697,818	1,918,872
EXPENSES												
Amortization & writedowns	327,580	299,543	408,974	332,602	4,589,256	4,397,448	-	-	9,883	9,883	-	-
Interest & debt issue expenses	26,440	69,423	-	-	49,453	51,964	-	-	-	-	-	-
Operating expenses	2,754,500	1,759,146	9,369,229	10,134,727	5,012,733	5,589,337	2,556,475	2,476,253	47,199	36,809	938,064	1,447,497
Wages & benefits	6,089,687	5,834,785	8,349,777	8,039,030	2,536,757	2,403,950	52,897	114,636	172,073	153,185	1,306,003	1,187,453
	9,198,207	7,962,897	18,127,980	18,506,359	12,188,199	12,442,699	2,609,372	2,590,889	229,155	199,877	2,244,067	2,634,950
ANNUAL SURPLUS (DEFICIT)	37,912,725	31,138,750	(15,269,304)	(15,652,398)	(4,198,335)	(665,051)	61,773	(29,096)	(41,050)	(55,249)	(546,249)	(716,078)

See Note 14 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 SCHEDULE OF SEGMENTED REPORTING
 For the Year Ended December 31, 2020

SCHEDULE 3
 (page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
REVENUE										
Taxes & parcel taxes	524,179	517,038	35,132,777	33,500,681	721,811	713,235	-	-	35,854,588	34,213,916
Payments in lieu of taxes	-	-	711,370	683,089	-	-	-	-	711,370	683,089
Sale of services	614,736	1,141,681	8,820,787	10,551,357	6,189,833	6,244,359	8,805,983	8,269,554	23,816,603	25,065,270
Services provided to other governments	-	-	1,596,147	1,545,783	-	-	-	-	1,596,147	1,545,783
Transfers from other governments	(1,472)	(5,249)	13,423,631	4,961,949	-	-	-	-	13,423,631	4,961,949
Investment and other income	-	-	570,375	1,812,961	151,572	185,258	199,389	216,027	921,336	1,869,796
Other revenue	17,500	23,158	285,472	337,942	-	449	-	-	285,472	338,391
Development cost charges recognized	-	-	1,351,905	222,883	-	26,109	-	-	1,351,905	248,992
Contributed tangible capital assets	-	-	2,059,566	6,696,796	183,763	2,068,555	395,968	1,461,813	2,639,297	10,227,164
Loss on disposal of tangible capital assets	-	-	(280,547)	66,186	(5,918)	(23,661)	(24,547)	(88,651)	(311,012)	(46,126)
	1,154,943	1,676,628	63,671,483	60,379,627	7,241,061	9,214,304	9,376,793	9,858,743	80,289,337	79,108,224
EXPENSES										
Amortization & writedowns	1,626,444	1,498,068	6,962,137	6,537,544	1,395,069	1,312,675	1,966,345	2,787,172	10,323,551	10,637,391
Interest & debt issue expenses	-	-	75,893	121,387	162,308	187,687	216,650	216,650	454,851	525,724
Operating expenses	2,362,834	2,870,822	23,041,034	24,314,591	1,610,237	1,634,785	2,161,931	2,005,780	26,813,202	27,955,156
Wages & benefits	3,769,507	4,305,193	22,276,701	22,038,232	1,016,421	1,014,277	1,902,890	1,714,048	25,196,012	24,766,557
	7,758,785	8,674,083	52,355,765	53,011,754	4,184,035	4,149,424	6,247,816	6,723,650	62,787,616	63,884,828
ANNUAL SURPLUS (DEFICIT)	(6,603,842)	(6,997,455)	11,315,718	7,367,873	3,057,026	5,064,880	3,128,977	3,135,093	17,501,721	15,223,396

See Note 14 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 SCHEDULE OF COVID-19 SAFE RESTART GRANT FOR LOCAL GOVERNMENT FUNDS
 As at December 31, 2020

SCHEDULE 4

Description	Amounts Received	Amounts Spent	Amounts Used for Lost Revenues	Ending Balance
Opening Balance				-
COVID-19 Safe Restart Grant for Local Governments funding	4,618,000	-	-	4,618,000
Transfer to offset Community Gaming Grant lost revenues	-	-	725,000	3,893,000
Interest allocated on reserve balances	1,679	-	-	3,894,679
Closing Balance	4,619,679	-	725,000	3,894,679

Work in Progress

City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council's Strategic Plan as well as departmental operational and master plans.

City Scorecard



Key Performance Indicators

The scorecard helps illustrate the type of service delivered, set standards and share results.

The following key performance indicators are samples of City service measurements.



City Scorecard Highlights 2020

Online Home Owner Grants



63%

Value of Projects Awarded



\$11.8M

Internal Promotions



40%

Value of Buildings Saved from Fire



\$335M

Total Fire Emergency Calls



1,942

Construction Projects Completed on Budget



100%

Number of Helpdesk Support Requests

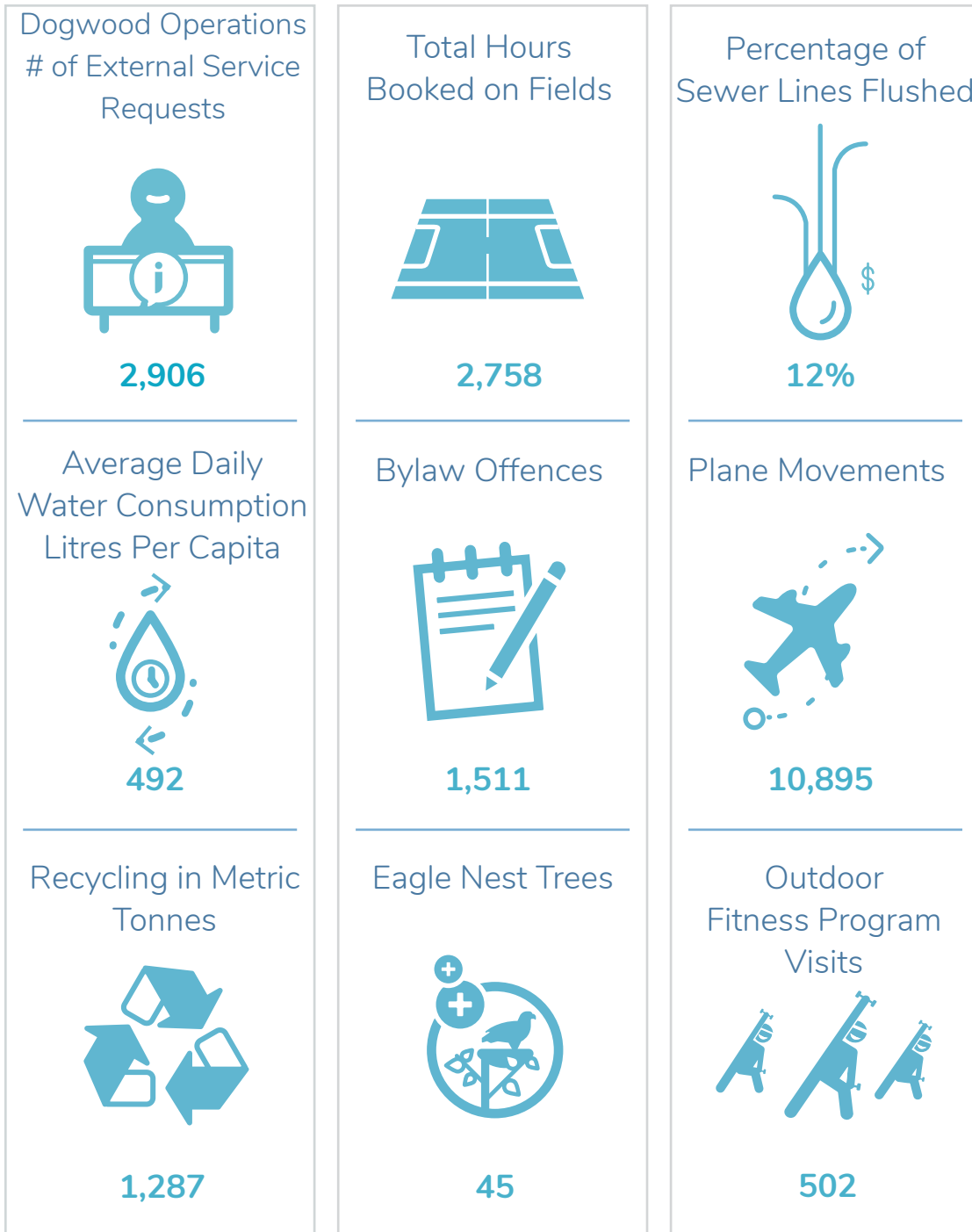


5,260

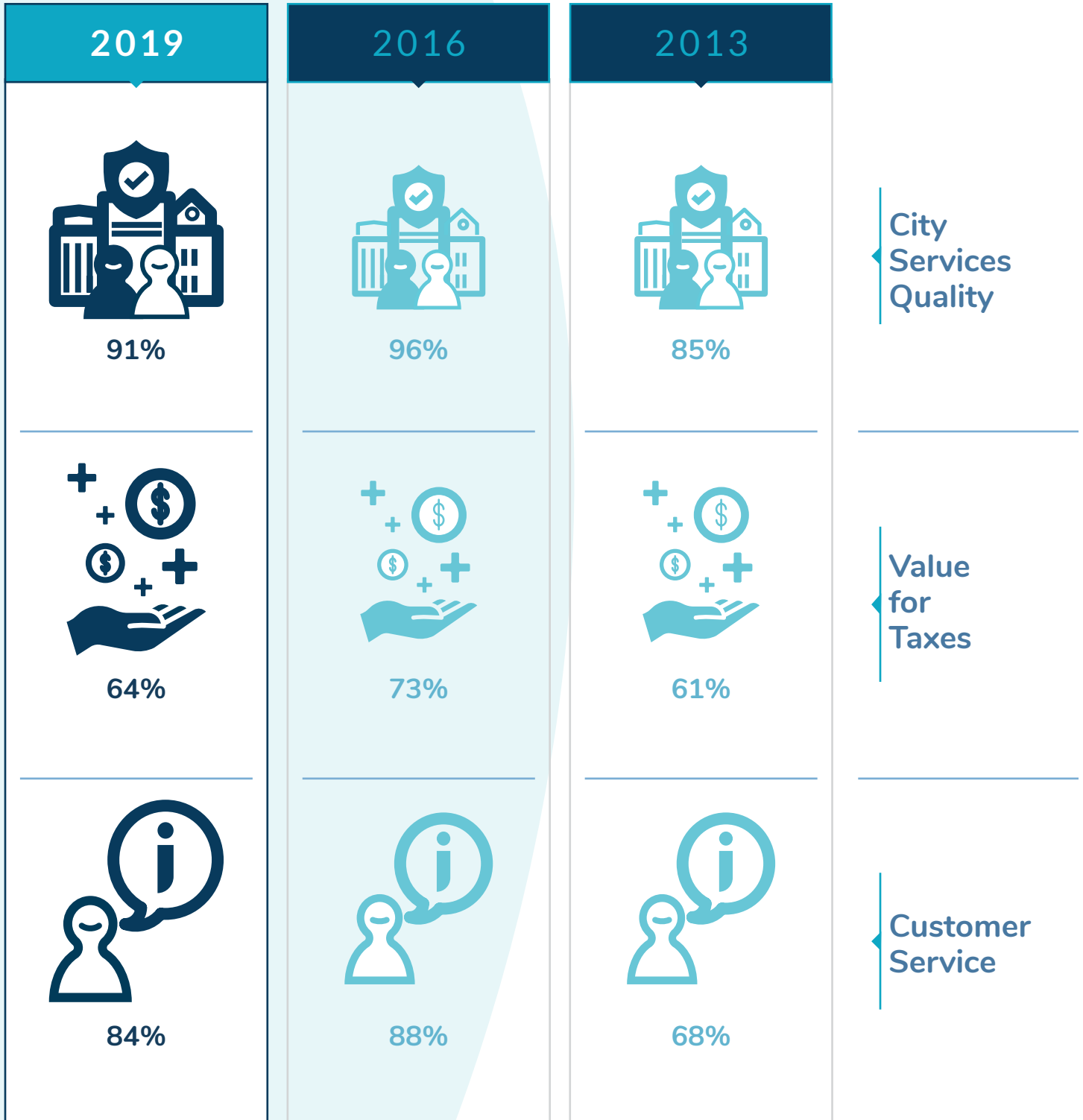
Police Services Annual File Count



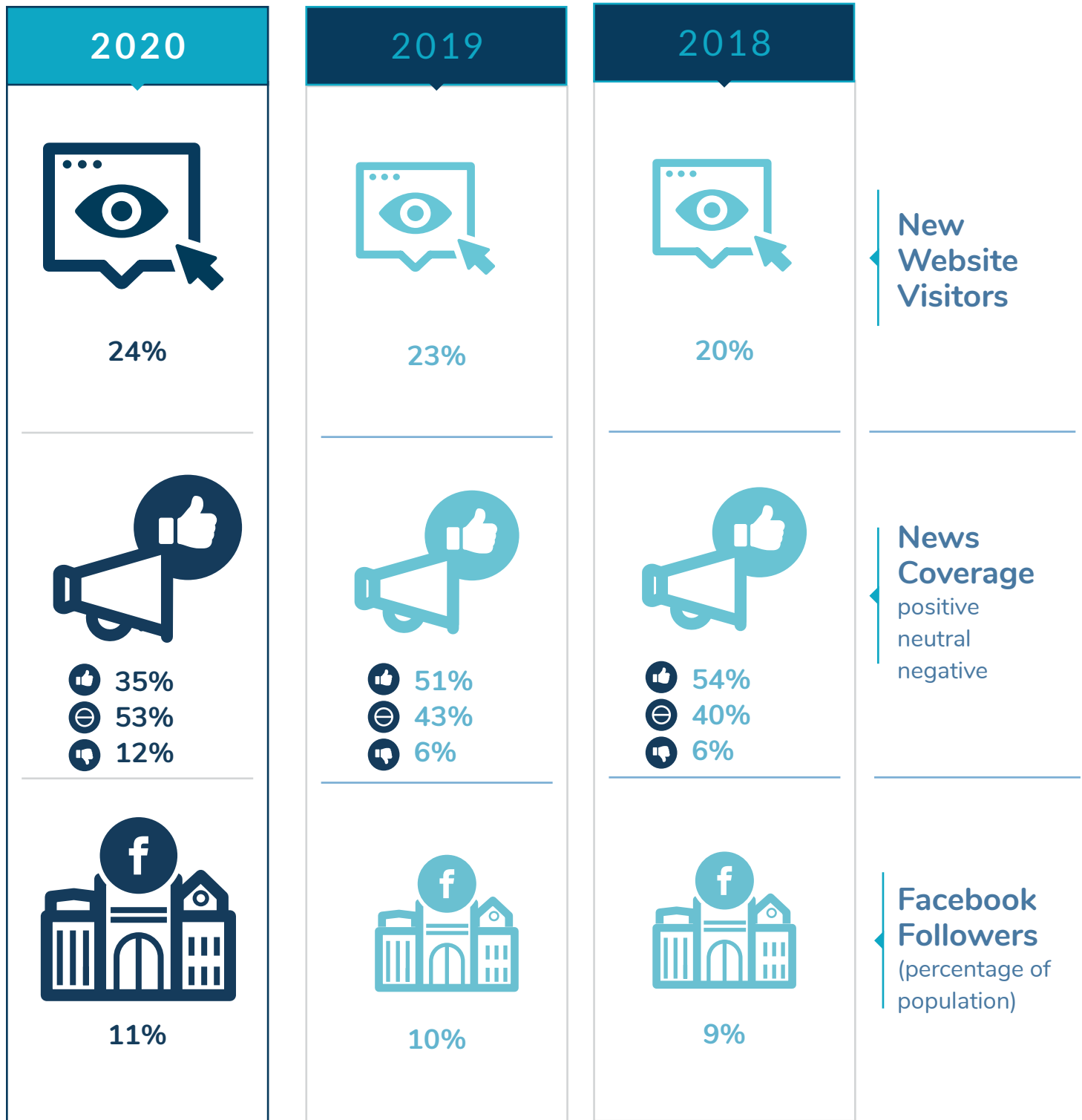
16,782



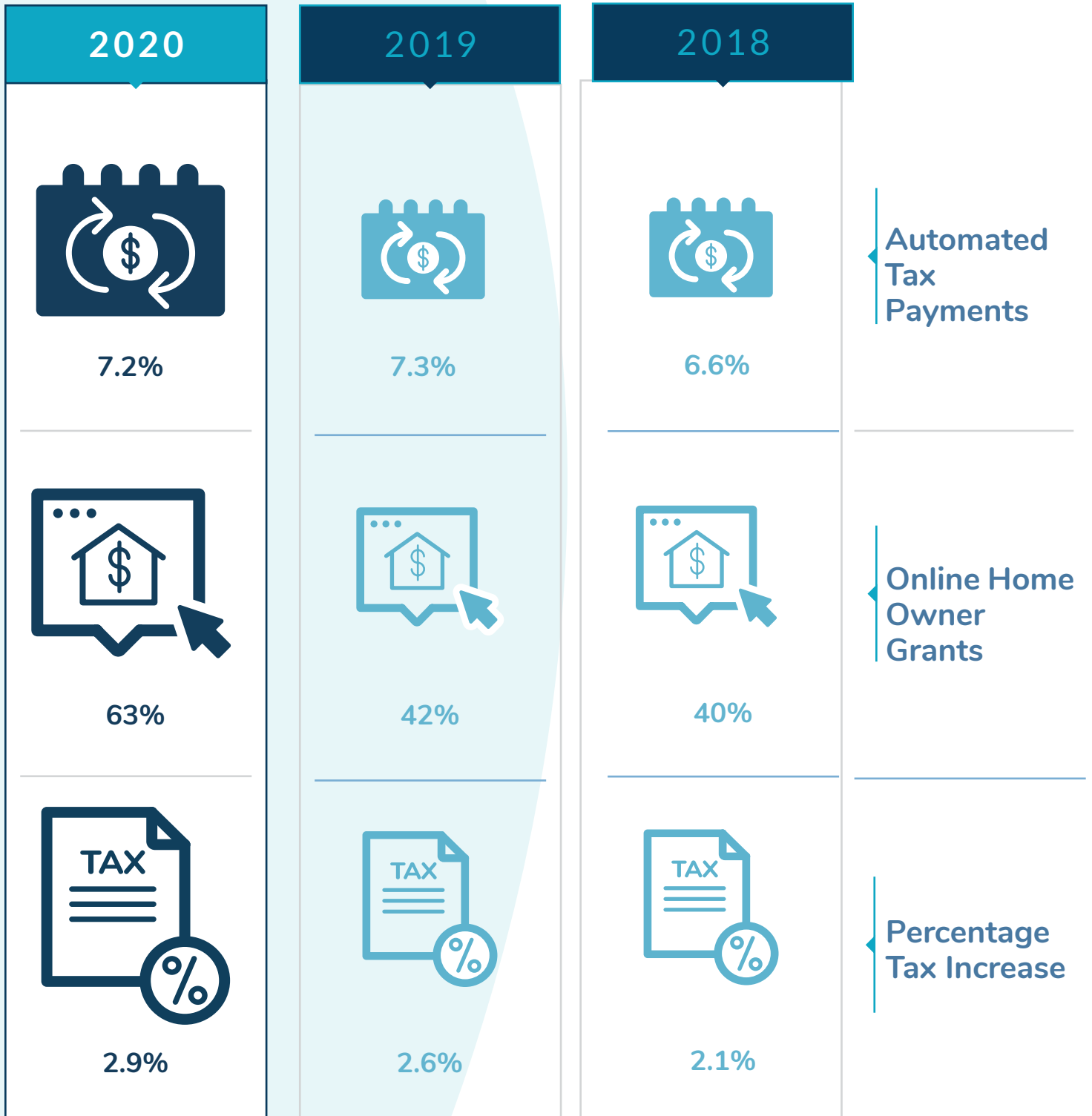
City Manager



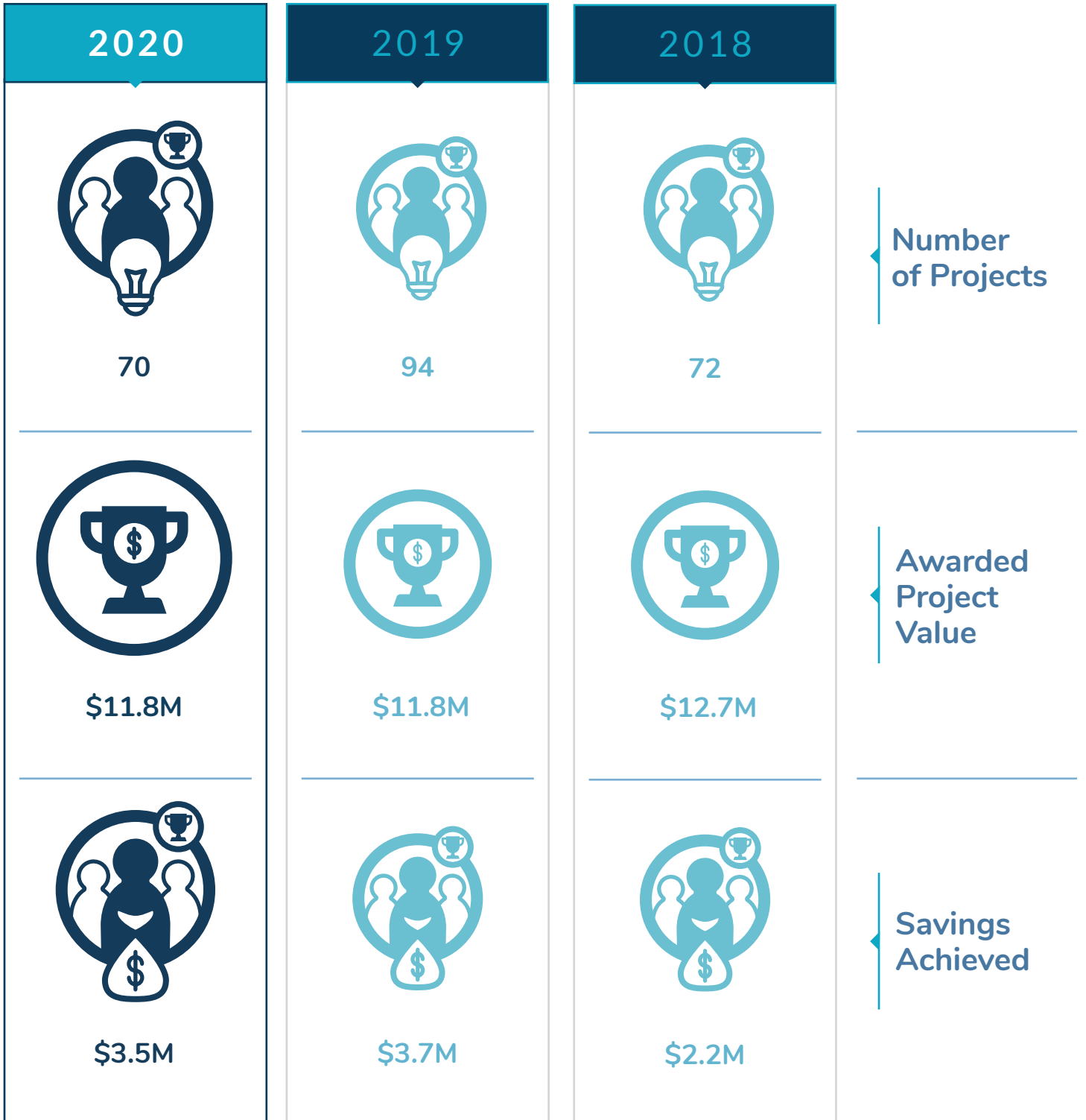
Communications



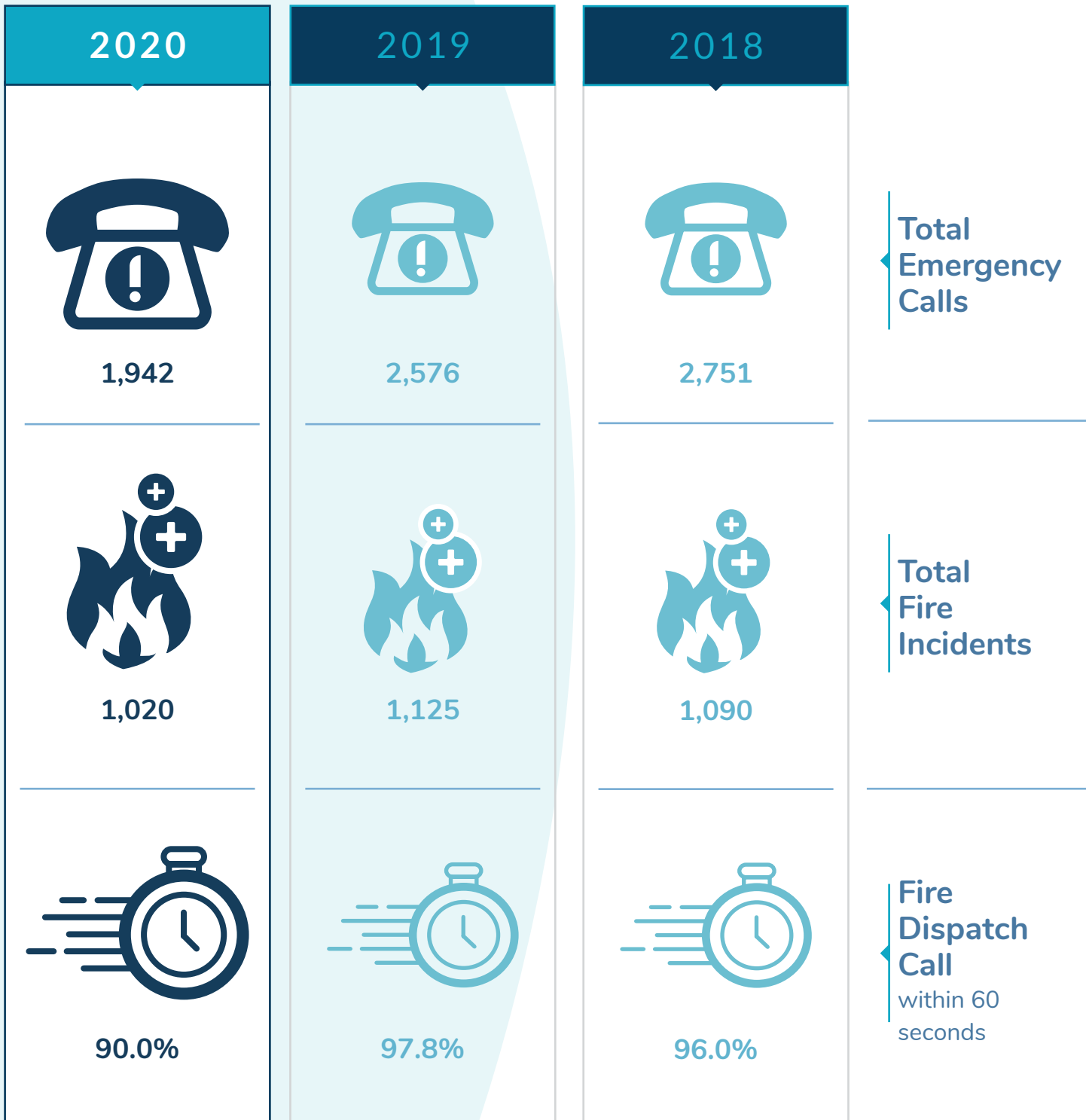
Finance



Purchasing



Fire



Fire



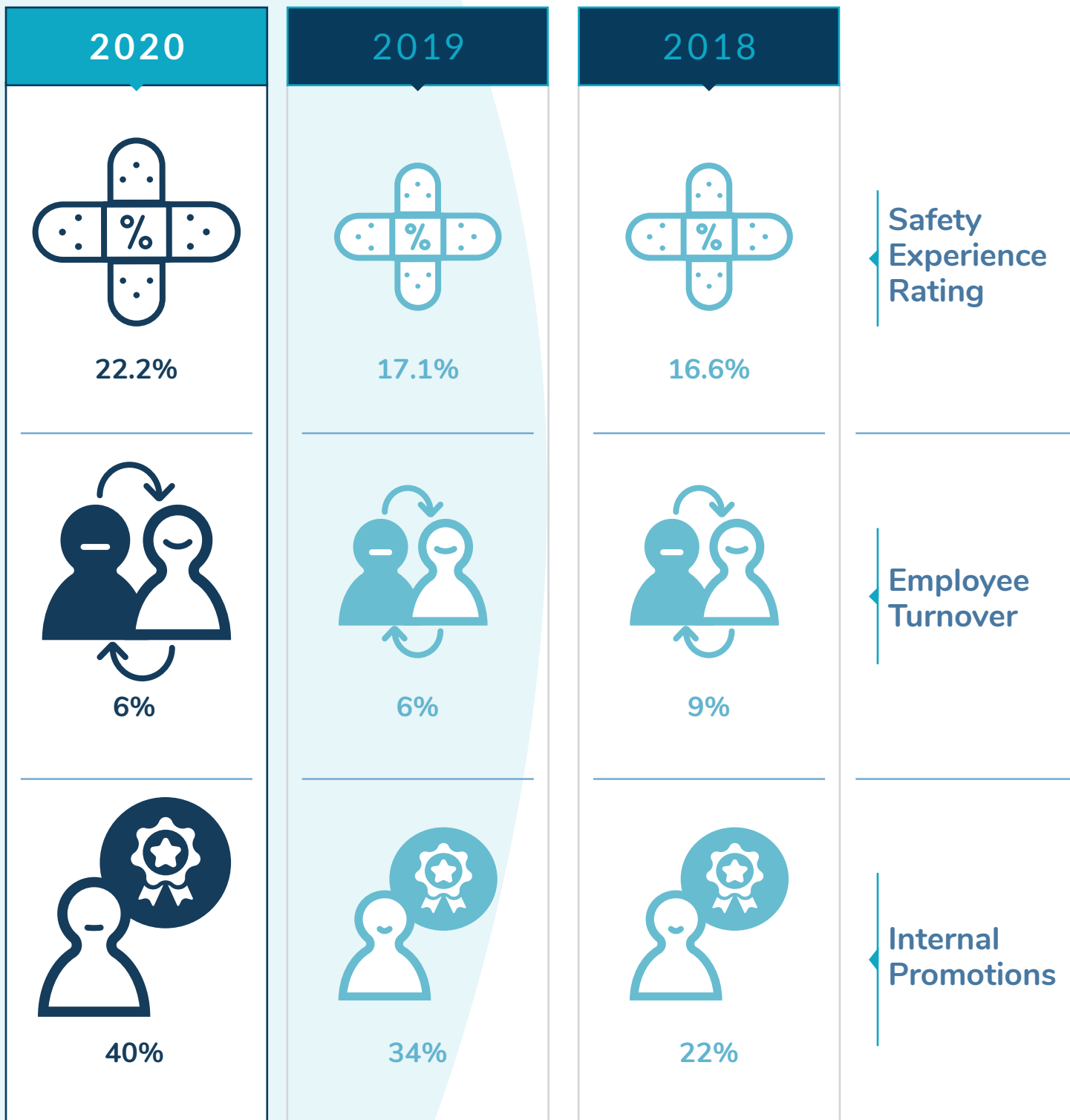
Value of Buildings Saved from Fire

Increase due to fire in hospital and increase in commercial building fires in 2020

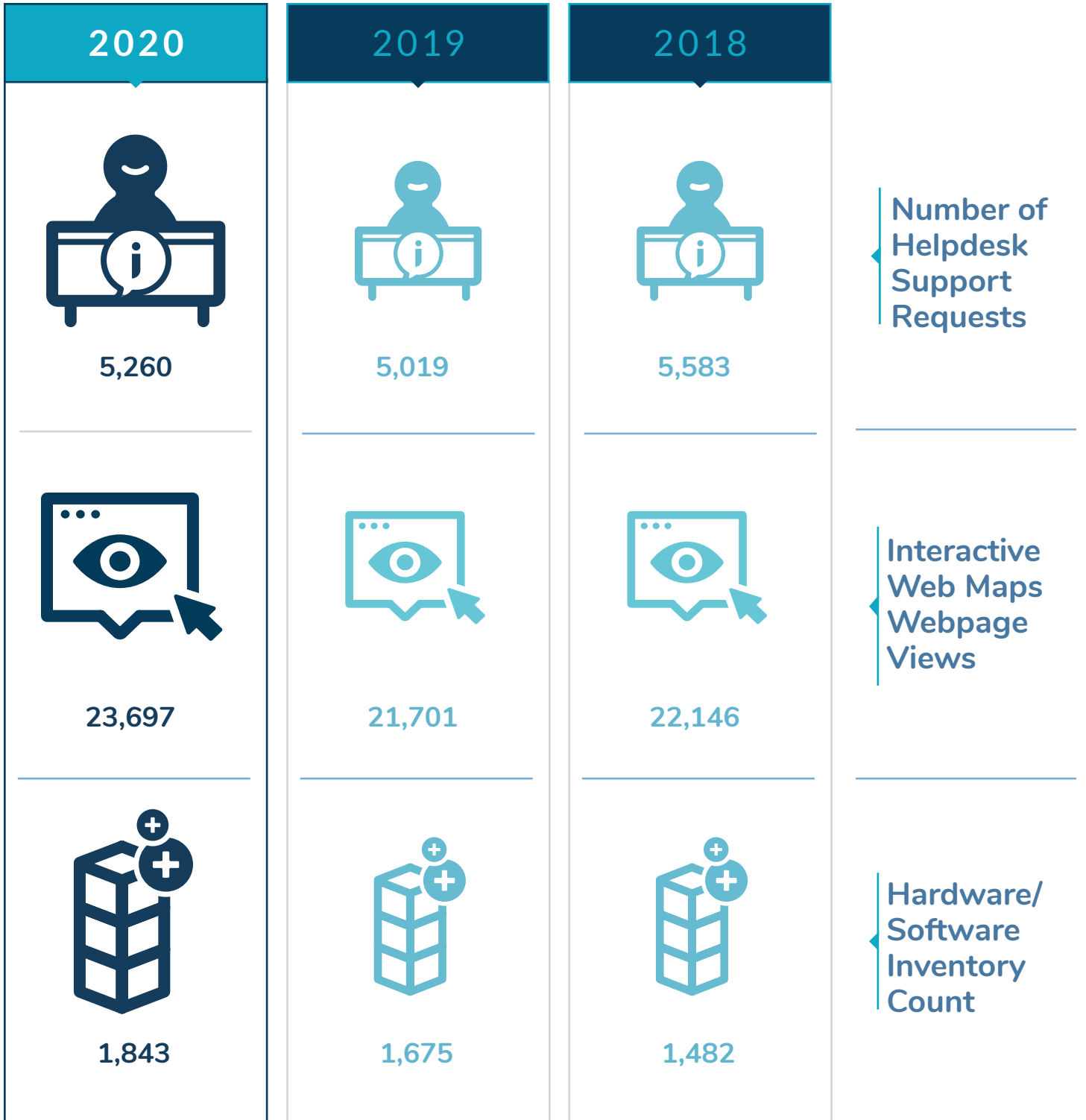
For Every \$1 Spent on Fire Protection

Insurance Costs Saved by Campbell River Property Owners

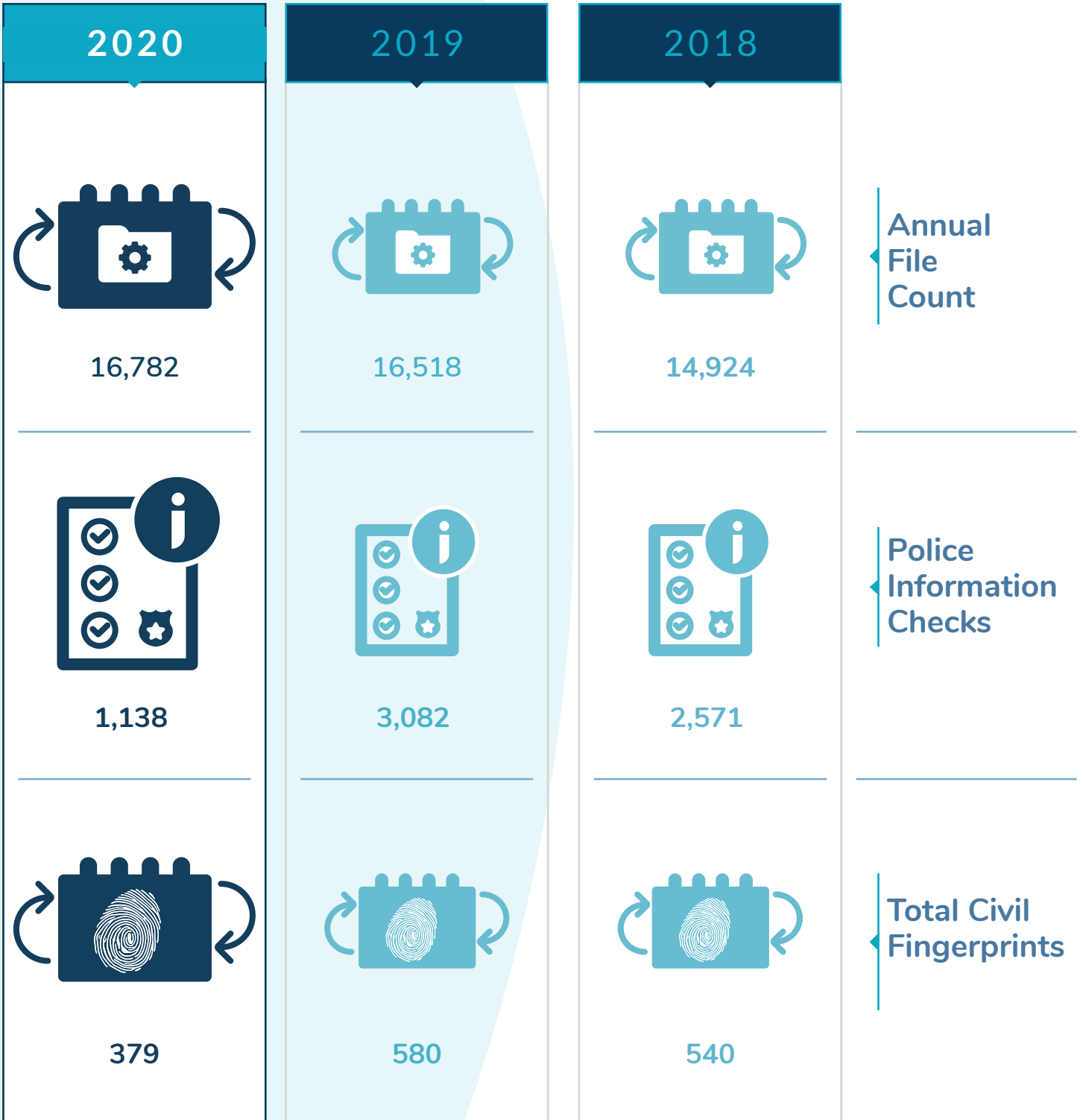
Human Resources



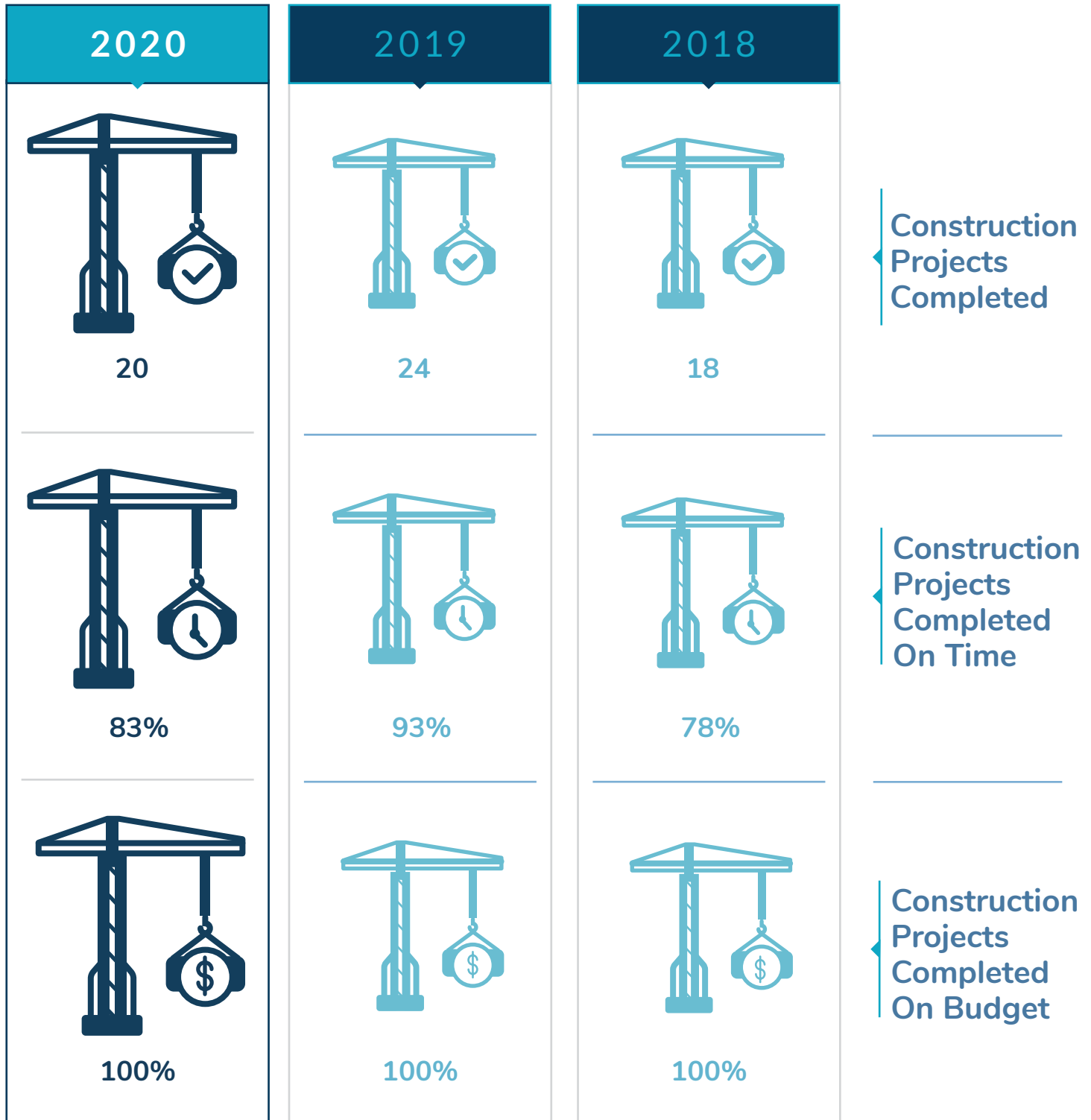
Information Technology












Police Services



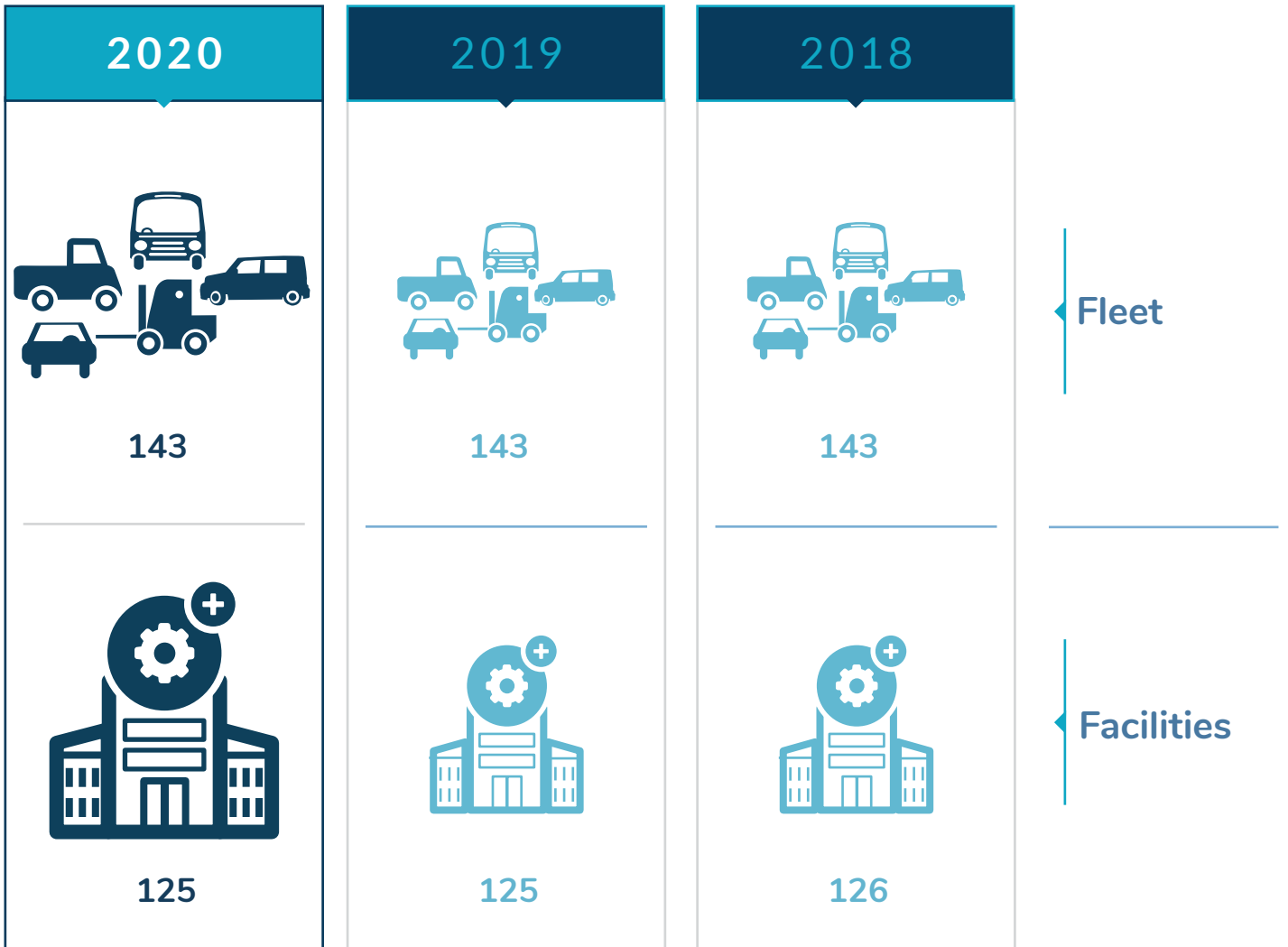
Capital Works



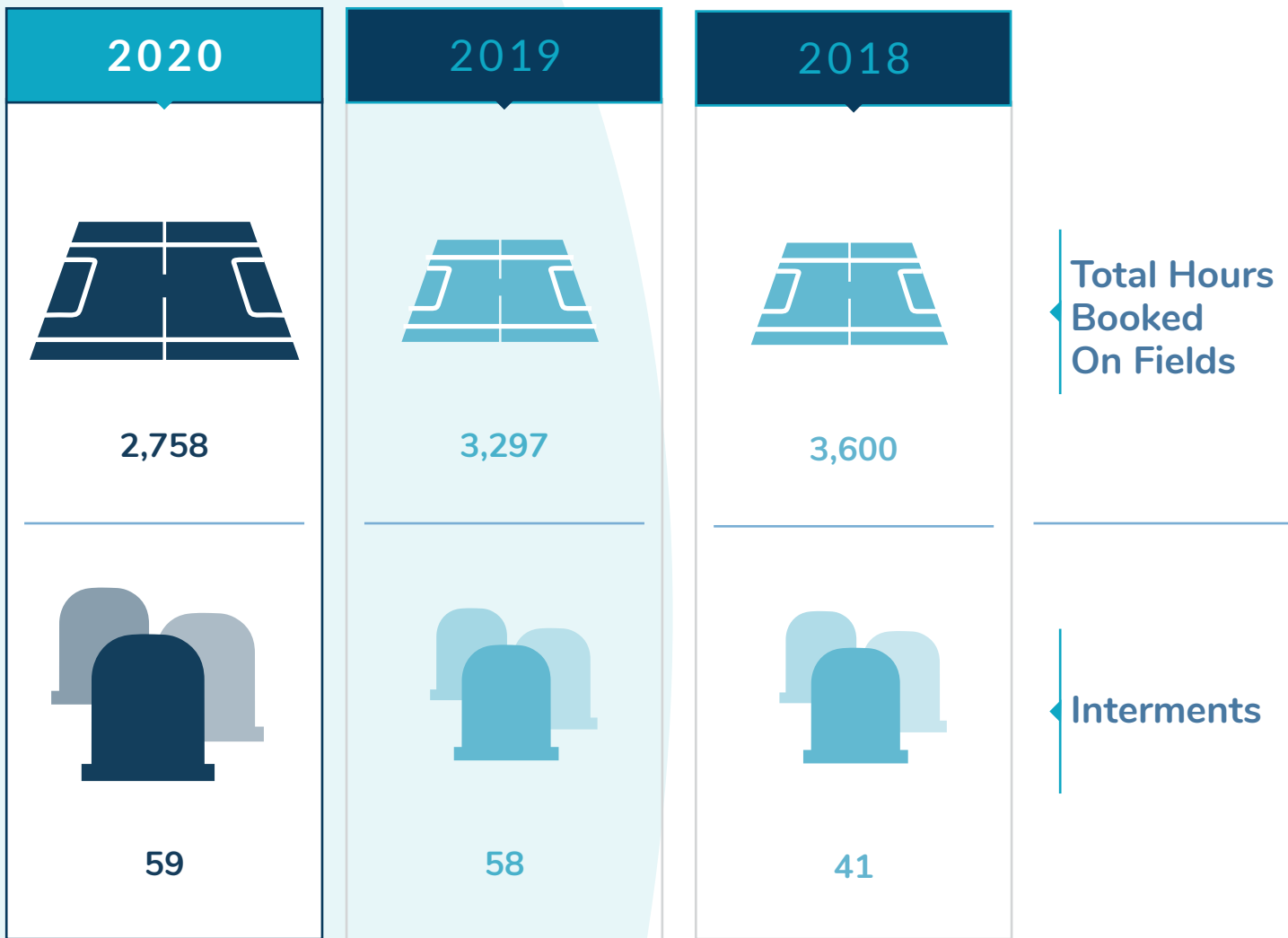
Fleet and Facilities

2020	2019	2018	
 <p>\$431K</p>	 <p>\$343K</p>	 <p>\$319K</p>	Stores Inventory Value
 <p>1,693</p>	 <p>1,708</p>	 <p>1,699</p>	Stores Stock Items
 <p>2,906</p>	 <p>2,629</p>	 <p>2,459</p>	Dogwood Operations Centre Number Of External Service Requests

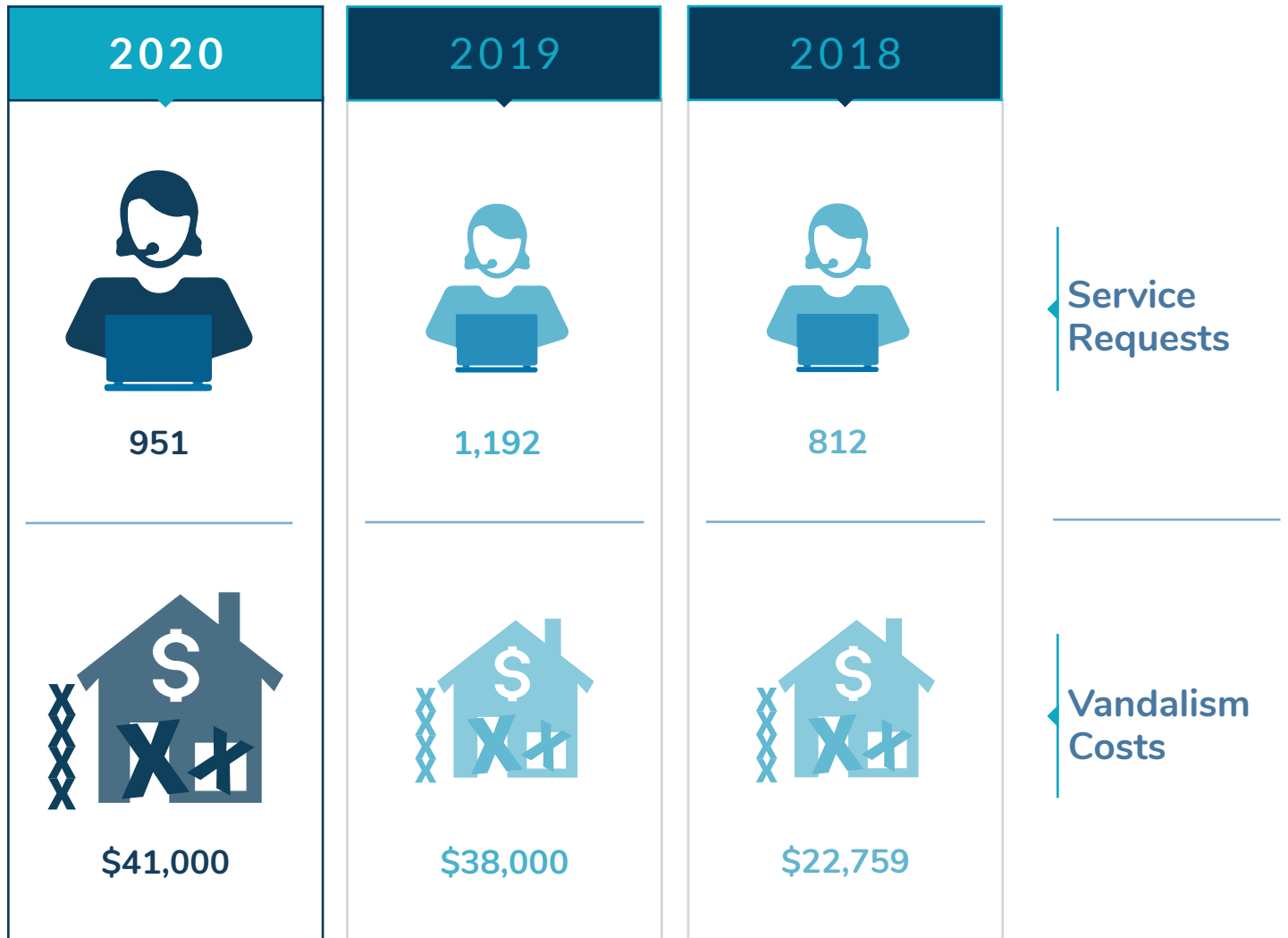
Fleet and Facilities



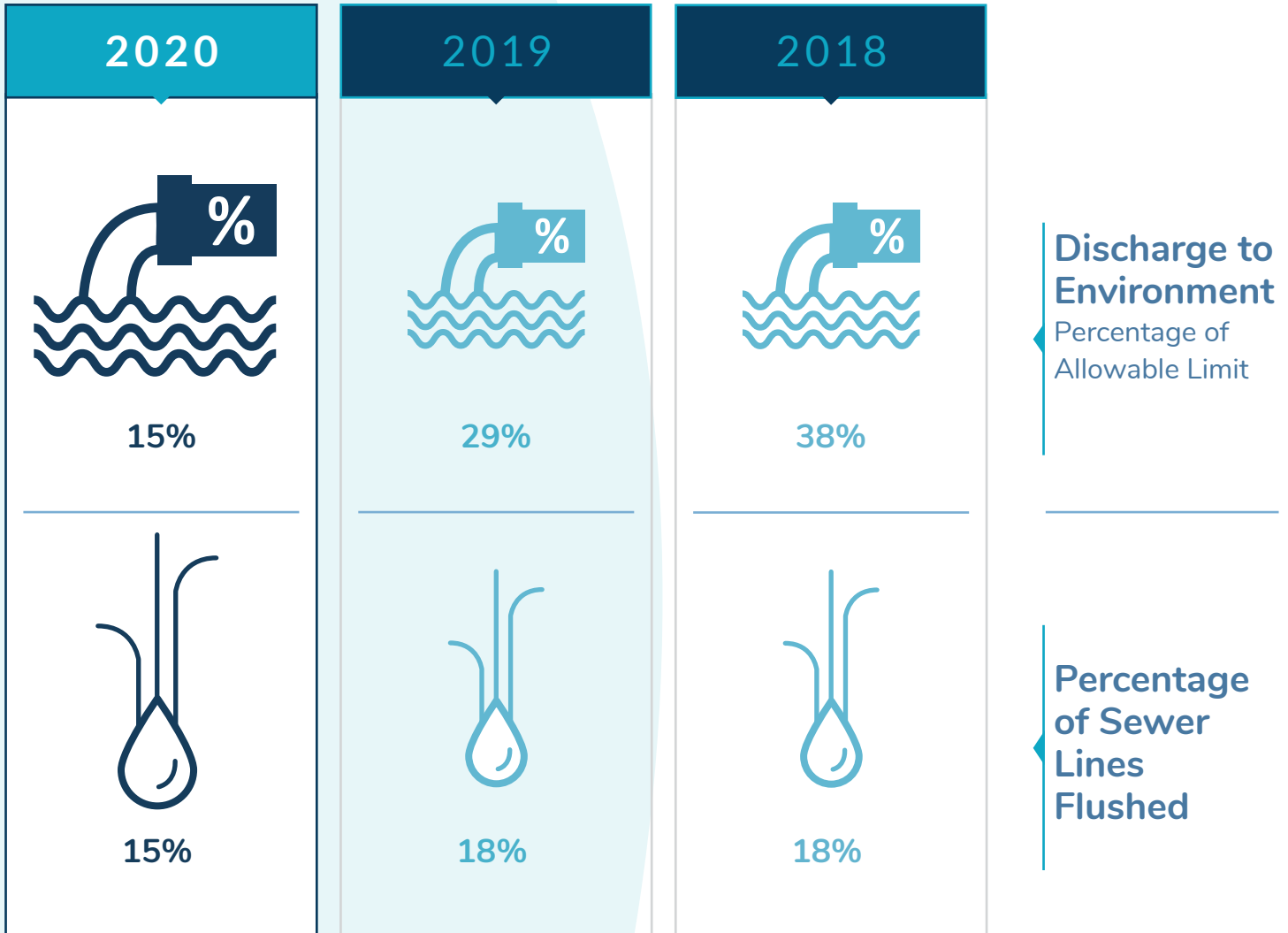
Parks



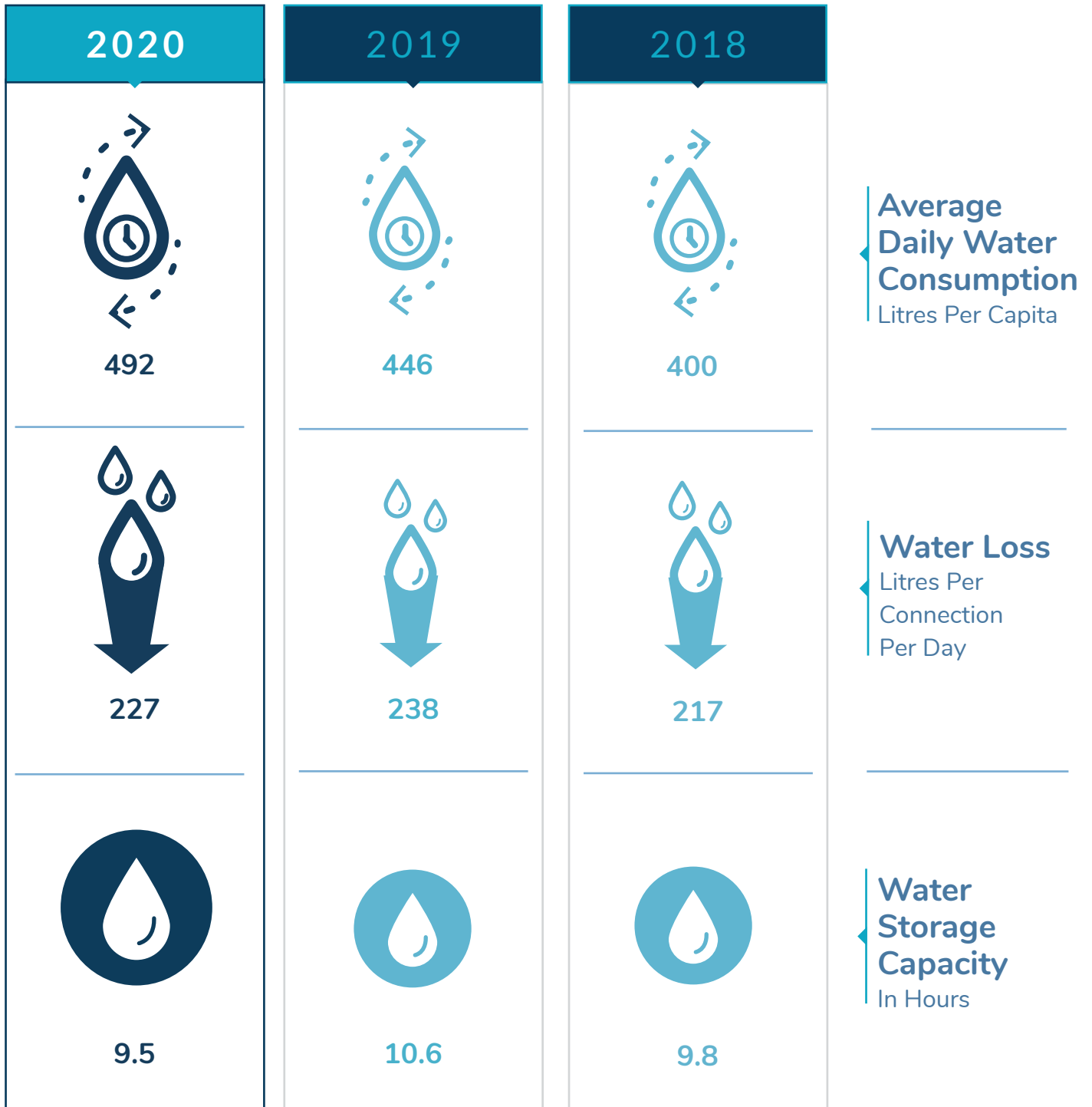
Parks



Wastewater



Water



Bylaw Enforcement



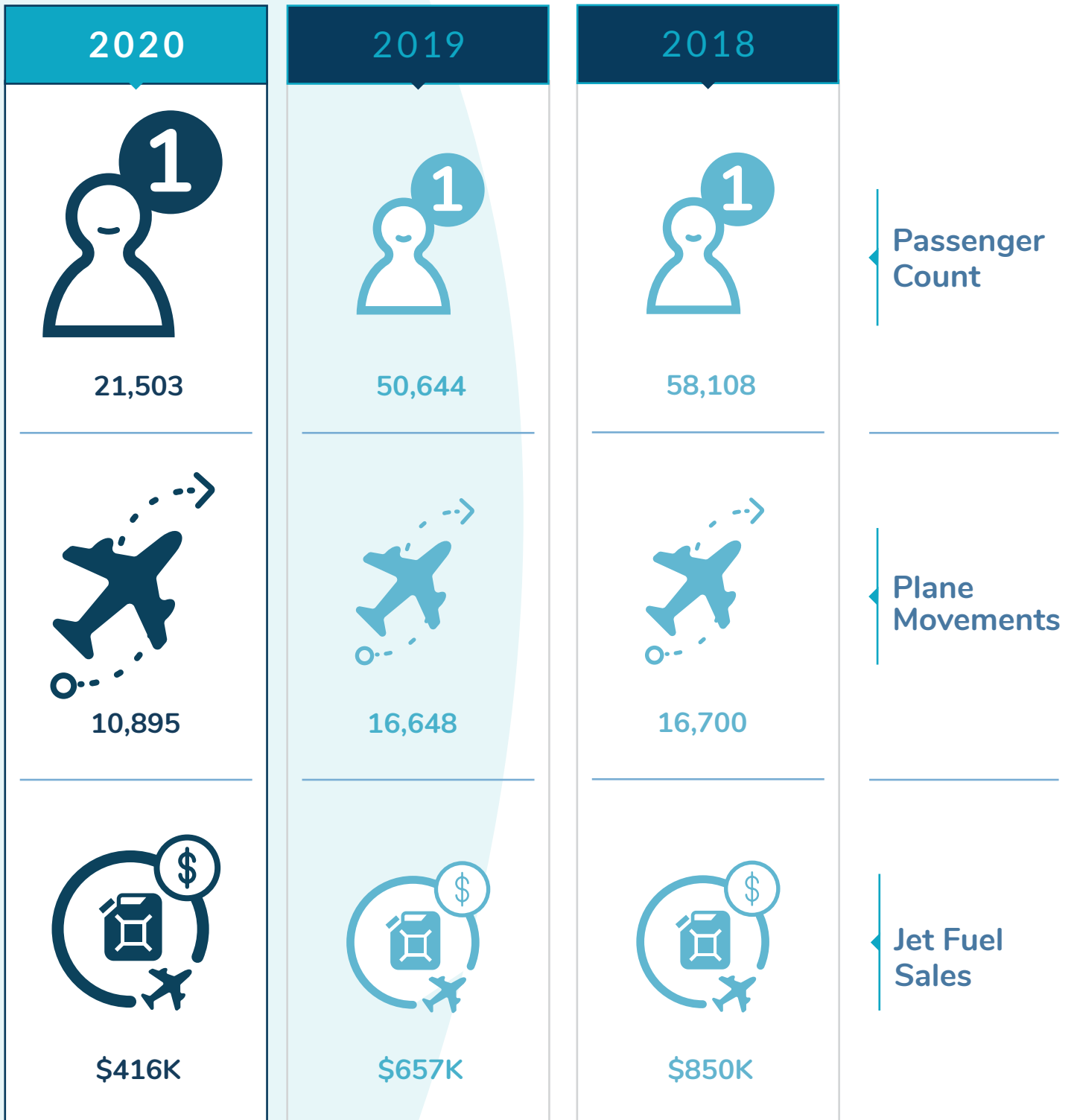
Bylaw Enforcement



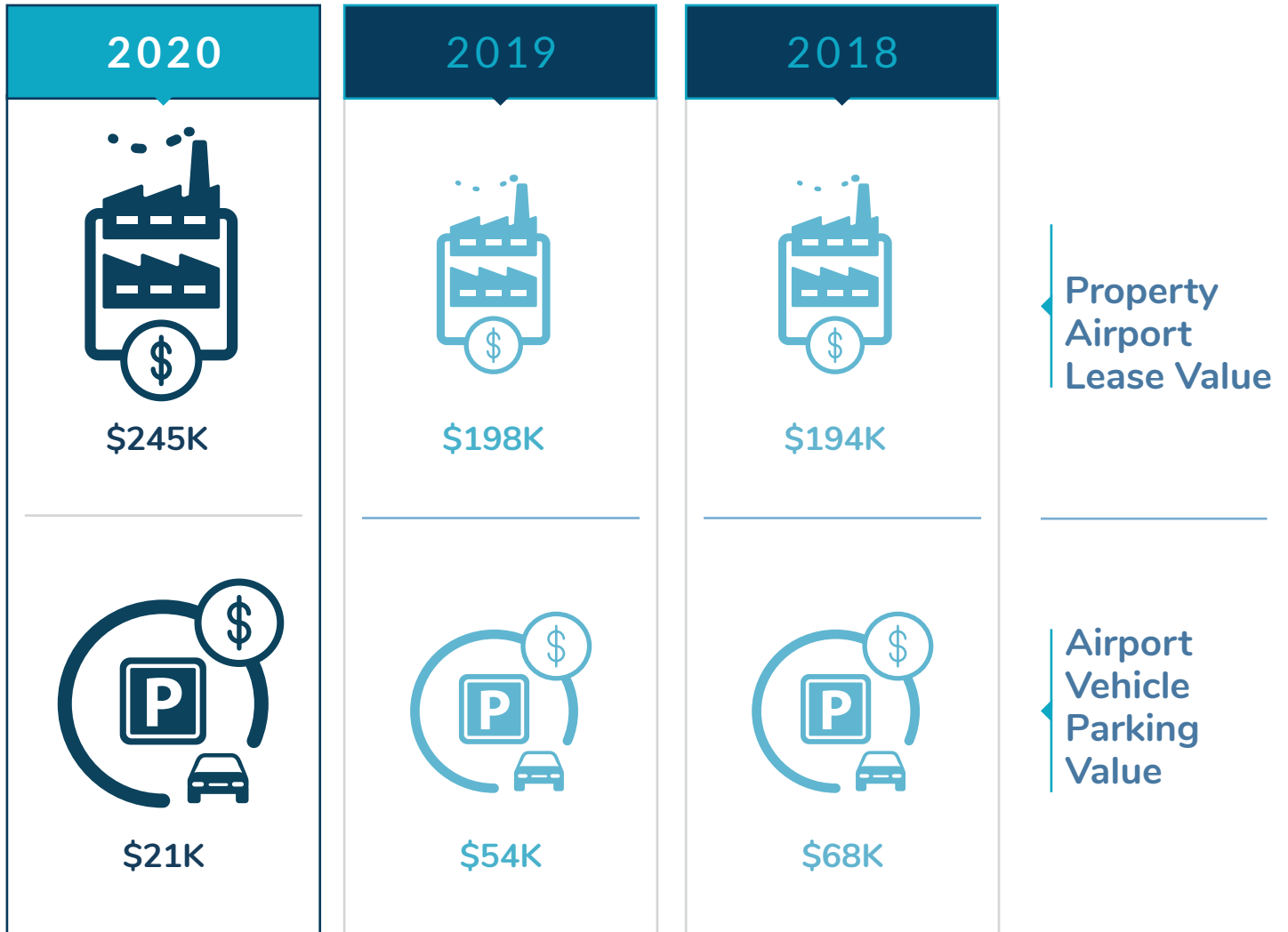
Calls for Animal Control Service

Includes Aggressive, at Large, Barking, Confined, Unlicensed and Deceased Animal Removal

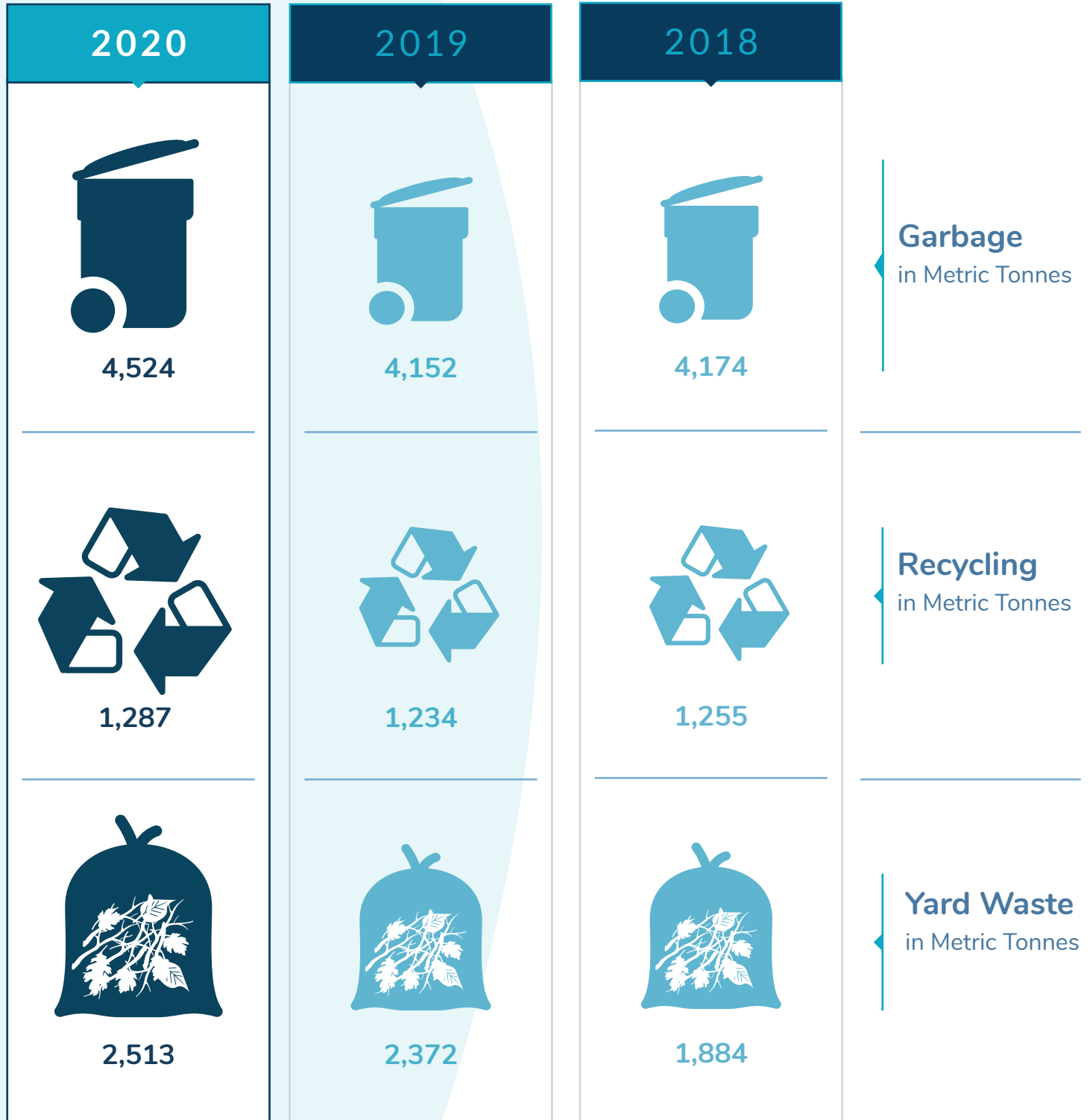
Airport



Airport



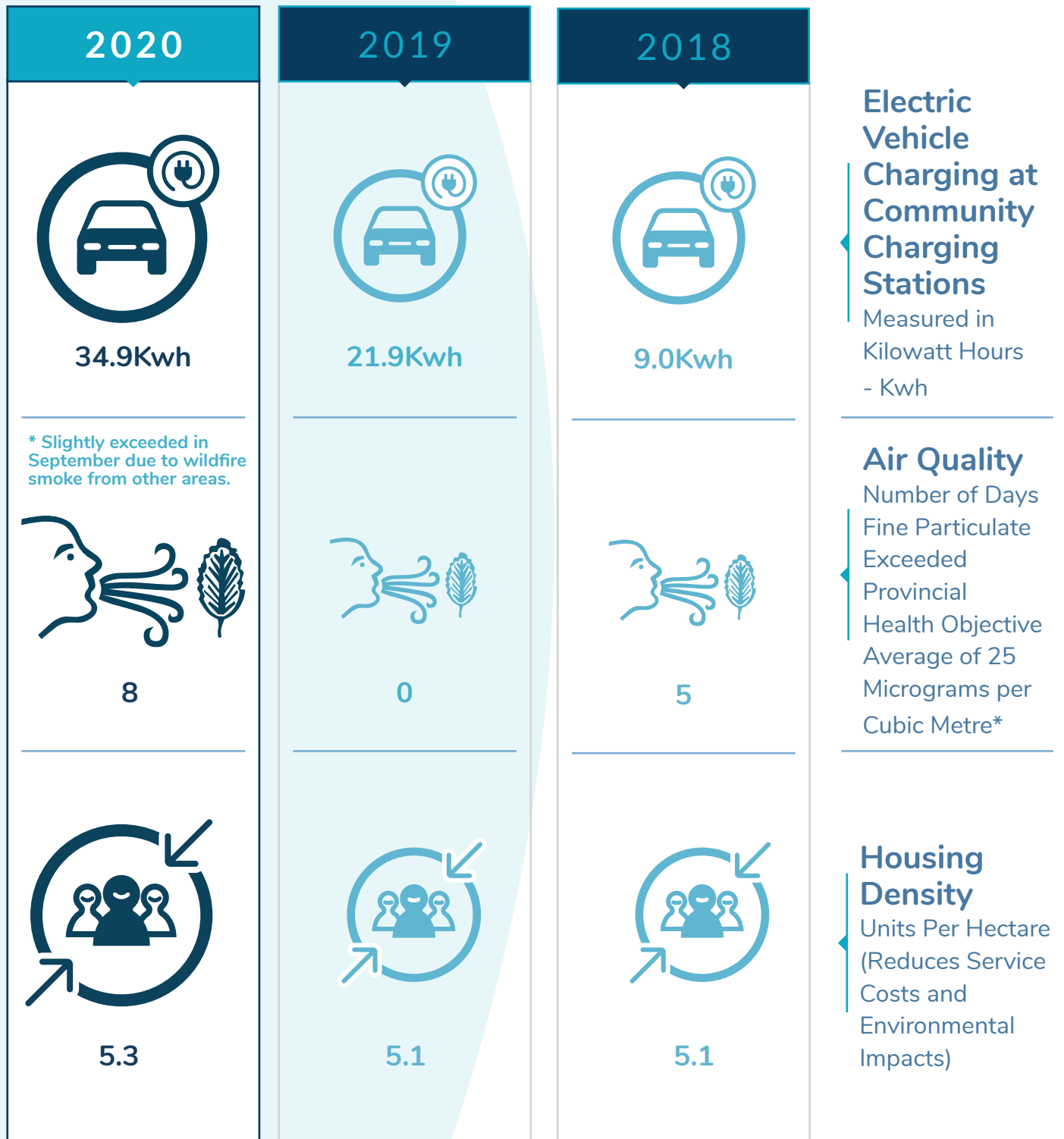
Curbside Solid Waste Collection



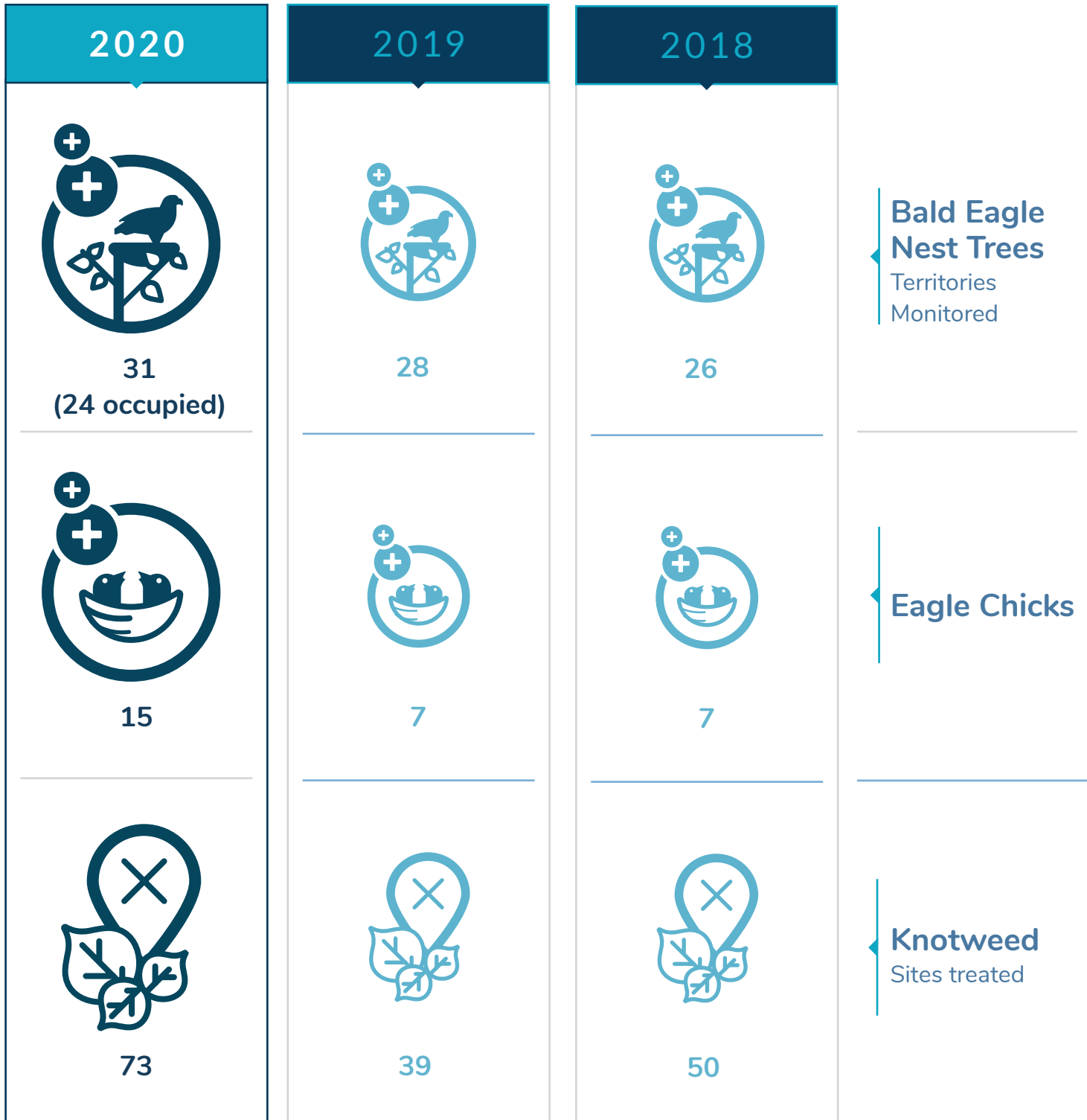
Long Range Planning and Sustainability












Long Range Planning and Sustainability



Long Range Planning and Sustainability



Building Services

2020	2019	2018	
 359	 344	 279	Building Permits Issued
 2,547	 2,669	 2,491	# of Building Inspections for Construction
 \$120M	 \$125M	 \$80M	Total Estimated Construction Value

Recreation and Culture 2020

Online Fitness Programs



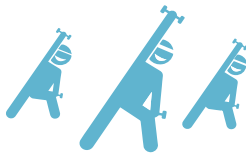
113

Outdoor Fitness Programs



40

Outdoor Fitness Program Visits



502

Weight Room Visits



12,922

Online Child, Youth and Family Programs



113

In Person Child, Youth and Family Program Visits



5,373

Life Program
Leisure Involvement for
Everyone Subsidies

LIFE

192

Online Specialized Programs



43

Online Specialized Program Visits



651

Financial and Statistical Analysis



Financial Indicators

The City is committed to continual improvement of public performance reporting. As a result, the City has incorporated key performance indicators (KPIs) as part of the 2020 Annual Report, which include Public Sector Accounting Board issued Statement of Recommended Practices (SORP) financial ratios to provide insight on the City's financial sustainability, flexibility, and vulnerability. These indicators are helpful as they illustrate certain trends that are occurring. The SORP KPIs provide information on the financial condition of the City by demonstrating how the City may be able to respond to economic climate changes.

- **Sustainability indicators** provide a general indication of the City's financial position and whether the City is living within its means. The City's sustainability indicators are strong, even with a slight negative trend, which is related to the City taking on additional debt to fund significant sewer and water upgrades; as well as, increased accounts payable, accrued liabilities and development cost charges which will be used in future the future to fund infrastructure upgrades.



- **Flexibility indicators** provide a general indication of the City's reliance on long-term debt financing and whether the City can meet rising commitments by expanding its revenues or increasing its debt. This indicator identifies the City has very low debt levels and has been focused on repayment in recent years; with the focus on infrastructure maintenance and upgrade for utilities in the long-term financial plan, this ratio will slightly increase in coming years. However, the City's long-term debt policy ensures the debt servicing costs will remain at maximum 10% of ongoing revenues, therefore the City will continue to be well below that level.
- **Vulnerability indicators** provide a general indication of the City's reliance on transfers from senior levels of government. The City has been receiving significant grants in recent years for the Water Supply project and will continue to do so with the Highway 19A Upgrade project. The City utilizes a balanced approach for the use of internal reserves, external debt, and government grants when funding the Ten-year capital plan which ensures the City's tax rate and utility user fee increases are stable and incremental following the City's *Financial Stability and Resiliency Policy*.

Financial Indicators

The below summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2020	2019	2018	2017	2016
Financial Sustainability (assets/liabilities) This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio decreased in 2020 as a result of the City holding additional funds collected on behalf of other levels of governments at year end.	6.94	6.98	7.16	7.54	8.65
Financial Sustainability (financial assets/liabilities) This shows the extent to which the City finances its operations by issuing debt. A ratio greater than one indicates that the City does not require debt to fund its operations. The ratio increased in 2020 as a result in the difference in timing between when the City receives funds and when projects capital projects are ultimately completed.	1.90	1.84	1.89	1.87	1.97
Financial Sustainability (net debt / taxable assessment) Provides a measure of sustainability of the municipal fiscal policies. If the ratio increasing, the municipal debt is becoming more onerous on the taxpayers which may lead to increased taxes and/or reduced program expenses.	0.007	0.007	0.008	0.009	0.008
Financial Sustainability (total expenses / taxable assessment) Provides the trend of municipal spending over time in relation to the growth of property values. A trend that shows that total spending is growing faster than the values may not be sustainable.	0.0087	0.0105	0.011	0.0124	0.0129
Flexibility (revenue) Rate of user fees and own source revenues to taxable assessments. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own-source revenues could influence flexibility. Over time, decreases in these ratios suggest increased flexibility. The rate decreased in 2019 and 2020 due to significant increases in the total assessment.	0.007	0.010	0.011	0.011	0.010

Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2020	2019	2018	2017	2016
Financial Flexibility (net debt / revenue) Provides a measure of the future revenue required to pay for past transactions and events. An increasing trend indicates that more time to eliminate net debt will be necessary. The ratio decreased during 2020 as the City's revenues remained relatively constant while the City paid down its long term debt in accordance with the terms of the debt.	0.15	0.18	0.12	0.07	0.03
Future Focused Financial Flexibility This shows the percentage of the estimated useful lives of the capital assets. Financial flexibility can be significantly impaired by the impending future costs of asset repair or replacement. The City continues to invest in its critical infrastructure which has resulted in a slight increase in the current year (\$220K or 0.66% of taxation was specifically invested in 2020).	0.56	0.57	0.56	0.57	0.57
Vulnerability (total government transfers to total revenues) This ratio shows the City's reliance on sources of revenue from other levels of government. The higher the ratio the more vulnerable the municipality is to the fiscal decisions of the provincial and federal governments. The ratio increased significantly in the current year due to the City receiving increased funding from senior levels of government to fund infrastructure projects and as a result of the City receiving a onetime COVID-19 Restart Grant for Local Governments.	0.17	0.07	0.09	0.13	0.15

Financial Indicators Continued

This summary of financial indicators considered demonstrate the improved financial condition of the City.

SORP Ratio	2020	2019	2018	2017	2016
Financial Controls Reliability					
Measures the quality of financial accounting practises and procedures. The number reported reflects the number of items identified during the annual audit as possible areas for improvement.	-	-	1	2	4
Financial Planning Relevance					
Measures the number of days required to adopt the next year's financial plan bylaw. A lower number indicates faster approval times.	14	16	7	77	56
Automated Tax Payments					
Percentage of taxes paid monthly via pre-authorized bank drafts.	0.07	0.07	0.06	0.06	0.04
Online Home Owner Grants					
Percentage of Home Owner Grant applications made online.	0.42	0.40	0.37	0.36	0.33
Electronic EFT Payments to Vendors					
Provides a measure of the efficiency of the City's vendor payments. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	93%	94%	80%	64%	28%
Vendors set up for EFT payments					
Provides a measure of the efficiency of the City's vendor payment processes. The higher the percentage the more efficient (cost and time) the City is in paying its suppliers.	45%	46%	36%	26%	9%

Additional analysis on detailed financial figures are included in the Statistical Information section of the annual report. The graphical presentations provide a visual indication of the City's financial trends over the last five years.





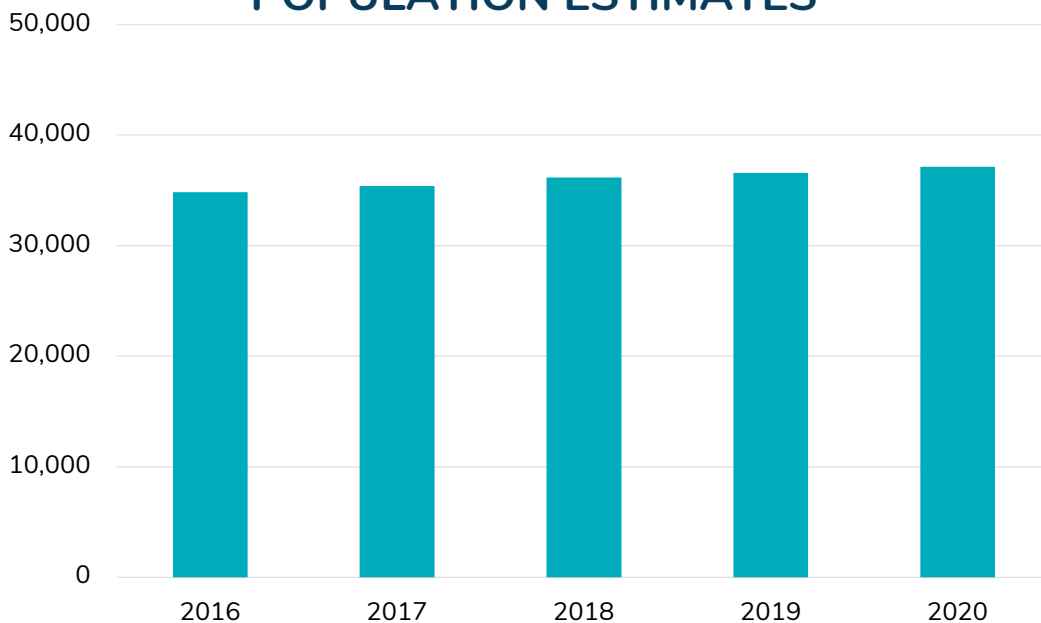
Financial Analysis Statistical Information

The City of Campbell River reports on a significant amount of financial and non-financial information. The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.

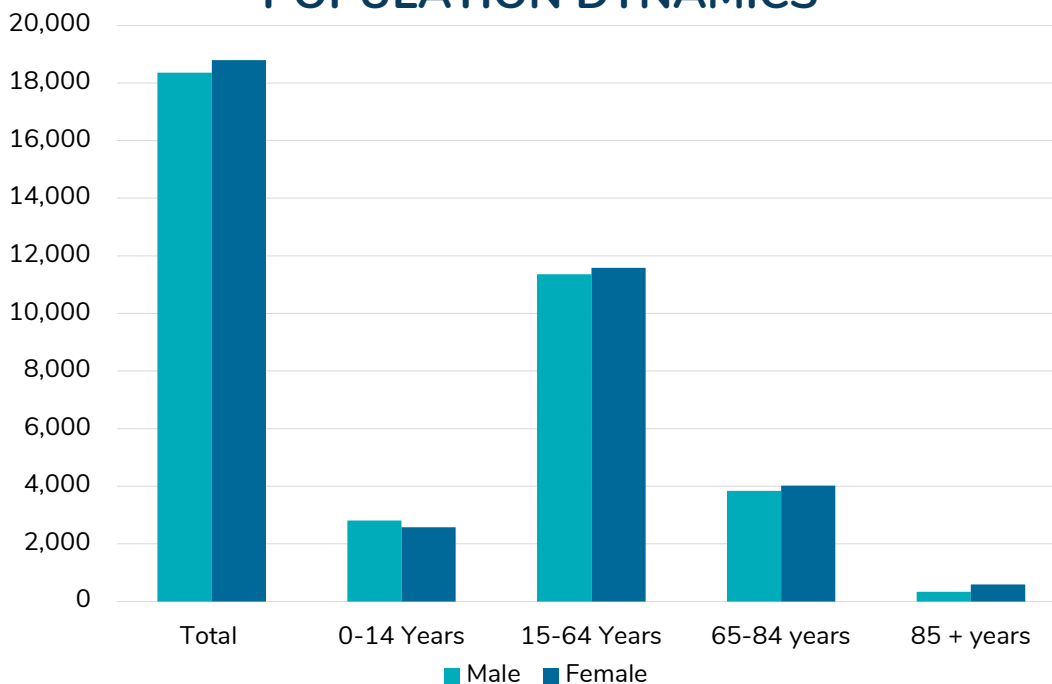
DEMOGRAPHICS

Population totals are based on population estimates from the provincial site referenced below
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

POPULATION ESTIMATES



POPULATION DYNAMICS



REVENUES BY SOURCE

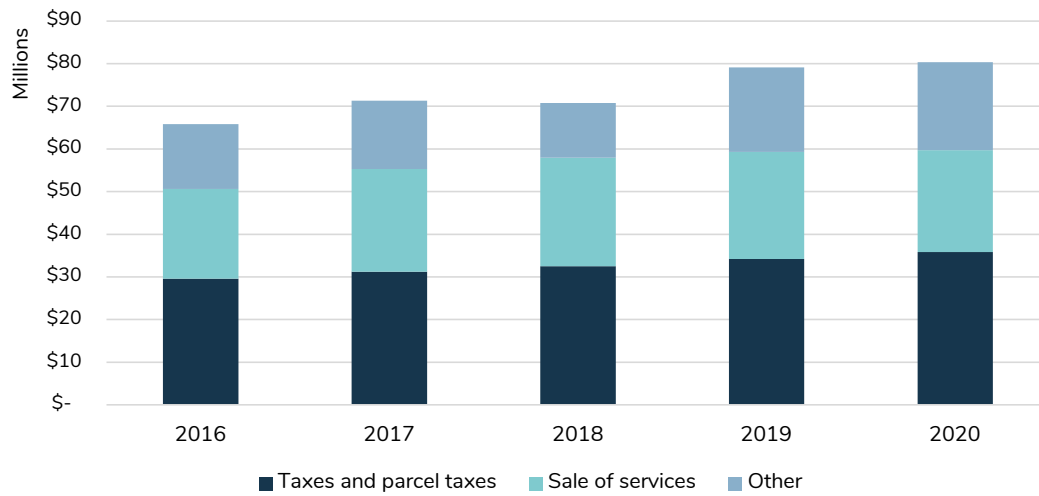
Source: Finance Department

Revenues by Source	2020	2019	2018	2017	2016
Taxes and parcel taxes	\$ 35,854,588	\$ 34,213,916	\$ 32,528,517	\$ 31,245,700	\$ 29,598,161
Payments in lieu of taxes	711,370	683,089	716,817	695,387	624,287
Sale of services	23,816,603	25,065,270	25,405,635	24,066,511	21,026,411
Services provided to other governments	1,596,147	1,545,783	1,681,129	1,669,146	1,675,204
Transfers from other governments	13,423,631	4,961,949	4,966,445	9,538,502	9,555,306
Investment and other income	921,336	1,869,796	1,536,179	1,037,683	885,063
Other revenue	285,472	338,391	262,653	249,632	418,551
Development cost charges recognized	1,351,905	248,992	152,834	43,343	369,205
Contributed tangible capital assets	2,639,297	10,227,164	3,500,027	2,699,892	1,354,840
Gain/(loss) on disposal of tangible capital assets	(311,012)	(46,126)	(14,626)	74,126	268,994
Total revenues	\$ 80,289,337	\$ 79,108,224	\$ 70,735,610	\$ 71,319,922	\$ 65,776,022

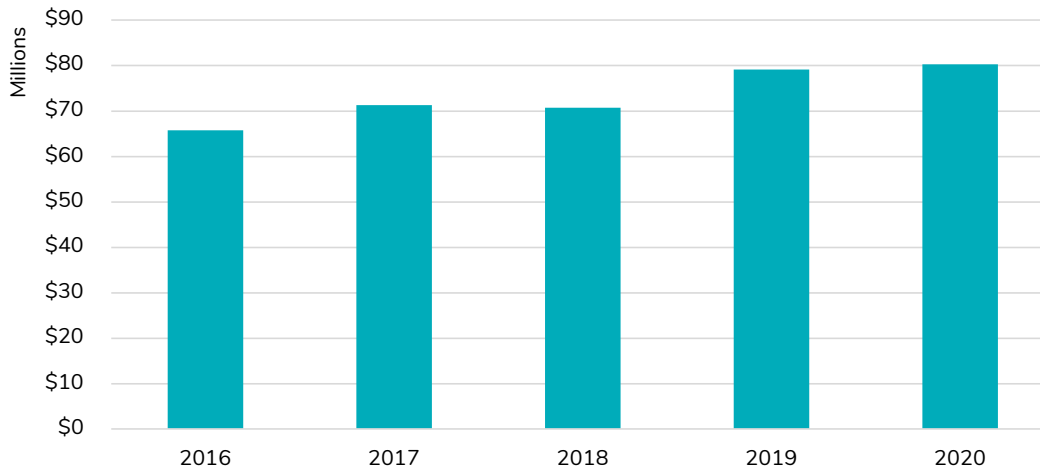
REVENUES BY SOURCE

Source: Finance Department

REVENUE BY SOURCE



TOTAL REVENUES



EXPENSES BY FUNCTION

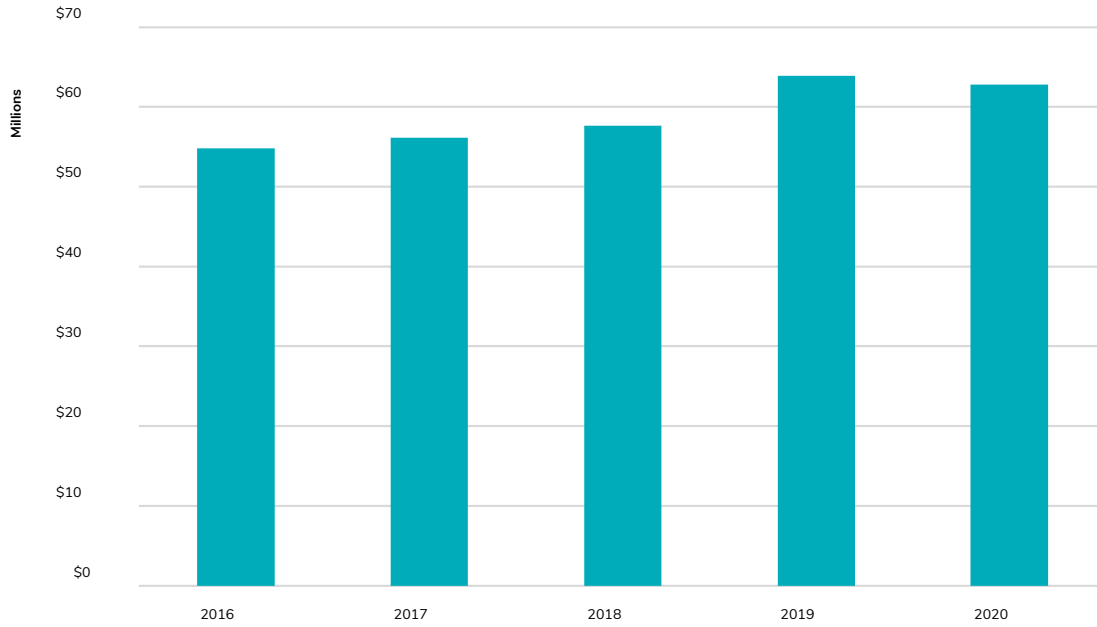
Source: Finance Department

Expenses by Function	2020	2019	2018	2017	2016
General government	\$ 9,198,207	\$ 7,962,897	\$ 6,760,561	\$ 7,043,186	\$ 6,785,640
Protective services	18,127,980	18,506,359	16,572,269	15,597,148	15,697,225
Transportation services	12,188,199	12,442,699	12,000,146	12,203,639	12,047,011
Environmental health services	2,609,372	2,590,889	2,604,117	2,465,339	2,354,701
Public health services	229,155	199,877	148,775	161,069	148,508
Development services	2,244,067	2,634,950	2,226,581	1,829,845	1,803,185
Parks, recreation and cultural services	7,758,785	8,674,083	8,184,428	8,029,730	7,778,699
Sewer utility services	4,184,035	4,149,424	3,779,109	4,151,845	3,917,430
Water utility services	6,247,816	6,723,650	5,341,630	4,625,822	4,242,758

EXPENSES BY FUNCTION

Source: Finance Department

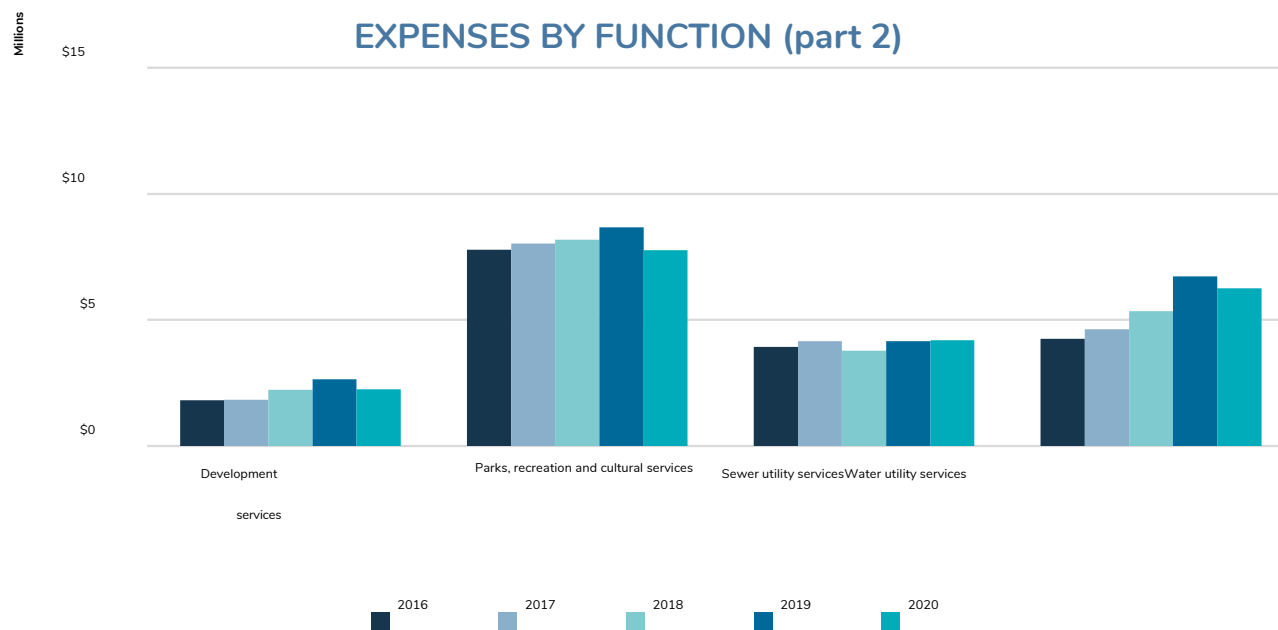
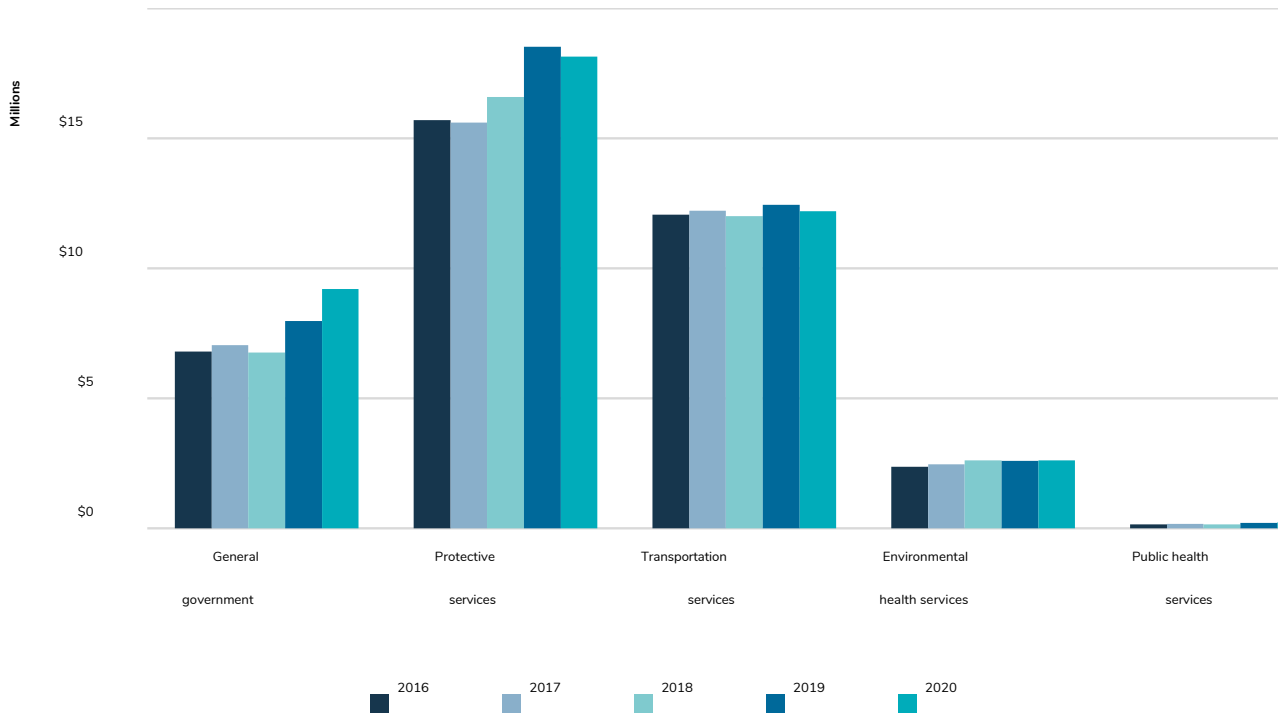
TOTAL EXPENSES



EXPENSES BY FUNCTION

Source: Finance Department

EXPENSES BY FUNCTION (part 1)

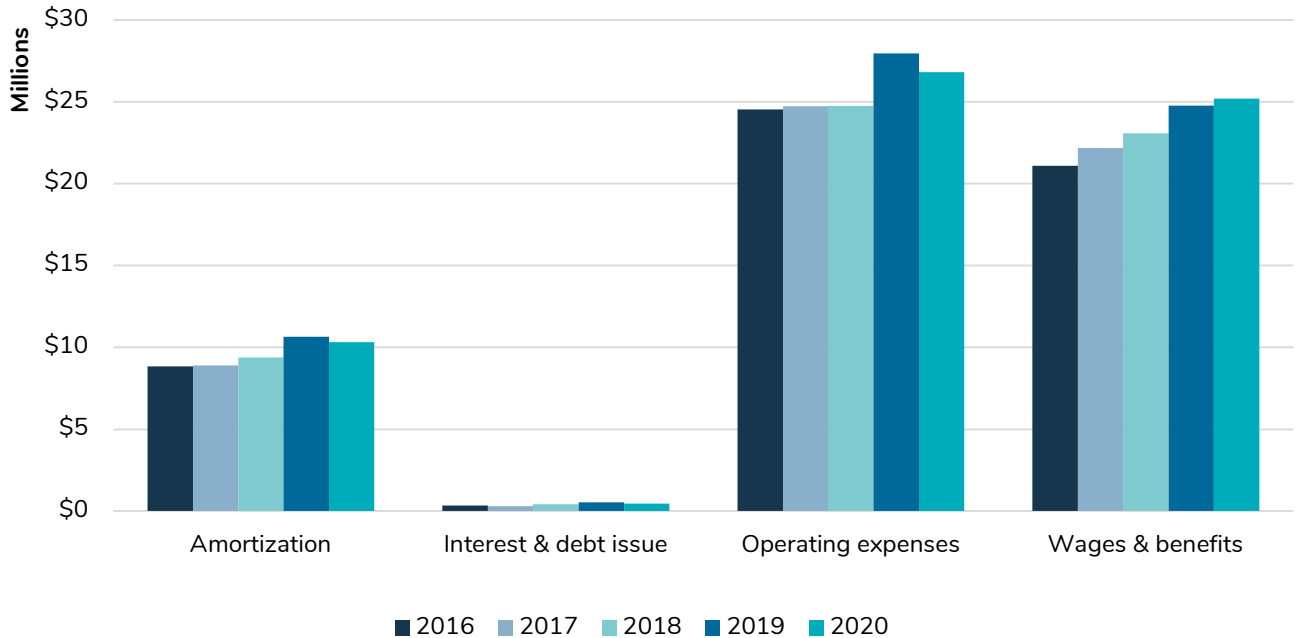


EXPENSES BY OBJECT

Source: Finance Department

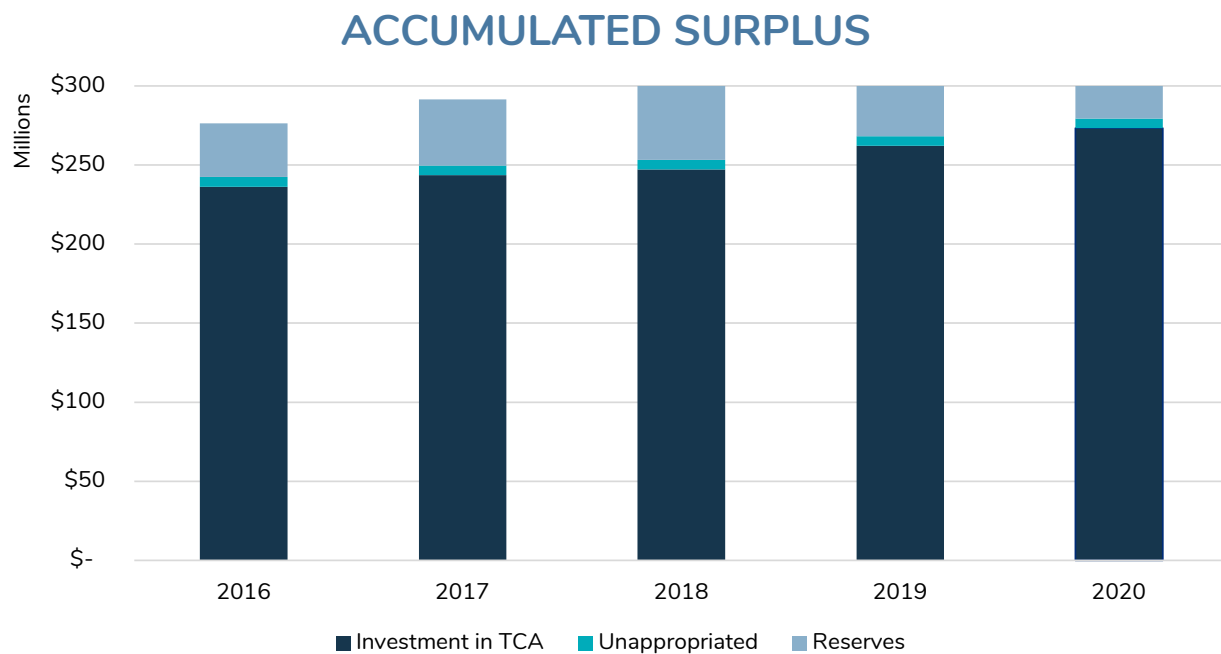
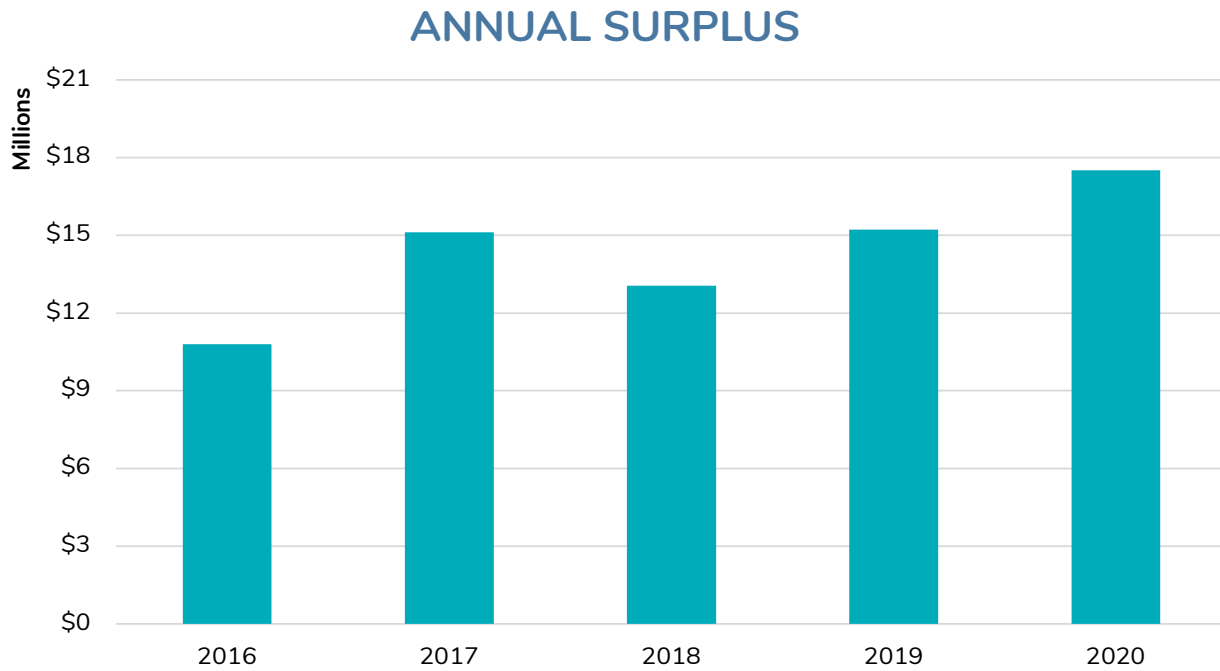
Expenses by Object	2016	2017	2018	2019	2020
Amortization	\$ 8,828,021	\$ 8,903,210	\$ 9,381,614	\$ 10,637,391	\$ 10,323,551
Interest & debt issue	332,803	301,647	420,457	525,724	454,851
Operating expenses	24,528,582	24,735,742	24,753,427	27,955,156	26,813,202
Wages & benefits	21,085,751	22,167,024	23,062,118	24,766,557	25,196,012
Total expenses by object	\$ 54,775,157	\$ 56,107,623	\$ 57,617,616	\$ 63,884,828	\$ 62,787,616

EXPENSES BY OBJECT



ANNUAL SURPLUS

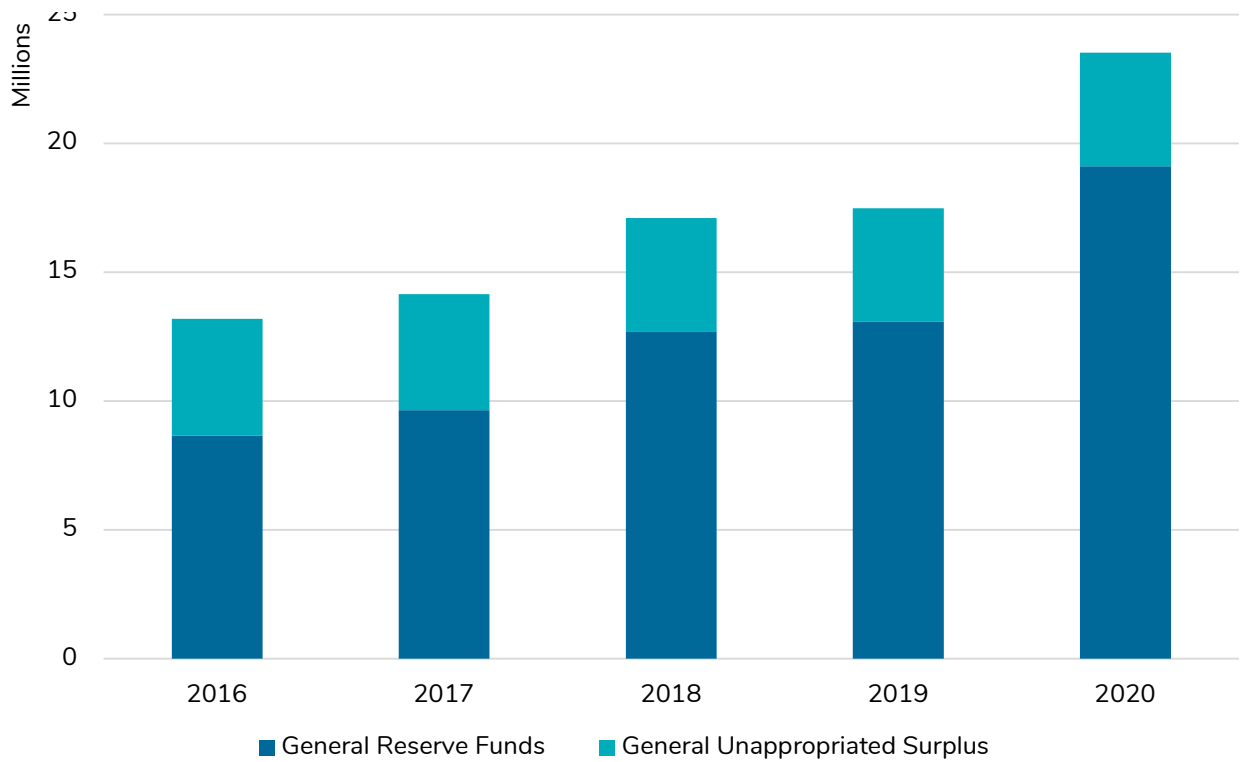
Source: Finance Department



SURPLUS/EQUITY FUNDS

Source: Finance Department

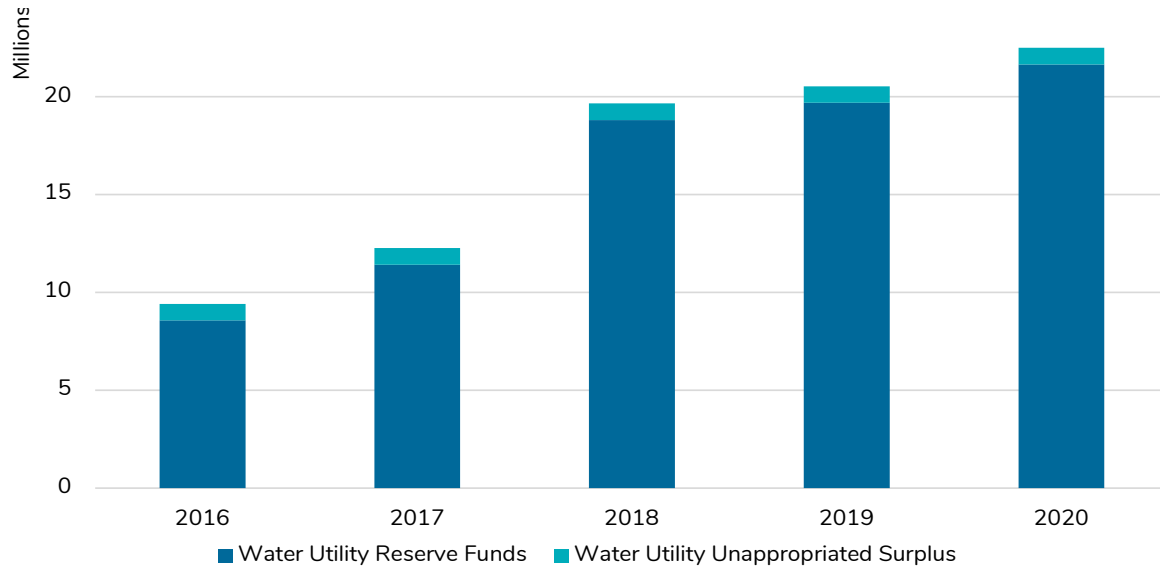
GENERAL FUND RESERVES AND SURPLUS



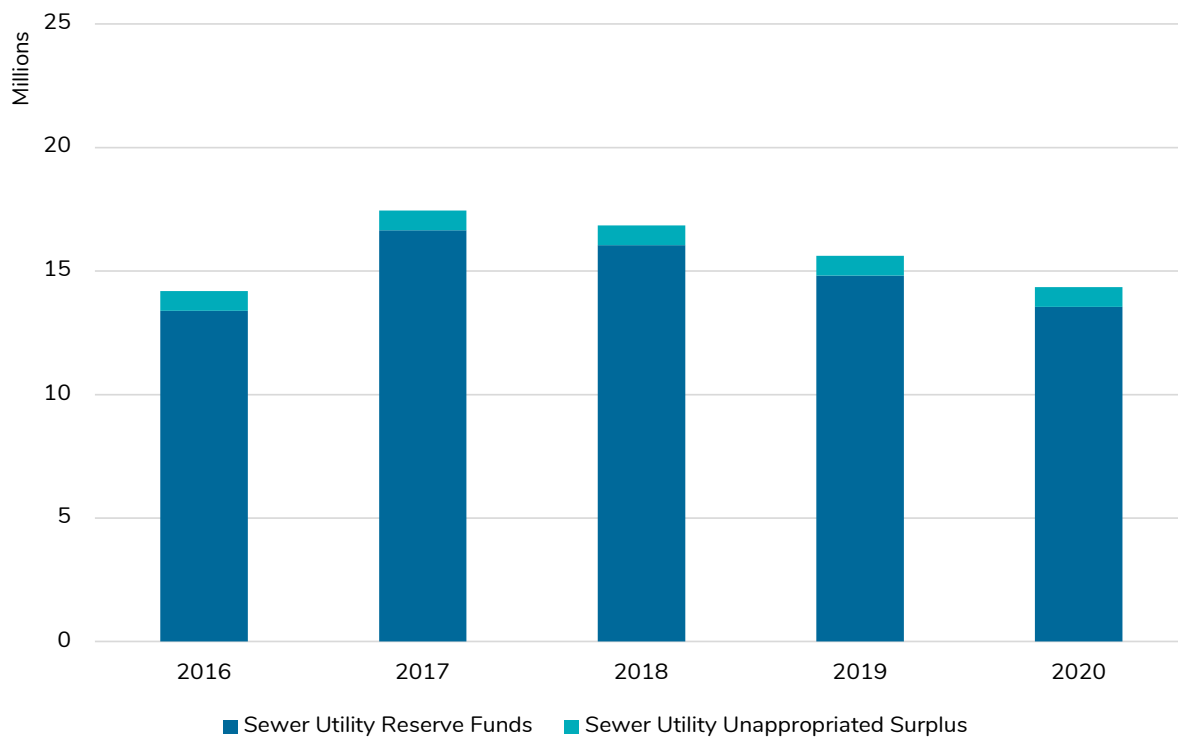
SURPLUS/EQUITY FUNDS

Source: Finance Department

WATER UTILITY RESERVES AND SURPLUS



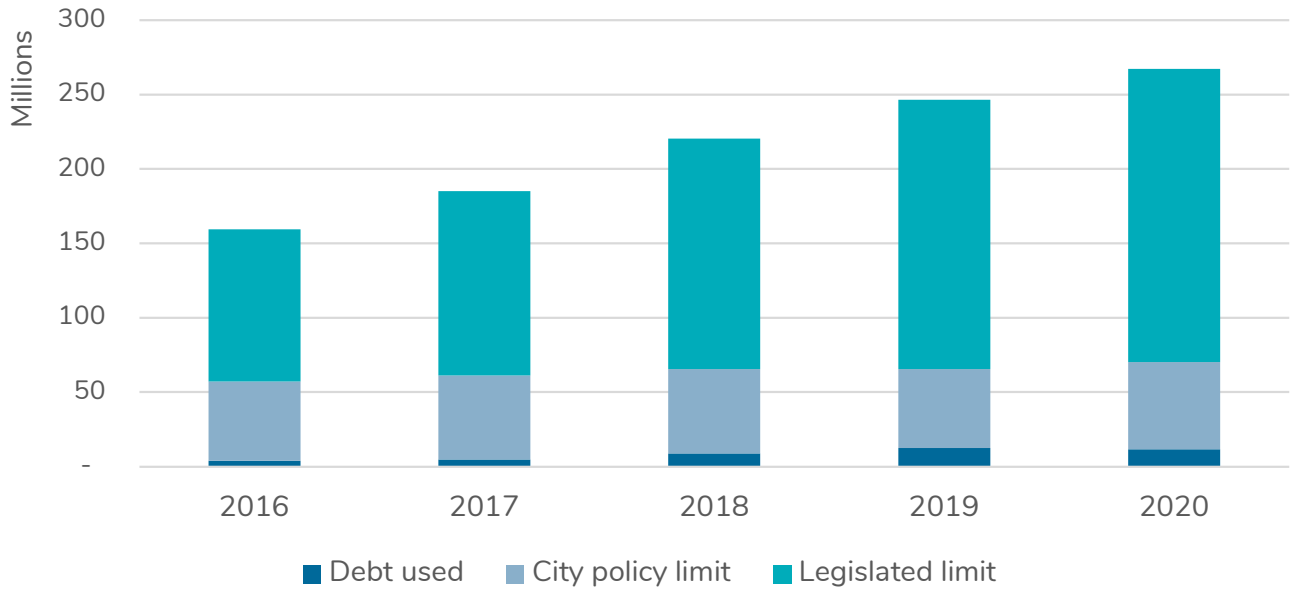
SEWER UTILITY RESERVES AND SURPLUS



DEBT

Source: Finance Department

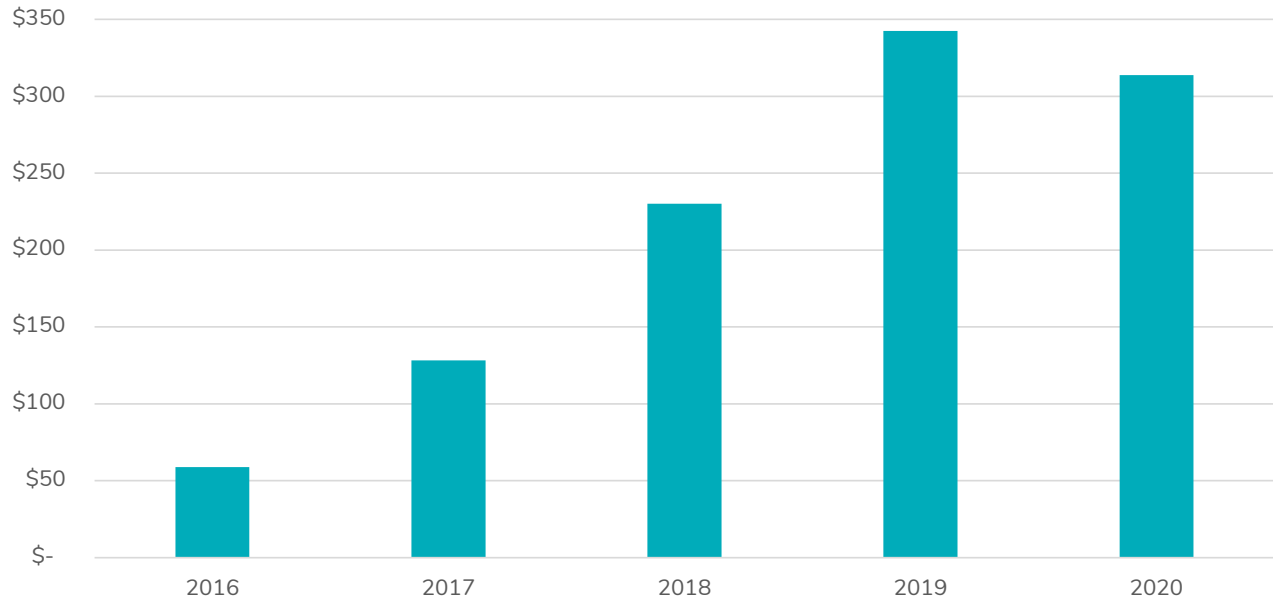
DEBT LIMITS



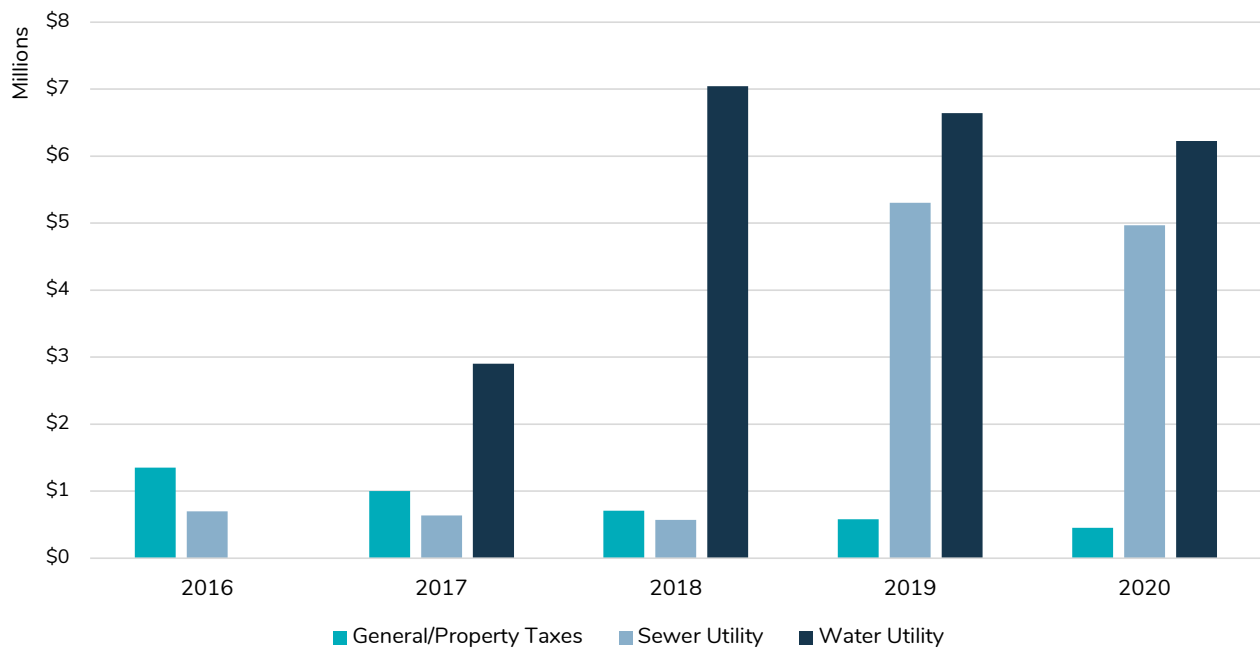
DEBT

Source: Finance Department

LONG TERM DEBT PER CAPITA



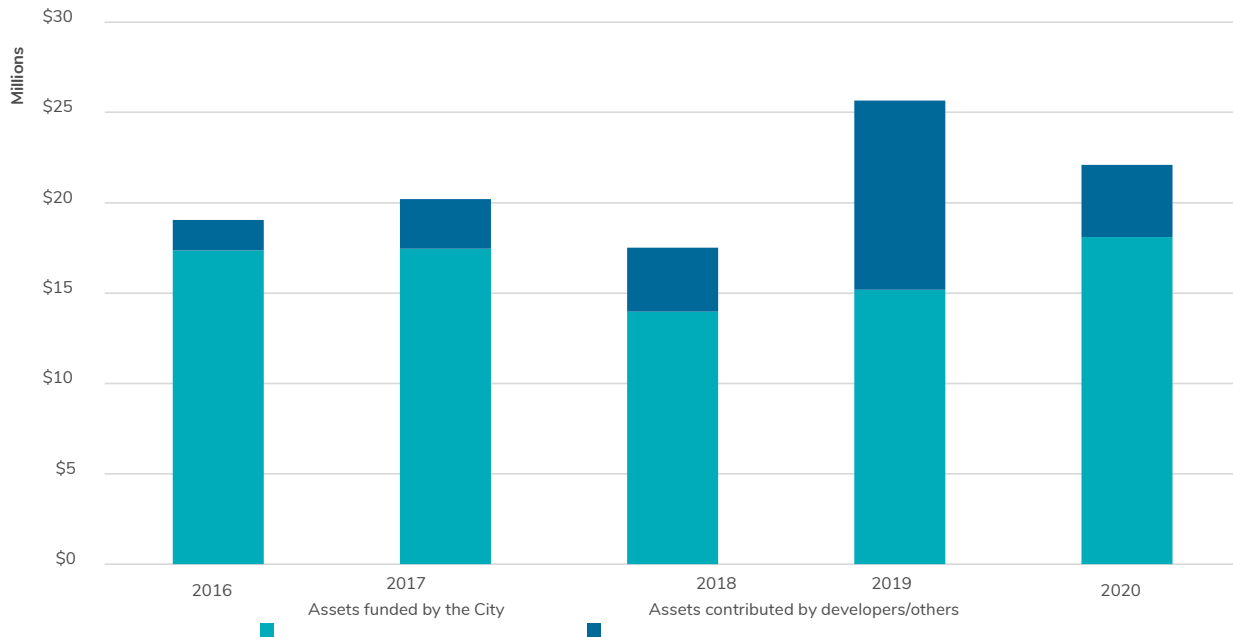
DEBT SUPPORTED BY TAXATION AND UTILITIES



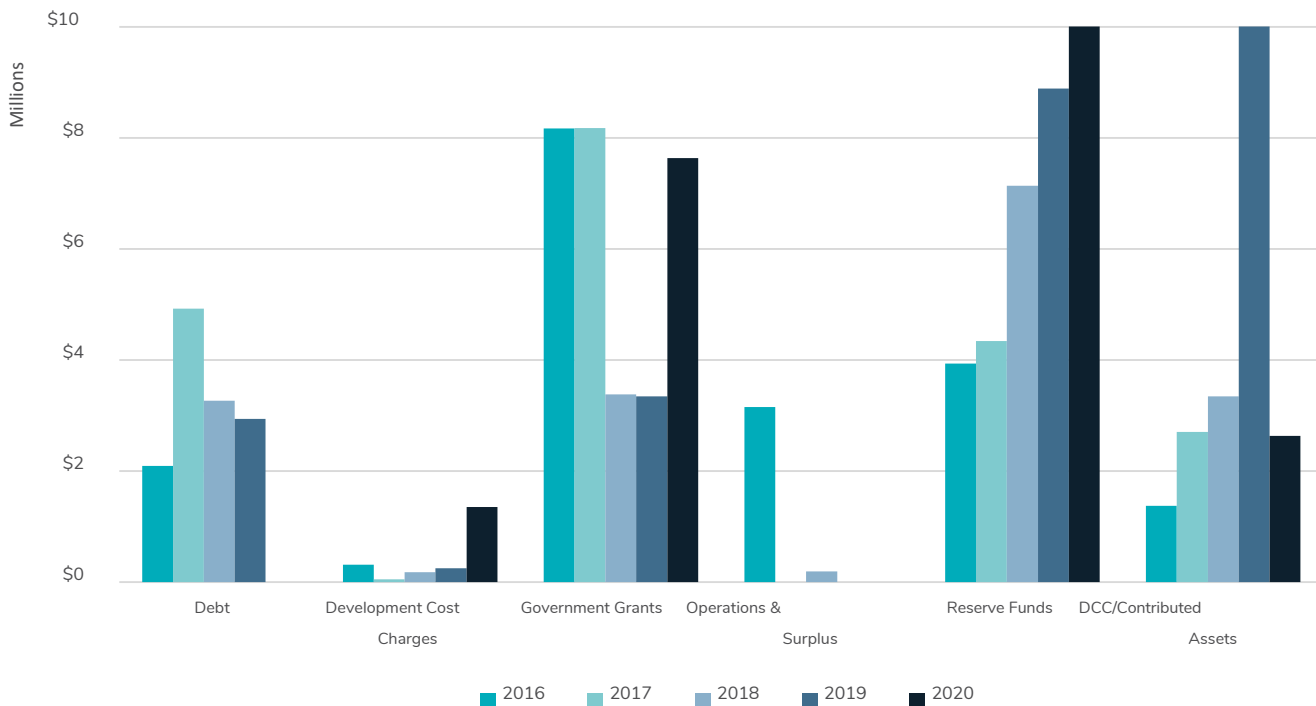
TANGIBLE CAPITAL ASSETS

Source: Finance Department

TOTAL TANGIBLE CAPITAL ASSET ACQUISITION

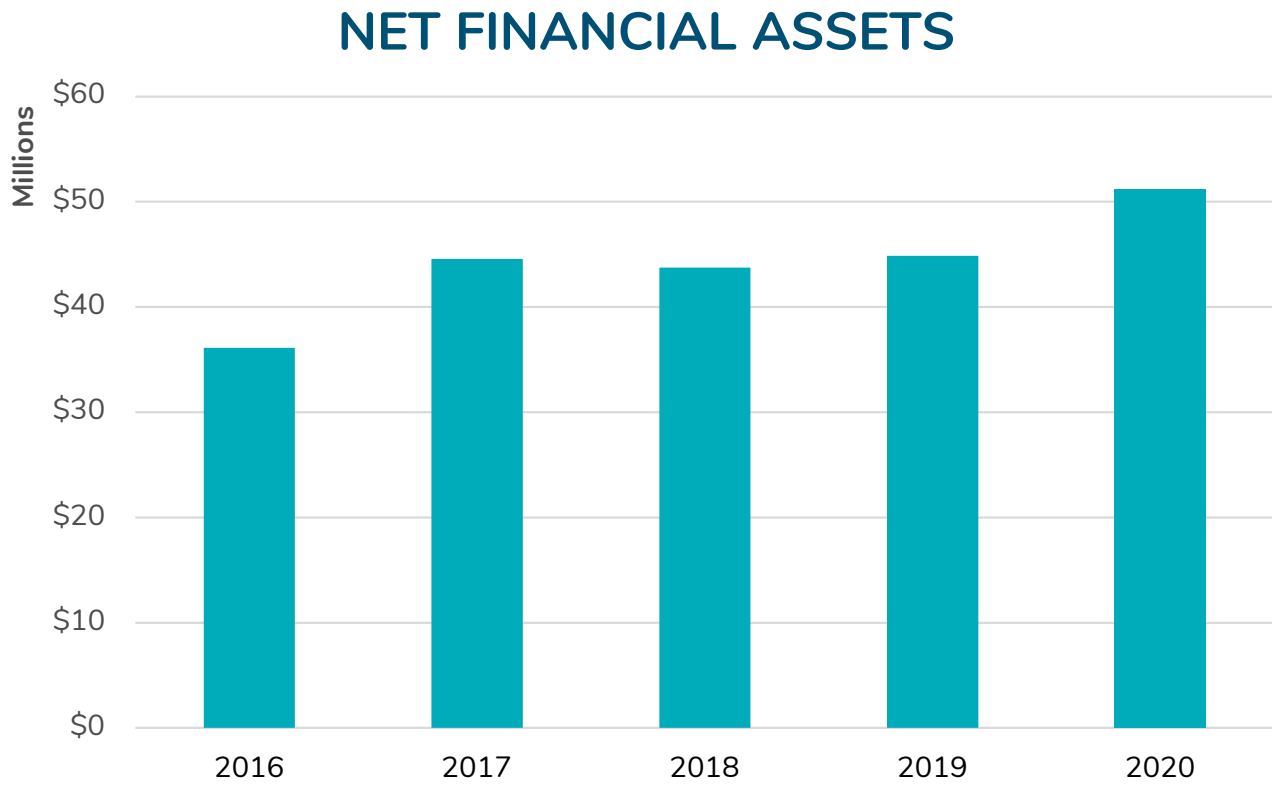


FUNDING SOURCES FOR CAPITAL ACQUISITIONS



NET FINANCIAL ASSETS

Source: Finance Department



TAXATION AND ASSESSMENT

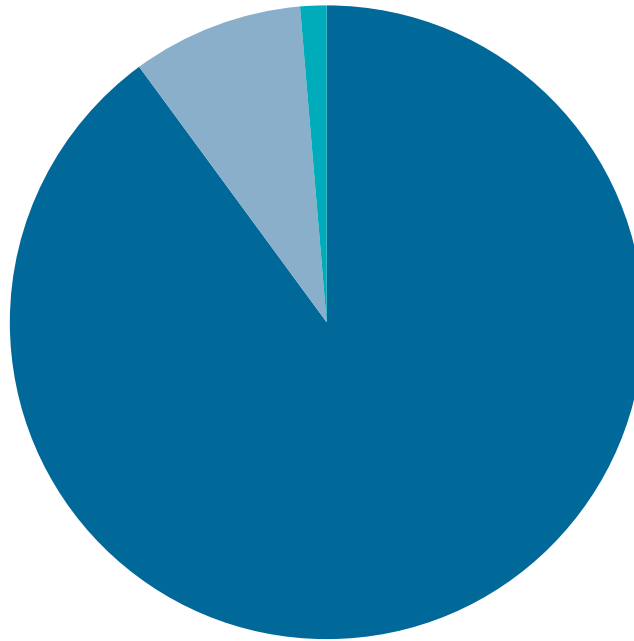
Source: Finance Department

Assessment by Property Class	2016	2017	2018	2019
Residential	\$ 3,704,186,407	\$ 3,942,565,595	\$ 4,601,169,069	\$ 5,433,336,045
Business	461,393,610	493,710,650	532,348,700	575,538,200
Utilities	30,623,800	30,925,700	31,296,300	32,023,300
Major Industry	4,038,200	4,063,100	4,106,100	4,176,800
Light Industry	25,571,500	25,140,200	25,133,800	27,619,800
Managed Forest	12,083,700	14,805,200	16,964,700	21,227,300
Recreational/NonProfit	13,886,600	13,751,000	11,057,600	11,637,400
Farm	274,715	255,931	215,723	203,506
TOTAL	\$ 4,252,058,532	\$ 4,525,217,376	\$ 5,222,291,992	\$ 6,105,762,351
% Change		6.4%	15.4%	16.9%

TAXATION AND ASSESSMENT

Source: Finance Department

2020 ASSESSMENT BY PROPERTY CLASS



■ Residential ■ Business ■ Other

PROPERTY TAX COLLECTION

Source: Finance Department

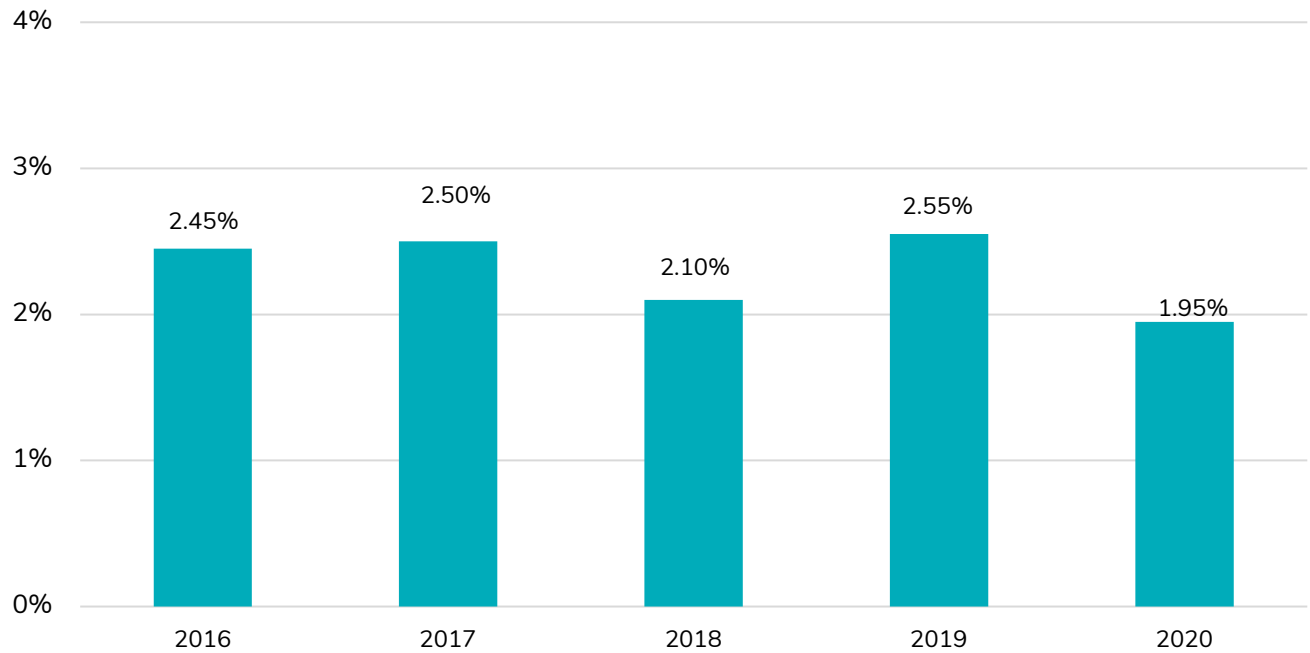
Property Taxes Levied & Collected	2016	2017	2018	2019	2020
Municipal Taxes	\$ 27,683,998	\$ 29,301,339	\$ 30,377,222	\$ 31,864,875	\$ 33,327,424
Other Taxing Authorities	26,437,033	27,310,822	28,266,035	29,873,834	29,816,559
Municipal Utilities User Fees	10,891,584	11,665,281	12,077,820	12,459,648	12,661,562
Parcel Taxes	1,377,214	1,381,136	1,554,614	1,733,611	1,925,559
1% Utility Grants	482,646	482,682	519,780	526,703	521,245
Local Service Taxes	93,784	99,056	91,721	88,727	81,353
Business Improvement Areas	70,639	68,636	73,689	76,865	76,585
Total Current Taxes Levied	\$ 67,036,897	\$ 70,308,952	\$ 72,960,882	\$ 76,624,263	\$ 78,410,287
Current taxes collected	\$ 65,931,005	\$ 69,119,126	\$ 71,744,014	\$ 75,459,338	\$ 77,247,964
Current taxes outstanding at December 31	\$ 1,105,892	\$ 1,189,826	\$ 1,216,868	\$ 1,164,925	\$ 1,162,323
% of current taxes collected	98.4%	98.3%	98.3%	98.5%	98.5%

Note: excludes grants in lieu of tax, interest and penalties.

TAXATION AND ASSESSMENT

Source: Finance Department

GENERAL MUNICIPAL PROPERTY TAX INCREASES



NEW CONSTRUCTION

Source: Finance Department

2020 NON-MARKET ASSESSMENT

Non-Market Assessment	2016	2017	2018	2019	2020
Residential	\$ 35,093,634	\$ 108,017,400	\$ 79,532,538	\$ 120,787,238	\$ 104,816,337
Utility	1,500	-	92,700	234,300	-
Major Industry	38,200	-	-	-	-
Light Industry	(2,000)	(925,500)	(814,600)	(108,500)	(199,000)
Business/Other	(4,162,250)	690,690	8,382,100	6,533,650	16,798,600
Managed Forest	(13,400)	1,179,200	327,800	2,272,700	(3,124,200)
Recreation/Non-Profit	96,300	(516,000)	(2,793,000)	229,000	610,300
Farm	7	(15,661)	(40,210)	(13,052)	(19,598)
TOTAL	\$ 31,051,991	\$ 108,430,129	\$ 84,687,328	\$ 129,935,336	\$ 118,882,439

NEW CONSTRUCTION

Source: Finance Department

REVENUES FROM NON-MARKET CHANGE

	2016	2017	2018	2019	2020
Residential	\$ 192,634	\$ 586,634	\$ 384,500	\$ 518,723	\$ 427,426
Utilities	44	-	3,051	7,785	-
Major Industry	1,219	-	-	-	-
Light Industry	(25)	(11,506)	(10,018)	(1,240)	(2,336)
Businesses/ther	(52,372)	8,587	100,256	74,897	186,161
Managed Forest	(181)	24,402	6,206	39,890	53,991
Recreational/ Non-Profit	741	(3,961)	(21,735)	1,771	4,506
Farm	0	(85)	(223)	(74)	(114)
	142,059	462,036	462,036	641,753	561,652

PRINCIPAL TAXPAYERS

Source: Finance Department

2019 TOP TEN MUNICIPAL TAXPAYERS

Owner	Description	Total Municipal Taxes
Capital Generation Services Inc	Capital Power Generating Station	890,723
Mariner Holdings Ltd	Mariner Square Shopping Centre	386,836
Discovery Harbour Holdings	Discovery Harbour Shopping Centre	339,284
Raven Forest Products Ltd.	Merecroft Village Shopping Centre	200,372
Tyee Plaza GP Inc.	Tyee Plaza Shopping Centre	149,617
A B Edie Equities Inc.	Campbell River Common	144,497
Broadstreet Properties	Seymour Pacific/Broadstreet Properties Head Office	130,955
0942069 BC Ltd.	Discovery LNG Site	115,307
Realstream Inc.	Timberline Village Shopping Centre	107,829
Total		\$ 2,465,420



City of Campbell River Report/ Recommendation to Council

Date: November 12, 2019 File No.
Submitted by: Communications Department
Subject: Results of September 2019 Citizen Satisfaction Survey

Purpose / Introduction

This report summarizes results of the September 2019 Citizen Satisfaction Survey. Full details are attached.

Recommended Resolutions

THAT the report dated November 12, 2019 from the Communications Department regarding the results of the September 2019 Citizen Satisfaction Survey be received for information.

Background

Council budgets for regular statistically-valid citizen satisfaction surveys to gather comprehensive community feedback on a wide range of topics. This year's survey took place from Sept. 13 through 30 to complement budget preparation and deliberation.

Discovery Research mailed 1,200 surveys to randomly-selected households. A letter from the Mayor encouraged respondents 18 or older to complete the survey. As a token of thanks for people participating in the mail survey, the City offered an option to enter a draw for three \$100 gift certificates for programs or memberships offered at the Sportsplex or Community Centre.

All results are anonymous and representative of Campbell River's population based on Statistics Canada 2016 Census information.

People who did not receive a survey in the mail could share their opinion by completing the online survey from a link on the home page of the City's website.

Survey topics included:

- quality of life in Campbell River
- most important issue facing the community
- satisfaction levels with various City services and overall quality of services
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- information needs, methods and quality rating

The cost of conducting the survey was \$9,980, plus GST.

Discovery Research also conducted a statistically-valid satisfaction survey for the City in 2016, through 400 telephone surveys of randomly-selected residents aged 18 or older.

In 2013, the City of Campbell River participated in the syndicated Ipsos Reid citizen satisfaction survey, which conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research.

Discussion

Through September's mailed survey, residents were asked to rate their satisfaction with the services provided by the City of Campbell River. Thirty per cent (364) of surveys were returned. Highlights of responses appear below. A detailed report on findings, including comparison to 2016 results where available, is attached.

Quality of life in Campbell River given high ratings

98% percent rate the *overall quality of life in Campbell River* as good (**64%**) or very good (**34%**).
97% rated Campbell River a *good place to raise children* and a *good place to retire*.

In 2016, 96% rate the overall quality of life in Campbell River as good (57%) or very good (39%). 95% rated Campbell River a good place to raise children and a good place to retire.

In 2013, 93% rated good/very good

In 2006, 88.1% were satisfied with Campbell River as a place to live

Most important issue facing Campbell River – Homelessness and Addiction Issues

15% indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (**10%**) and the *affordability and availability of housing* (**8%**).

In 2016, 29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/ increasing costs (10%) and the aging infrastructure (10%).

Top 2013 priorities

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

Top 2006 priorities:

- *roads maintenance and repair 20.8%*
- *police protection: 29.5%*
- *public washrooms: 14.8%*
- *recreation facilities and services for families: 13.8%*

Favourite thing about Living in Campbell River – Access to Outdoor Recreation

34% felt their favourite thing about living in Campbell River was easy access to outdoor recreation and **29%** felt it is being close to the ocean.

In 2016, 54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was easy access to outdoor recreation.

Residents Satisfied with City Services and Programs

91% were satisfied with the overall services and programs provided by the City.

In 2016, 96% were satisfied with overall services and programs provided by the City.

In 2013, 85% were satisfied with level and quality of City services

In 2006, 64.1% were satisfied

Majority feel City of Campbell River is doing a good job

78% agree with the statement, “*In general, I believe the City of Campbell River is doing a good job.*”

In 2016, 86% agreed with the above statement.

In 2013, the level of satisfaction with Council and administration decisions was 53%.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails (97% satisfied)*; *water supply (97%)*; *sewage system (98%)*; and *recreation programs (94%)*.

In 2016, the highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).

Lower Satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement (60% satisfied)*; *public washrooms (64%)*; *transportation and traffic flow (62%)*; and *snow and ice removal (58%)*.

In 2016, the lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating – with overall service satisfaction at 84% in 2019 (88% in 2016).

In 2013, 68% said they were satisfied with customer service.

In 2006, 58.8% were satisfied.

Satisfaction with specific aspects of contact experience

- *Staff's courteousness: 95% (88% in 2013)*
- *Ease of reaching staff: 93% (83% in 2013)*
- *Staff's helpfulness: 92% (80% in 2013)*
- *Speed and timeliness of service: 86% (79% in 2013)*
- *Staff's knowledge: 93% (74% in 2013)*
- *Staff's ability to resolve issue: 79% (65% in 2013)*

Preferred source of information about City issues – Local Newspaper

78% prefer to learn about City issues from *news articles in the local newspapers*; **47%** prefer *radio*; **42%** prefer *newspaper advertisements*; **41%** prefer to learn about issues through *online sources*.

In general, respondents felt the *amount of information provided by the City is adequate (73%)*. Eight percent indicated the amount of *information provided was too little*.

Most people felt the quality of information was satisfactory (**79%**).

In 2016, 57% felt the best source of information about City issues was articles in the local newspapers, and 76% of respondents received news that way.

29% would prefer to learn about issues through online sources, including social media.

In 2016, people felt the amount of information provided by the City was adequate (78%) and that the quality of information was satisfactory (86%). (These were not rated in 2013.)

In 2013, preferred methods for City to communicate information to citizens were:

- *Newspaper: 45%*
- *Mail: 11%*
- *Internet (unspecified): 8%*
- *Email: 8%*
- *City website: 6%*
- *Newsletter/pamphlet/brochure: 5%*
- *Social media: 4%*

Other comparisons

- 64% said they receive good value for tax dollars
 - 73% in 2016
 - 61% in 2013
- 42% felt quality of life had not changed, 17% felt it had improved, and 29% felt it had worsened.
 - In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
 - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- On the question of preference for balancing taxation and service levels, 54% supported increasing taxes to maintain services; 25% want services reduced to maintain current tax level.
 - In 2016, 46% said increase taxes to maintain services and 30% said reduce services to maintain current tax level.
 - In 2013, 37% said increase taxes and 44% said cut services.

The detailed report on survey findings is attached to this report and includes satisfaction levels for a range of departmental services.

In addition to a mail survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage. Of 203 online surveys that were started, 137 surveys were completed in entirety. The detailed report includes online survey results and notes that “Online respondents are more likely than mail respondents to have an issue or complaint about City services. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results.”

Communications

The City will issue a news release with survey results highlights and comparison against 2016. We will also contact the three people who won the prize draw to ensure they receive \$100 gift certificates for programs or memberships offered at the Sportsplex or Community Centre.

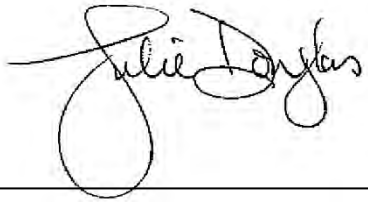
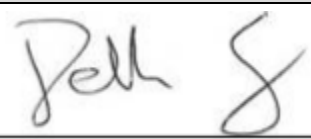
Conclusion

Regularly measuring citizen satisfaction levels through a truly random and representative survey helps gather comprehensive community feedback and provides reliable insight into community support and concerns. Survey results also help match City services and service delivery to community priorities and needs.

The results of September’s statistically-valid survey can be referenced during budget discussions in December as Council members make decisions related to quality of life in Campbell River, City services that are most important to citizens, and opportunities to improve local government services for years to come.

Attachments:

1. 2019 Campbell River Citizen Survey – Detailed Report on Findings

Prepared by:		Reviewed by:	
 <hr/> <p>Julie Douglas Communications Advisor</p>		<hr/> <p>[Your Supervisor/ GM (who will speak to this report at a Council meeting)] [Click once and insert title here]</p>	
Reviewed for Form and Content / Approved for Submission to Council:			
 <hr/> <p>Deborah Sargent, MCIP, RPP City Manager</p>			
Corporate Review			Initials
Assets and Operations			
Corporate and Protective Services			
Community Development			
Finance			



2019 Campbell River Citizen Survey

Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

Date: *October 2019*

Executive Summary

In September 2019, a community survey was mailed to 1200 randomly selected Campbell River Residents. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River. 364 surveys were completed and mailed back, giving a response rate of **30%**.

Quality of life in Campbell River given high ratings

Ninety-eight percent rate the *overall quality of life in Campbell River* as good (**64%**) or very good (**34%**). Similarly, **97%** rated Campbell River a *good place to raise children* and a *good place to retire*.

Most important issue facing Campbell River – Homelessness and Addiction Issues

Fifteen percent indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/increasing costs* (**10%**) and the *affordability and availability of housing* (**8%**).

Favourite thing about Living in Campbell River – Access to Outdoor Recreation

Thirty-four percent felt their favourite thing about living in Campbell River was easy *access to outdoor recreation* and **29%** felt it is being *close to the ocean*.

Residents Satisfied with City Services and Programs

Ninety-one percent were satisfied with the *overall services and programs provided by the City of Campbell River*.

Majority feel City of Campbell River is doing a good job

Seventy-eight percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails* (**97%** satisfied); *water supply* (**97%**); *sewage system* (**98%**); and *recreation programs* (**94%**).

Lower Satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement* (**60%** satisfied); *public washrooms* (**64%**); *transportation and traffic flow* (**62%**); and *snow and ice removal* (**58%**).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are *courteous, helpful, and accessible*.

Preferred source of information about City issues – Local Newspaper

Seventy-eight percent prefer to learn about City issues from *news articles in the local newspapers* and **41%** would prefer to learn about issues through *online sources*.

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Introduction

In September of 2019, the City of Campbell River conducted a comprehensive mail survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budget decisions for the upcoming years.

Discovery Research, an independent consulting firm, was retained to conduct the 2019 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's mail survey and where applicable makes comparisons with a telephone survey conducted in 2016.

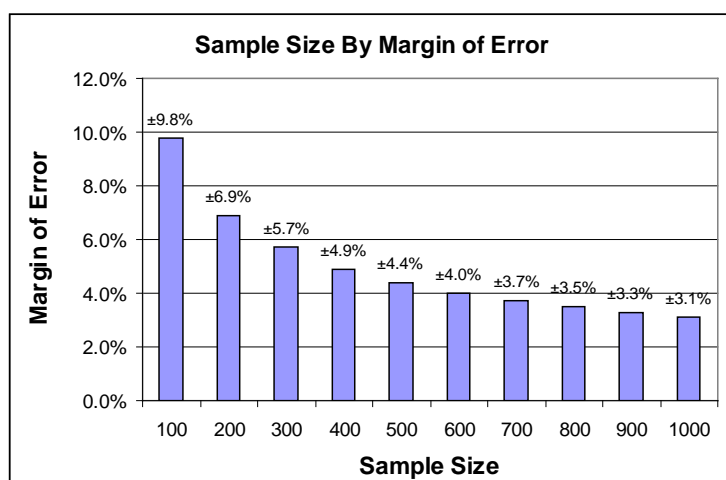
Objectives

The 2019 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**

Methodology

A random sample of 1200 Campbell River Residents were mailed a survey in September 2019. The random sample was generated such that each residence in Campbell River had an equal opportunity of being selected for the research. 364 surveys were mailed back, giving a response rate of **30%**.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 364 will be accurate within $\pm 5.1\%$, at the 95% confidence interval (19 times out of 20).

Weighting

Campbell River's actual population distribution by age was taken from the 2016 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

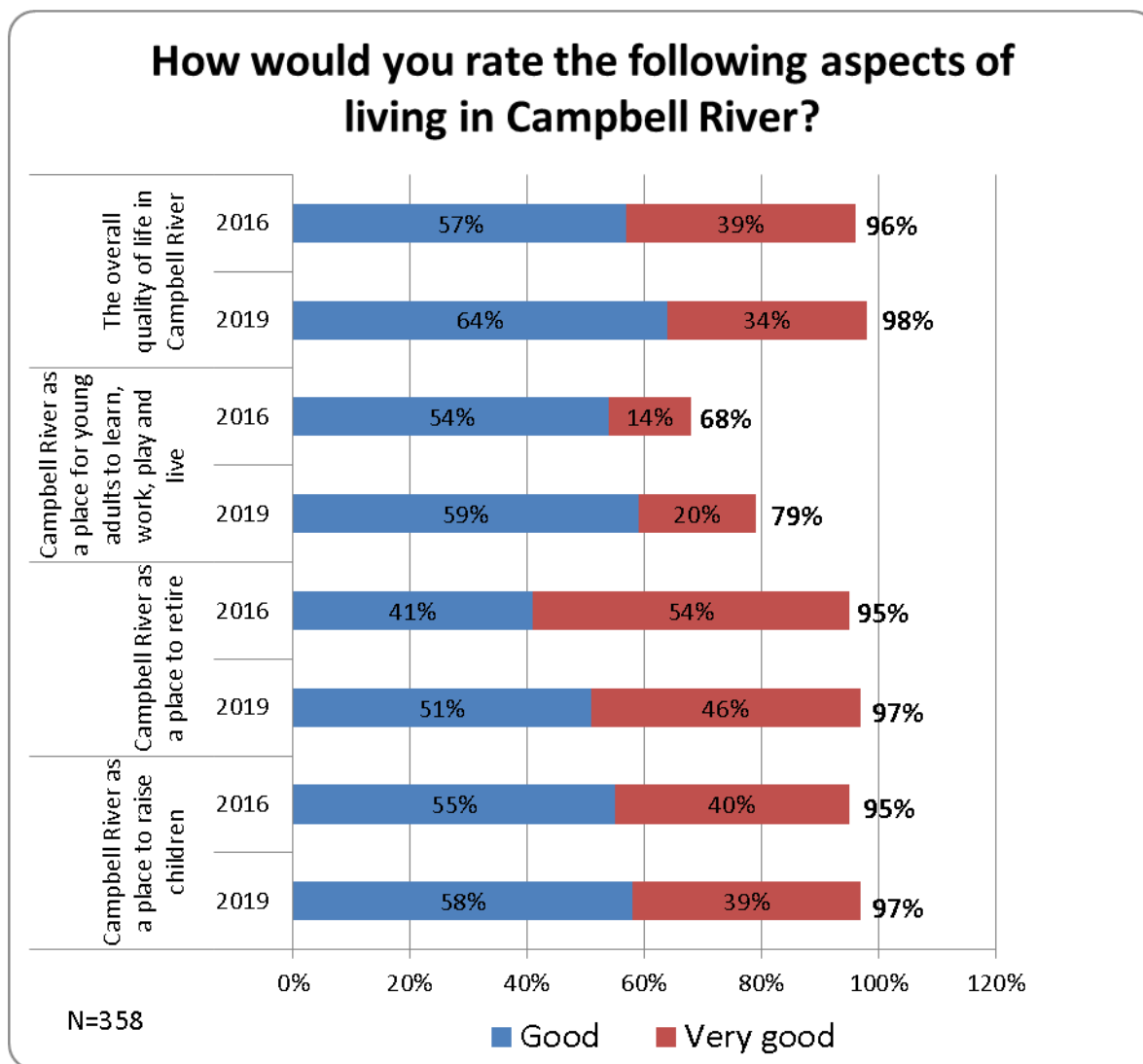
Age	Population from 2016 Census	Unweighted Sample	Weighted Sample
18-44	28%	21%	28%
45-64	30%	30%	30%
65+	42%	48%	42%

Online Survey

In addition to a mail survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage. In total, 203 online surveys were started by residents and of these 203 surveys, 137 surveys were completed in entirety. Online survey results must be interpreted with caution because of the self-selection bias inherent in the online methodology. Online respondents are more likely than mail respondents to have an issue or complaint about City services. Online respondents seek out the online survey instrument in order to provide feedback. Mail respondents are more passive in how they were approached to do the survey and are more representative of the overall population of Campbell River. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results. Online results can be seen in *Appendix 2*.

Section 1 – Overall Quality of Life in Campbell River

Q1. Quality of life in Campbell River

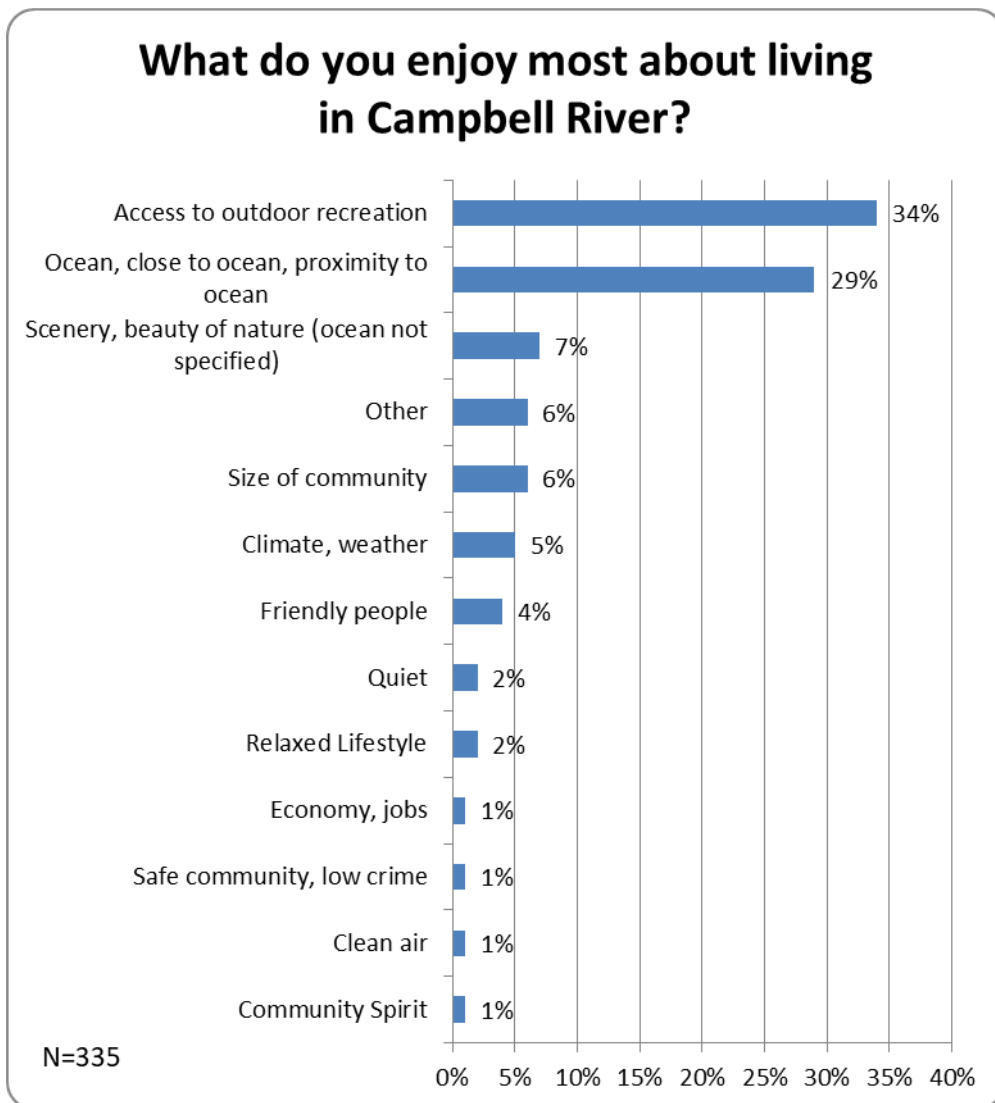


Residents provided high ratings (**98%**) for the *overall quality of life in Campbell River* (very good=**39%** and good=**57%**)

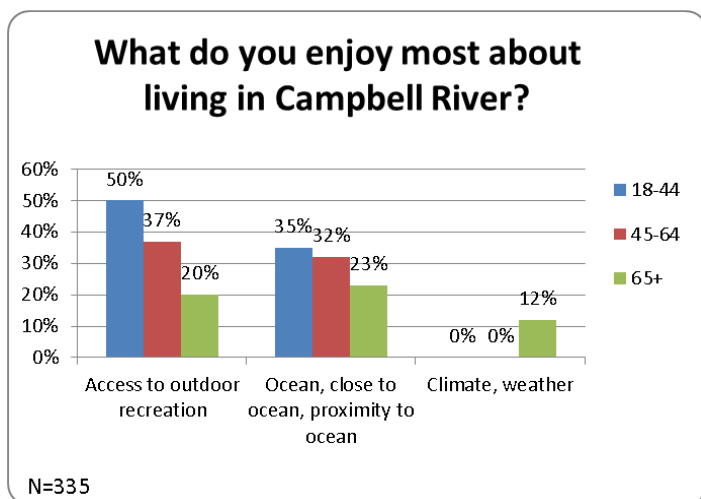
Campbell River was also rated highly (**97%**) as *a place to raise children* and *a place to retire*.

The majority of Citizens (**79%**) gave a good rating for *Campbell River as a place for young adults to learn, work, play and live*.

Q2. Most enjoyed aspect of living in Campbell River

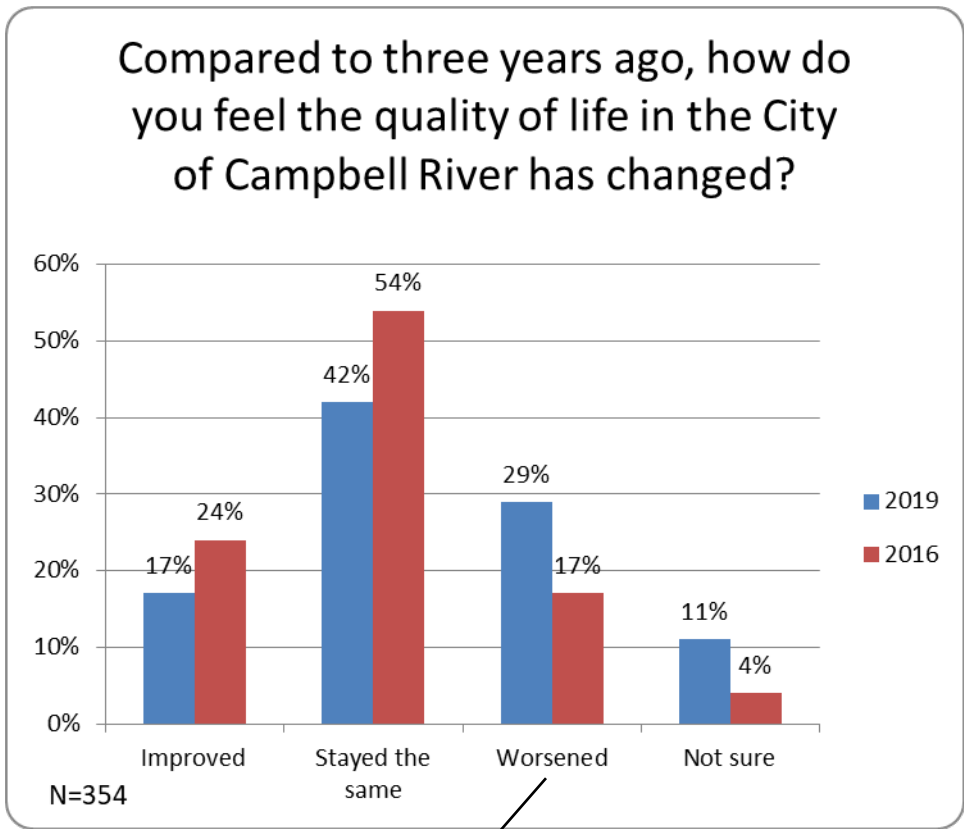


Thirty-four percent of respondents felt their favourite thing about living in Campbell River was *access to outdoor recreation* and a further **29%** indicated their favourite thing was *being close to the ocean*.



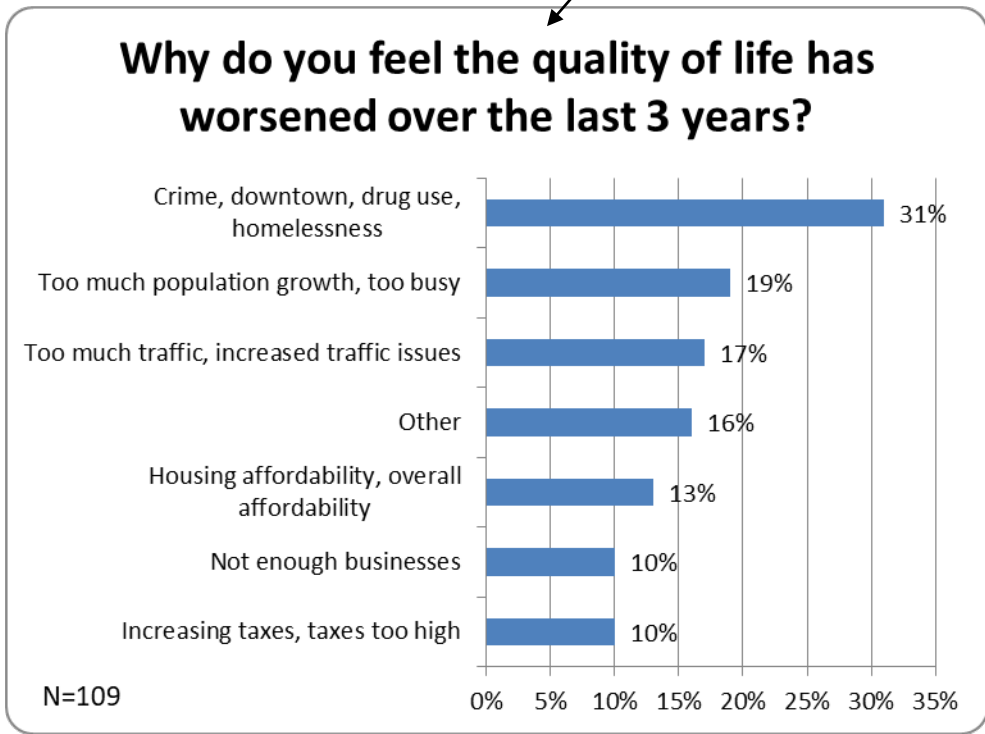
Among Citizens 18-44 years old, **50%** listed *access to outdoor recreation* as one of their favourite things about living in Campbell River. Older respondents were more likely to appreciate *the weather*.

Q3. Quality of life in Campbell River compared to 3 years ago



The majority of respondents (**42%**) felt that the quality of life in Campbell River has *not changed* in the past 3 years. Seventeen percent felt the quality of life has *improved* and **29%** felt the quality of life has *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.



Of the 109 respondents who felt their quality of life had worsened in the last 3 years **31%** attributed this to *crime, downtown, drug use, and homelessness*. A further **19%** indicated that there was *too much population growth, or too busy*.

Q4. Most important issue facing Campbell River

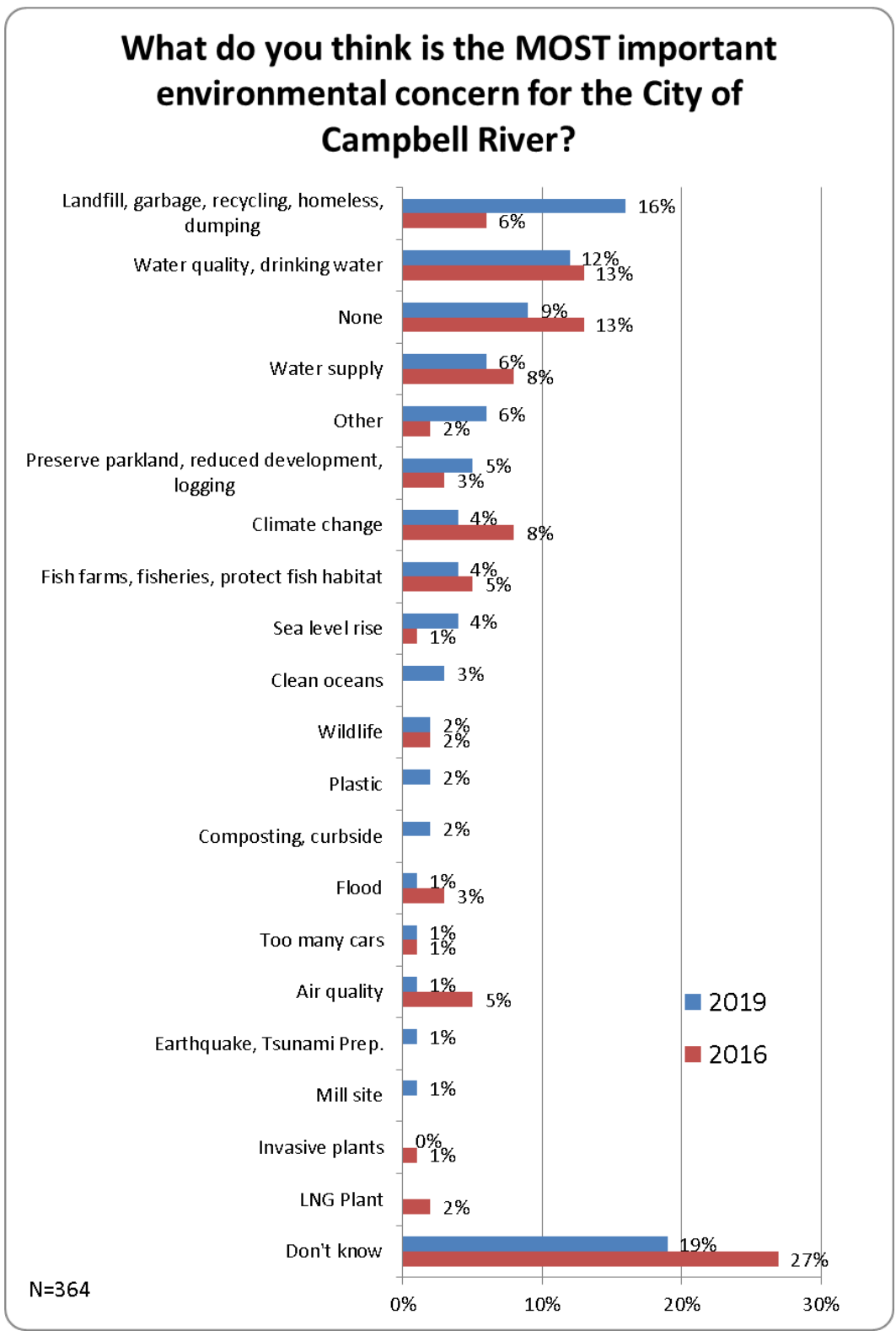
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?

	2019	2016
Homelessness, Addiction issues	15%	4%
Taxes, fiscal responsibility, increasing costs	10%	10%
Housing, available and affordable	8%	1%
Population growth, Overcrowding, Urban Planning	6%	8%
Protect environment, water	6%	
Crime, Safety of Citizens	5%	3%
Lack of Jobs, poor economy	4%	29%
Aging infrastructure	4%	10%
Traffic – too much	4%	2%
Business development, tourism promotion	4%	2%
Other	2%	
Climate, weather	2%	
Healthcare	2%	2%
Clean up city, downtown	2%	
Parking	2%	
Activities, resources for Seniors	2%	1%
Improve City Council, City Staff	1%	
More recreational and social activities	1%	4%
Road conditions	1%	1%
Childcare	1%	
Recycling, composting, garbage	1%	
Activities for youth, schools	1%	3%
Bike and pedestrian routes	1%	
Don't know	2%	16%
None	13%	1%

Fifteen percent of residents feel the single most important issue facing the City of Campbell River is *homelessness and addiction issues*. Ten percent feel the most important issue is related to *increasing taxes, costs and fiscal responsibility*.

Housing availability and affordability were the most important issues for **8%** of respondents.

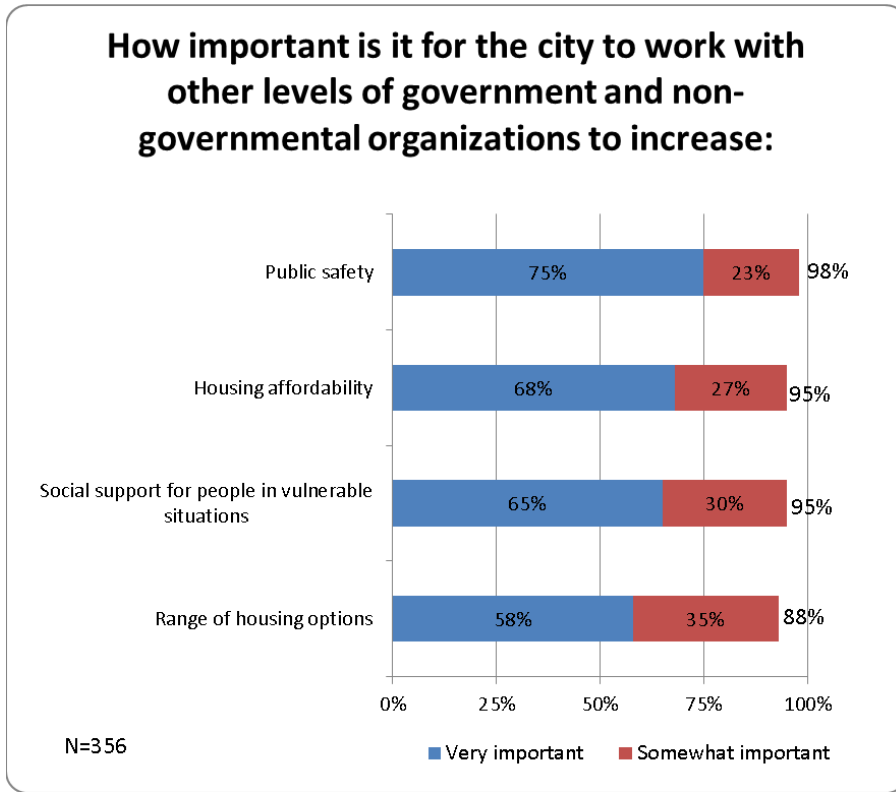
Q5. Most Important Environmental Concern



The most important environmental issues were *landfill, garbage, recycling, homeless, dumping* (16%) and *water quality, drinking water* (12%).

Nine percent did not think there was an environmental concern in Campbell River and 19% could not think of a concern.

Q6. Importance of City working with other levels of government

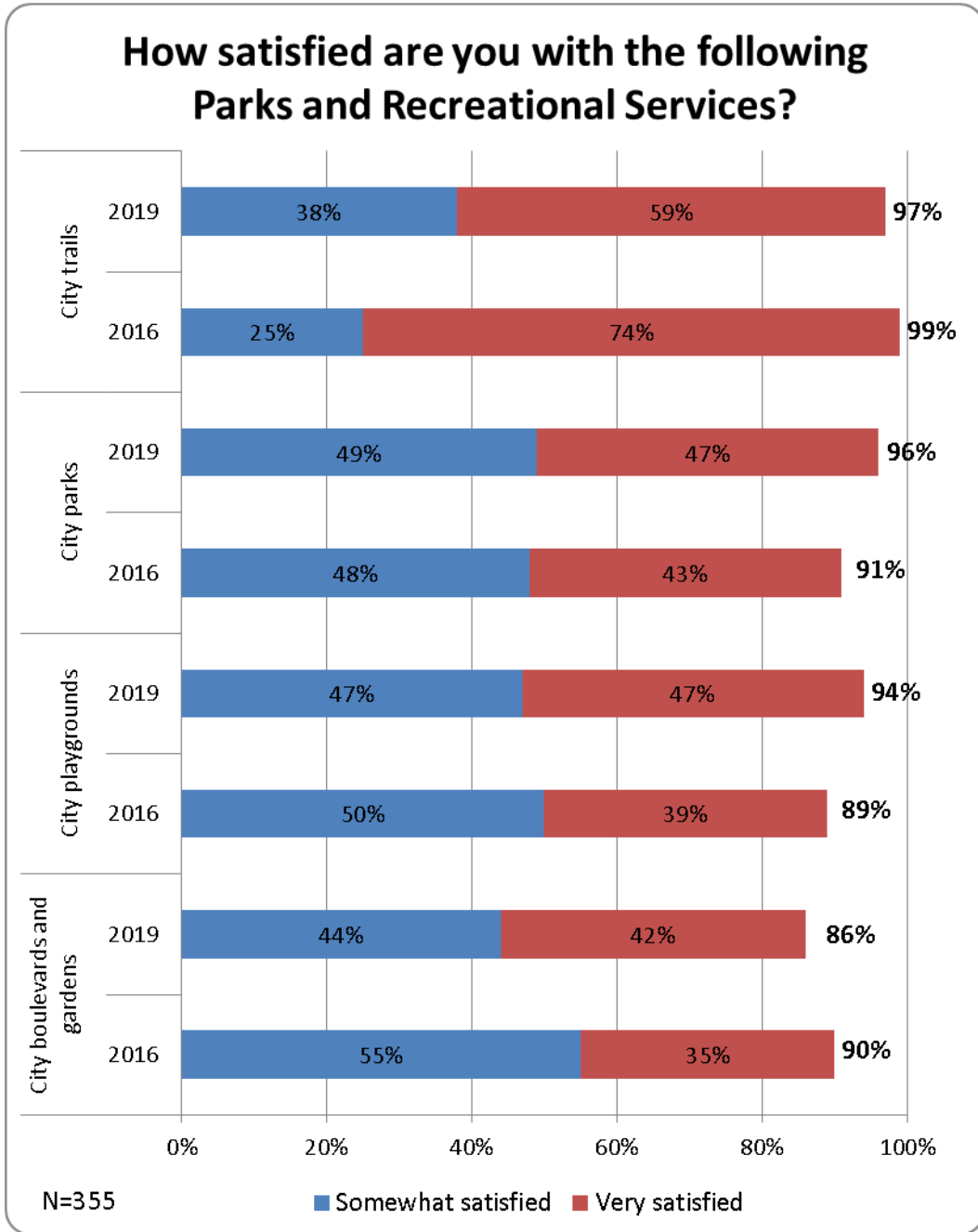


Ninety-eight percent of respondents felt it is important for the city to work with other levels of government on *public safety*.

Thirty-five percent indicated that it was very important to increase *range of housing options*.

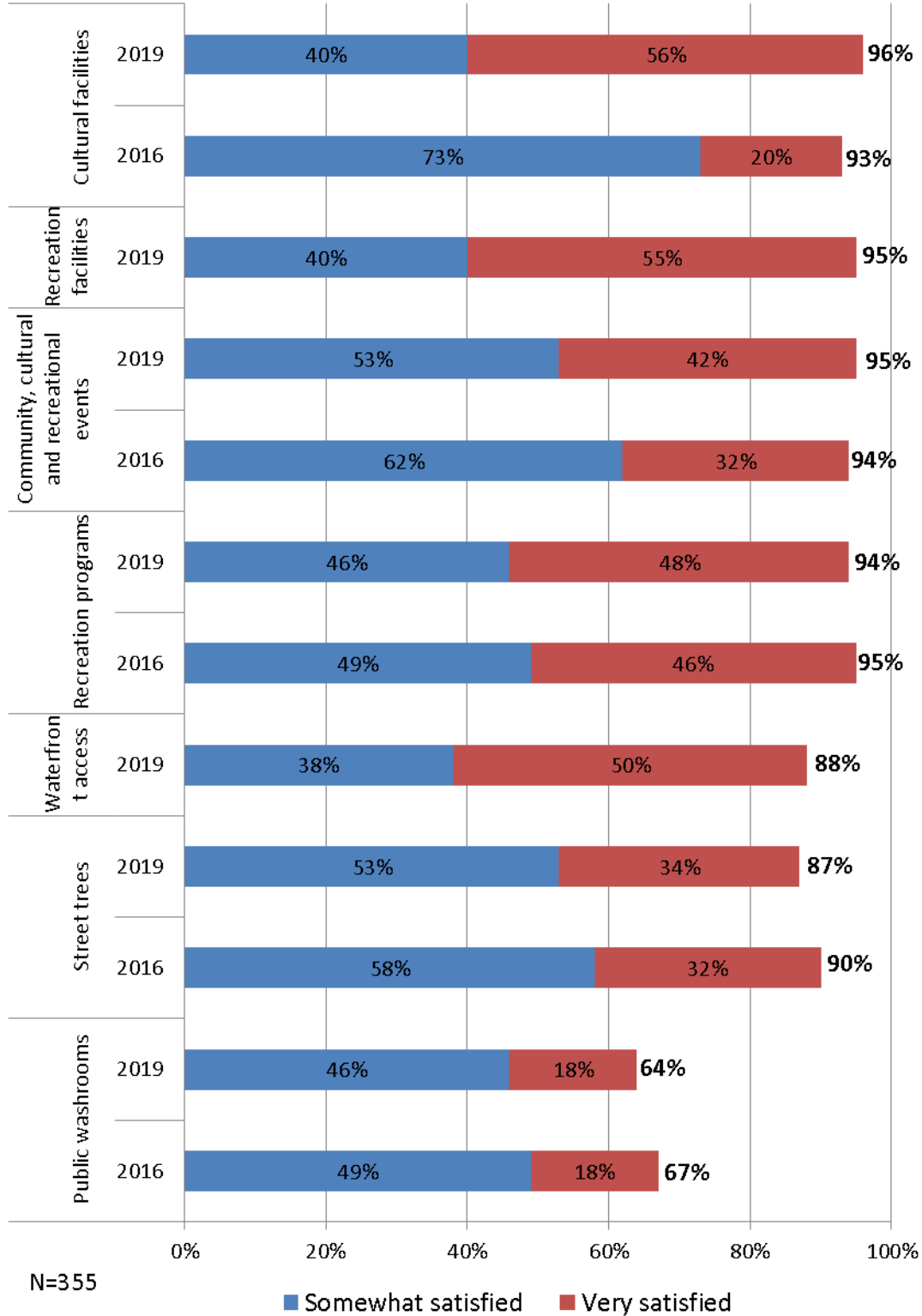
Section 2 – Satisfaction with City Services and Programs

Q7. Parks Recreation and Cultural Services



Ninety-seven percent of Citizens are satisfied with *City trails*, **96%** are satisfied with *City parks* and **94%** are satisfied with *City playgrounds*.

How satisfied are you with the following Parks and Recreational Services?

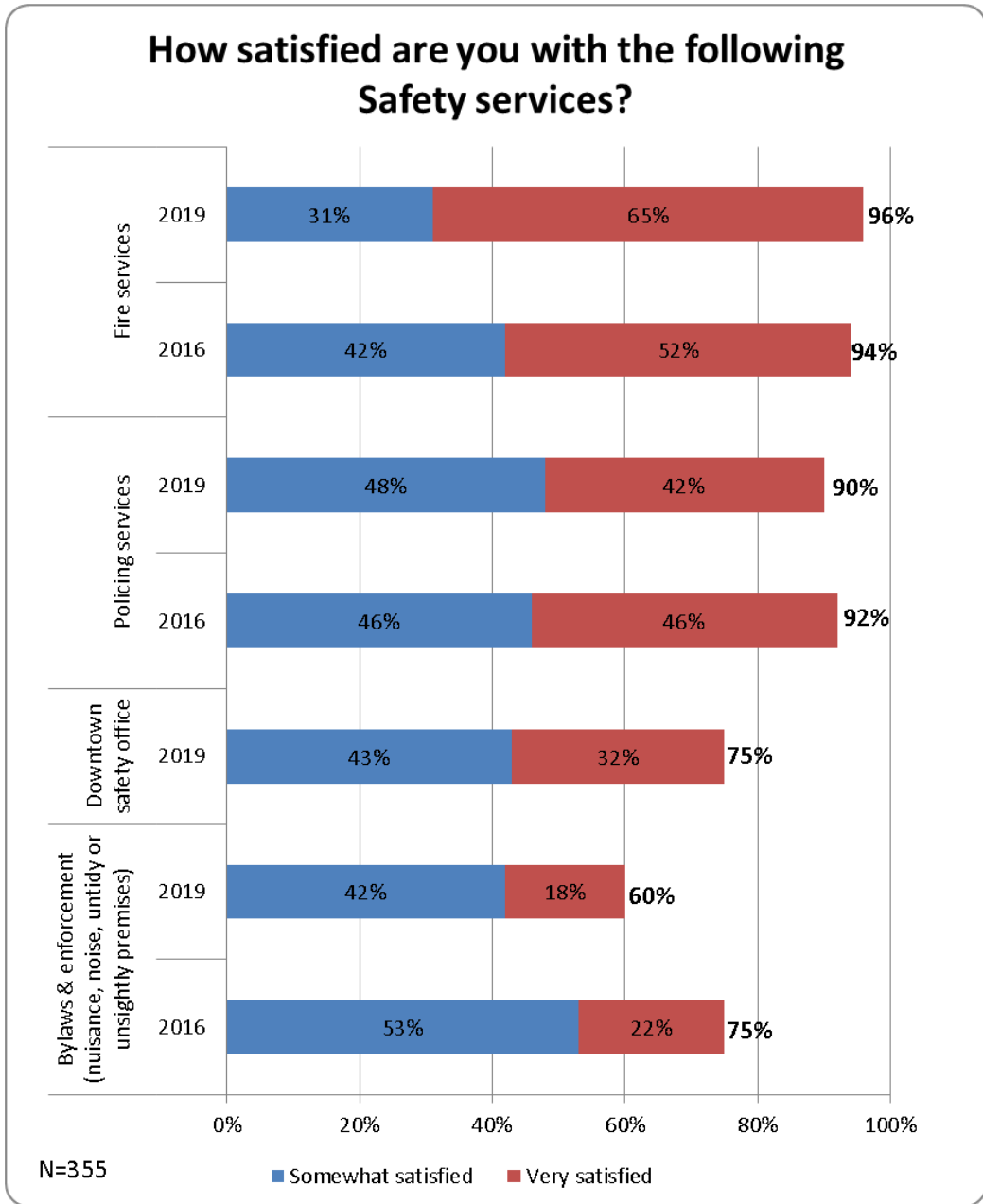


Ninety-six percent of Citizens were satisfied with *Cultural facilities* and **95%** were satisfied with *Recreation facilities*

Eighty-eight percent are satisfied with *Waterfront access*.

Public washrooms received the lowest satisfaction rating with **64%** satisfied.

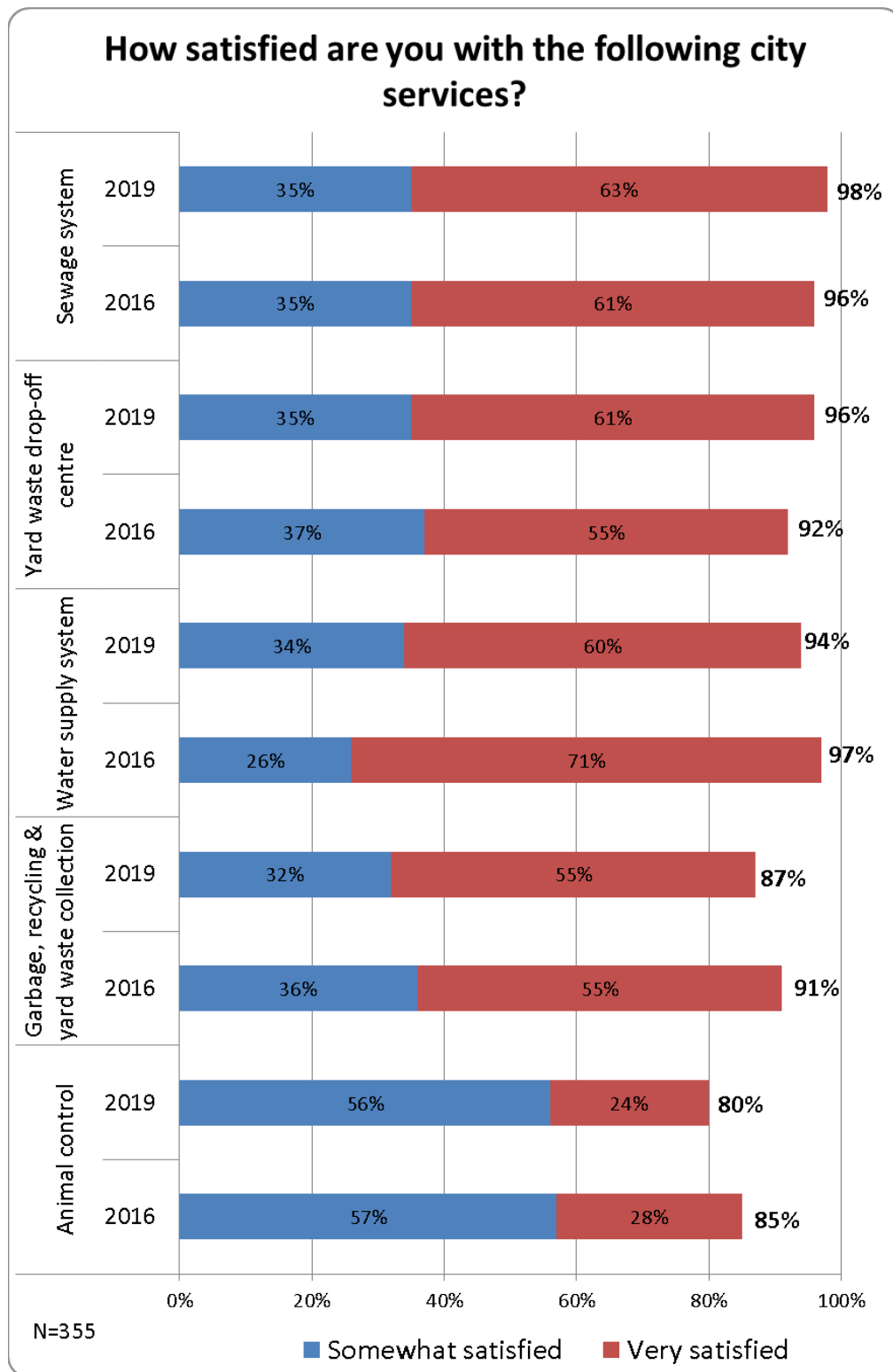
Safety Services



Residents were satisfied with *Fire services* (**96%**) and *Policing services* (**90%**).

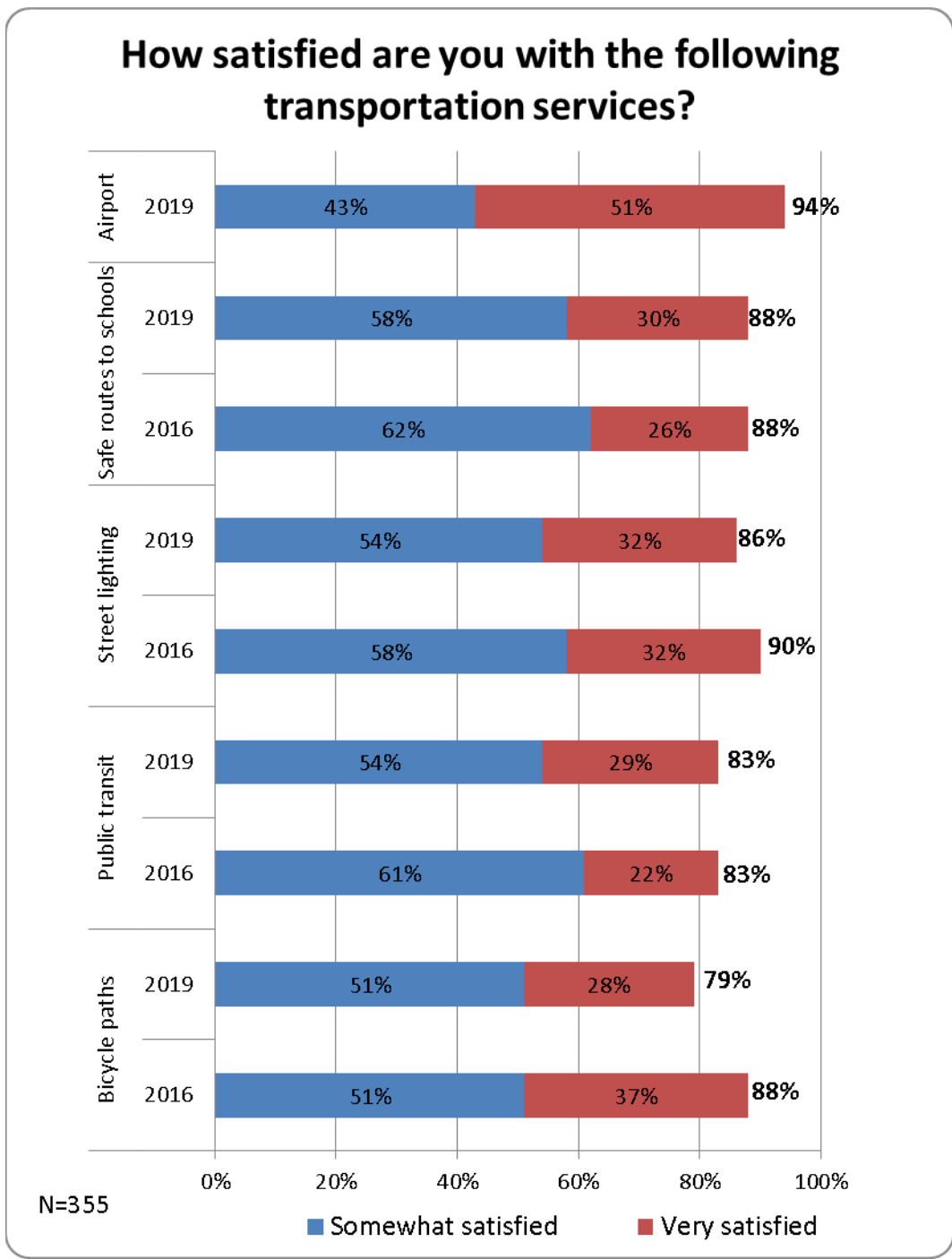
The lowest satisfaction ratings were for *Bylaw enforcement* with **60%** satisfied. This rating decreased from 2016 when 75% of Citizens reported being satisfied with bylaws and enforcement.

City Services



The vast majority of Citizens were satisfied with their *sewage system (98%)*, *yard waste drop off center (96%)* and *water supply system (94%)*.

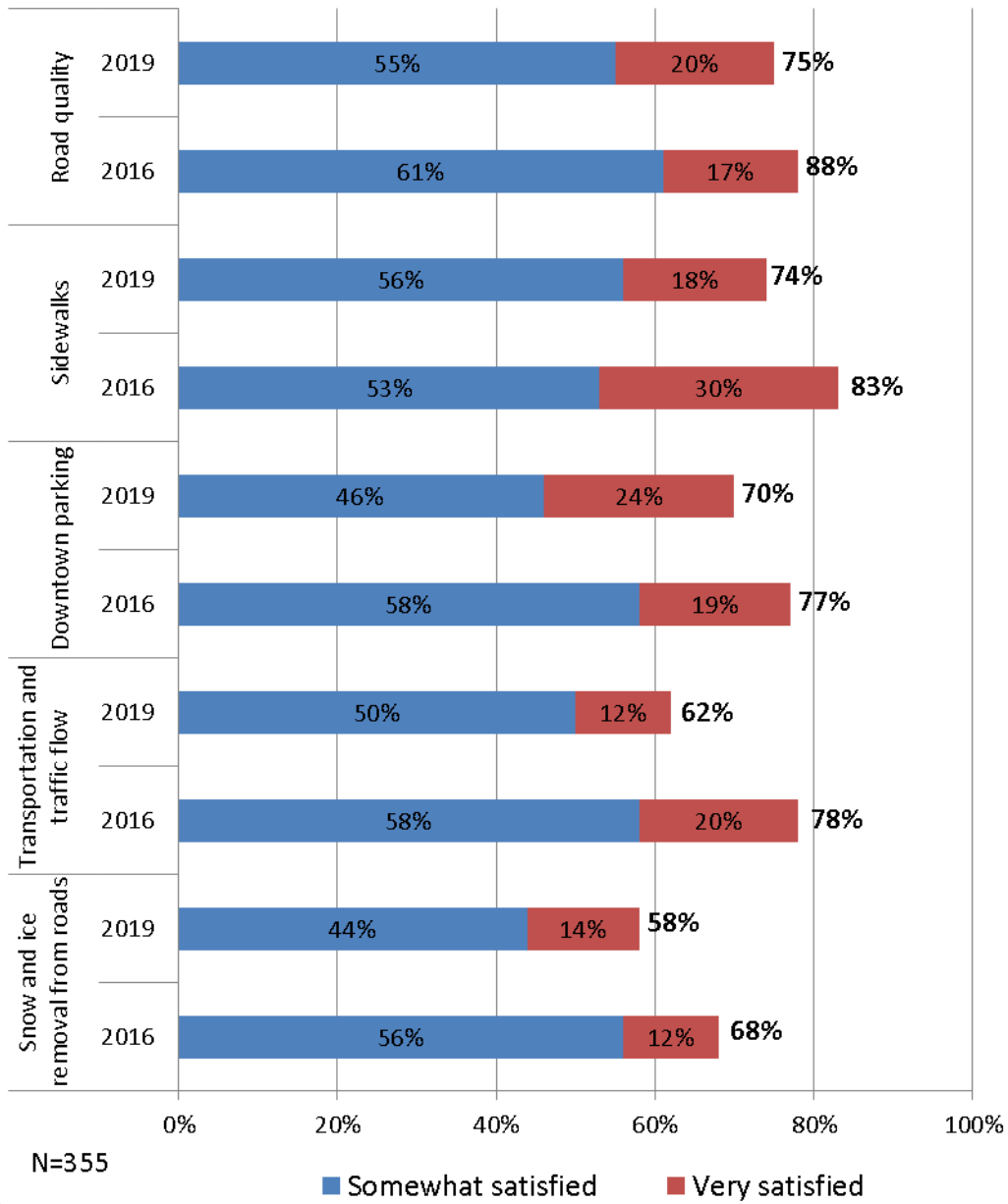
Transportation Services



Ninety-four percent were satisfied with the *airport*.

Eighty-six percent of Citizens were satisfied with *street lighting*.

How satisfied are you with the following transportation services?

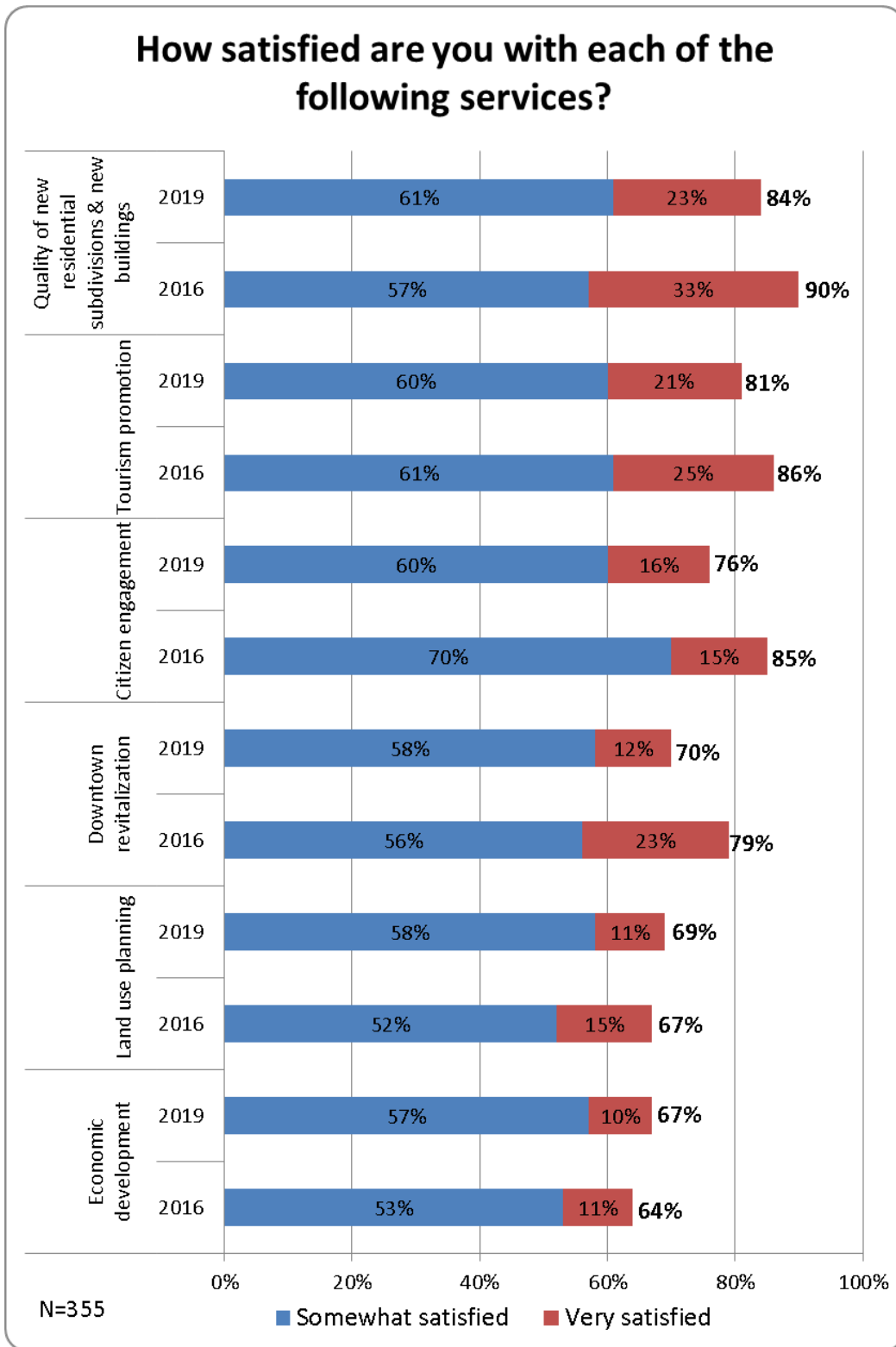


Seventy-five percent are satisfied with *road quality*.

Sixty-two percent were satisfied with Transportation and traffic flow, down from the 2016 level of 78%.

Snow and ice removal from roads got a lower satisfaction rating of 58%, dropping from the 2016 rating of 68%.

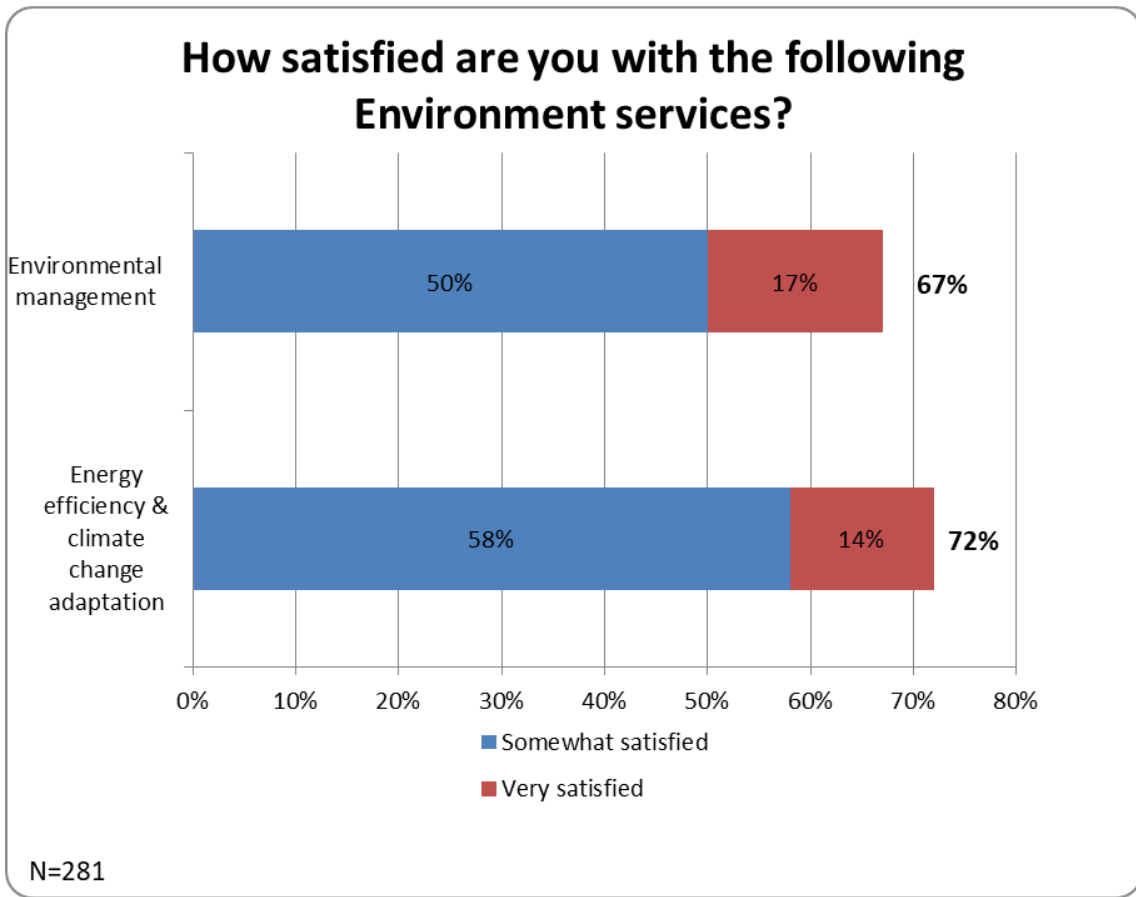
Communication and Development Services



Eighty-four percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **81%** are satisfied with *tourism promotion*.

Sixty-nine percent are satisfied with *land use planning* and **67%** are satisfied with *economic development*.

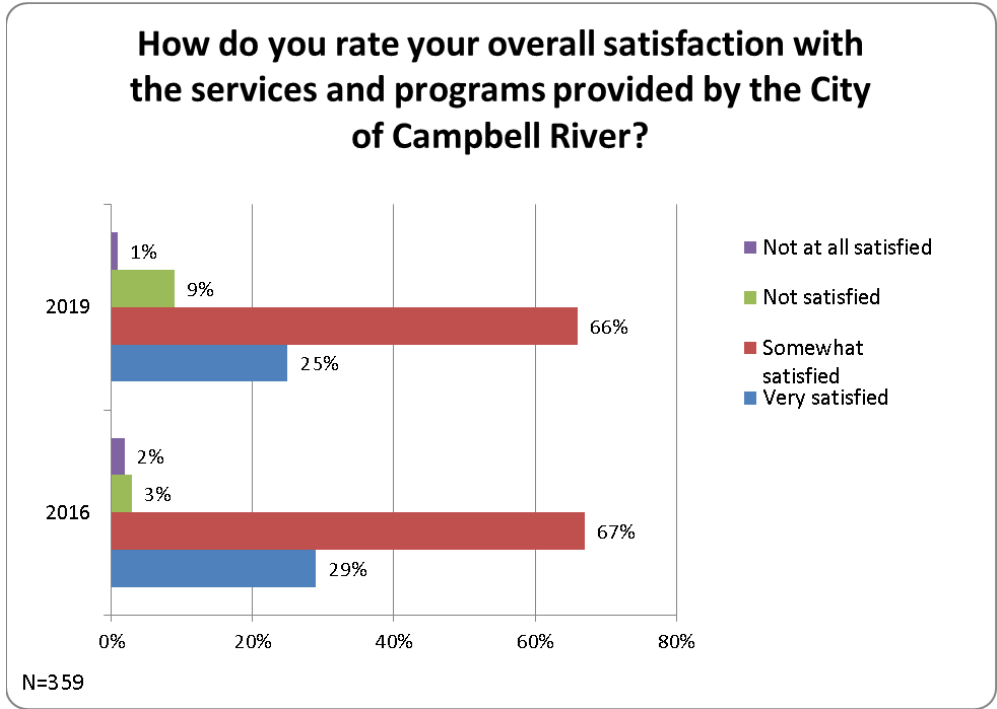
Climate and Environmental Management



Sixty-seven percent of citizens felt satisfied with *Environmental management*.

Seventy-two percent of citizens are satisfied with *Energy efficiency and climate change adaptation*. Of all respondents, **33%** did not know how to rate this item.

Q8. Overall Satisfaction with Services and Programs

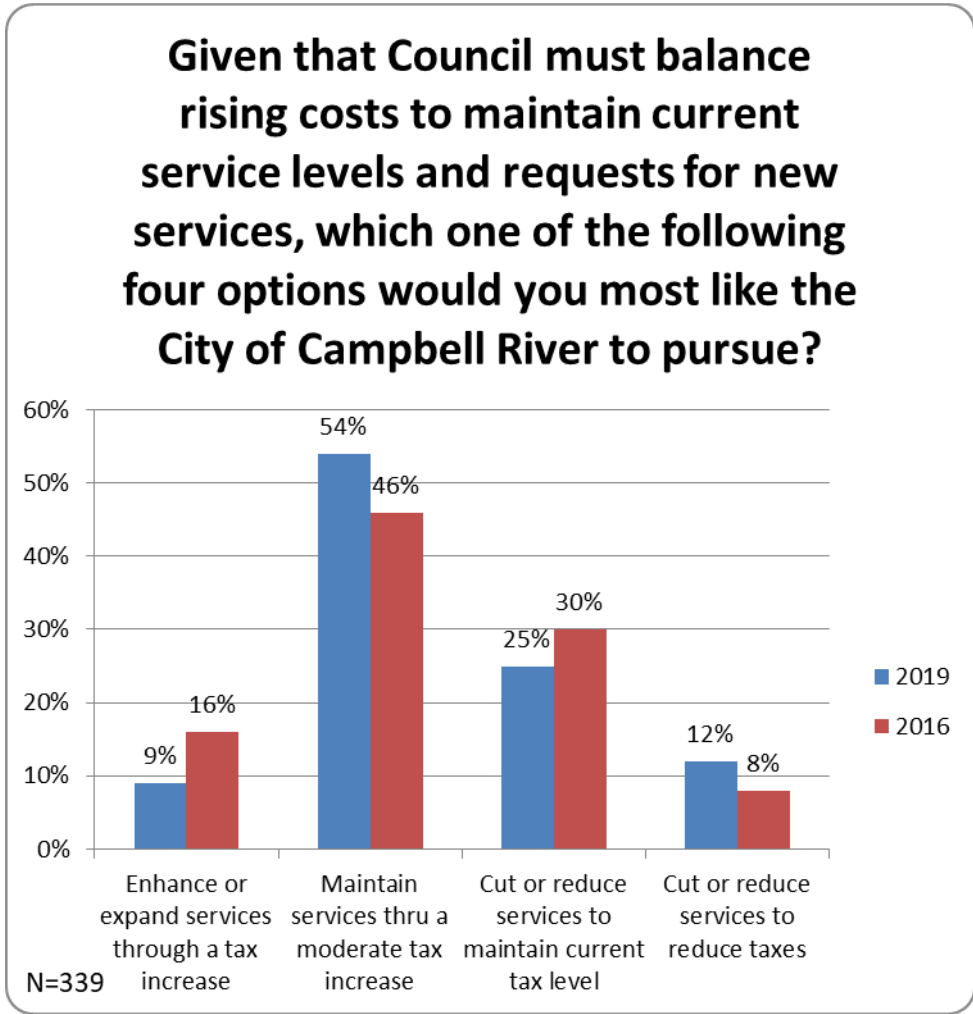


Ninety-one percent of Citizens are very (25%) or somewhat (66%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in *Appendix 3*.

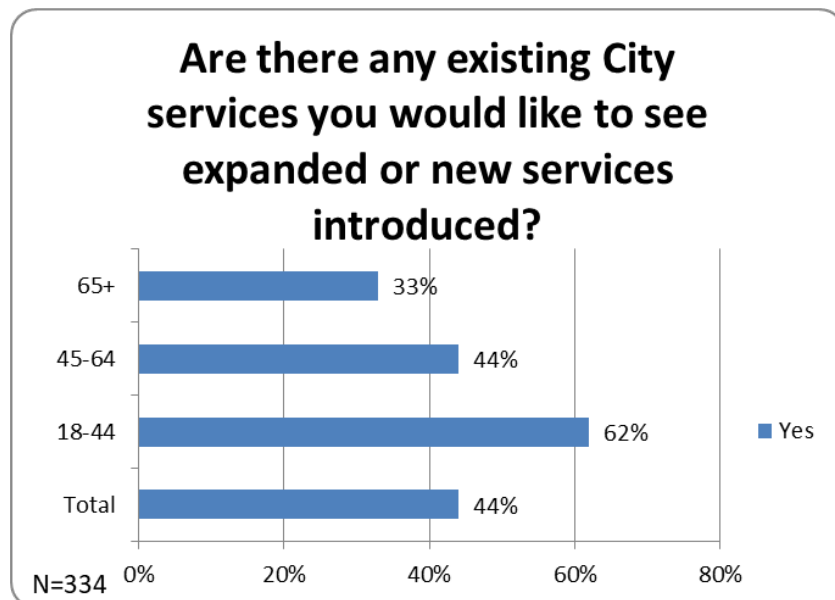
Section 3 – Service Priorities

Q9. Property Tax



Fifty-four percent of respondents wanted the City to *increase taxes to maintain services at current levels* and **25%** want the City to *reduce services to maintain current tax level*.

Q10. Expanding City Services



Forty-four percent of Citizens would like to see services *expanded or new services introduced*. Among respondents aged 18-44, **62%** would like to see services expanded compared to only **33%** of respondents aged 65 or older.

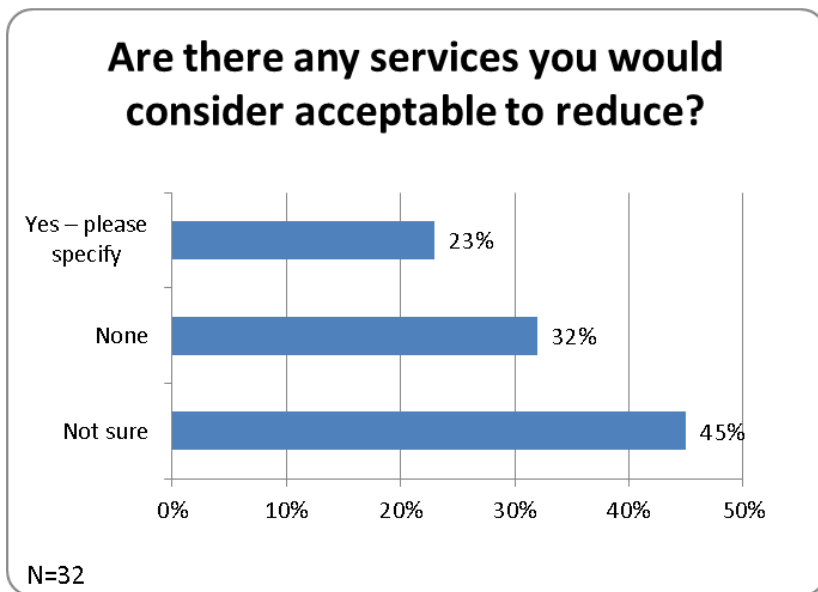
Which services would you like to see expanded or introduced?

Compost and food waste pickup	19%
Other	12%
Improve or expand recreation facilities	10%
Address homeless, mental health, addictions, downtown	9%
Increase police	7%
Improve recycling and yard waste pickup	7%
Improve or increase public transit	6%
Improve garbage and large item pickup	6%
Improve and increase parks, playgrounds, walking trails	5%
Improve snow removal	5%
Add more bike paths	4%
Improve bylaw enforcement	4%
Improve city planning	3%
Traffic control	3%
Increase boat launches, wharfs, and boat launch parking	3%
Improve sidewalks, roads, and parking	2%
Maintain natural beauty, trees	2%
Street cleanup	2%
Increase services for seniors	1%
Water services	1%

N=158

Of the 158 residents that indicated they would like services increased or introduced, 19% suggested *compost and food waste pickup*. Ten percent felt the city should *improve or expand recreation facilities* and 9% indicated the city should *address homeless, mental health, addictions, and downtown*.

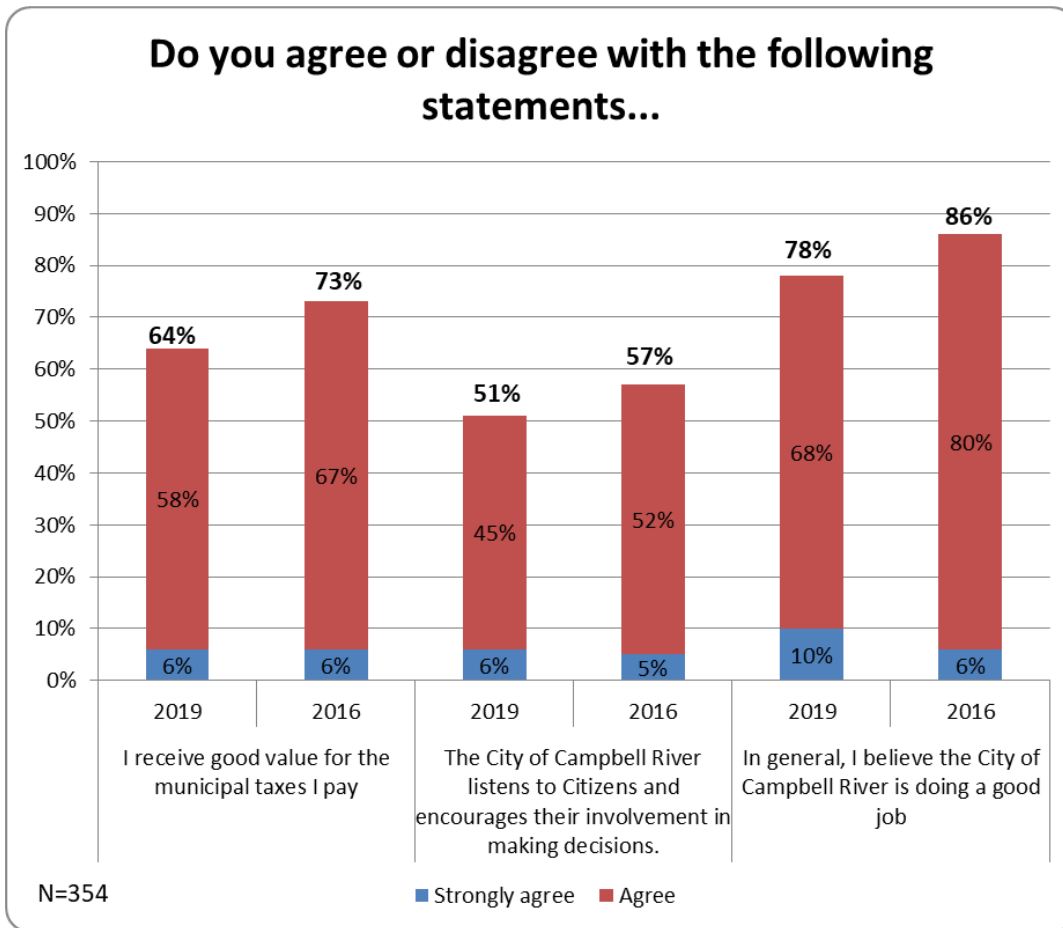
Q11. Reducing City Services



Twenty-three percent of respondents indicated there were services they considered acceptable to reduce.

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in *Appendix 3*.

Q12. Overall City Service

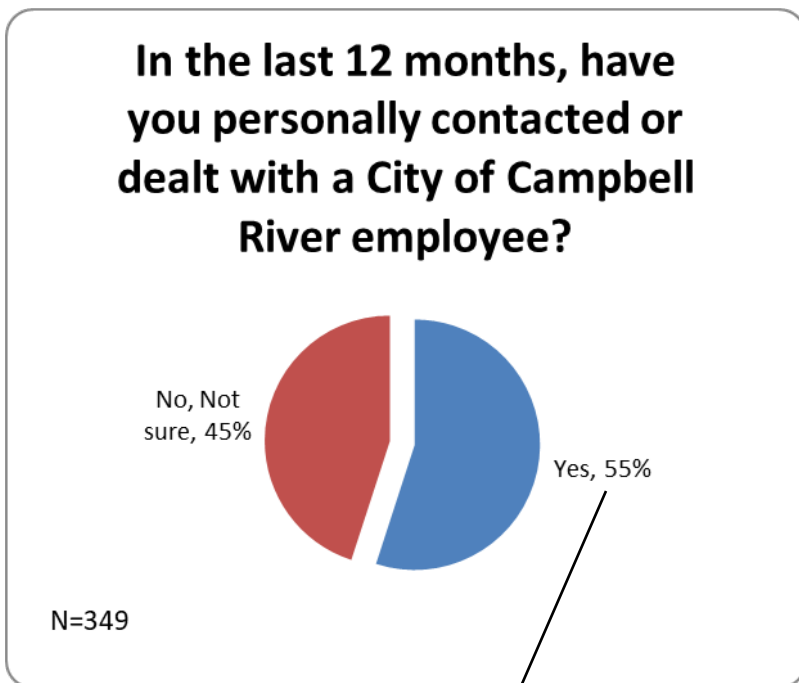


Seventy-eight percent agree that the *City of Campbell River is doing a good job*.

Sixty-four percent agree with the statement, *“I receive good value for the municipal taxes I pay”*.

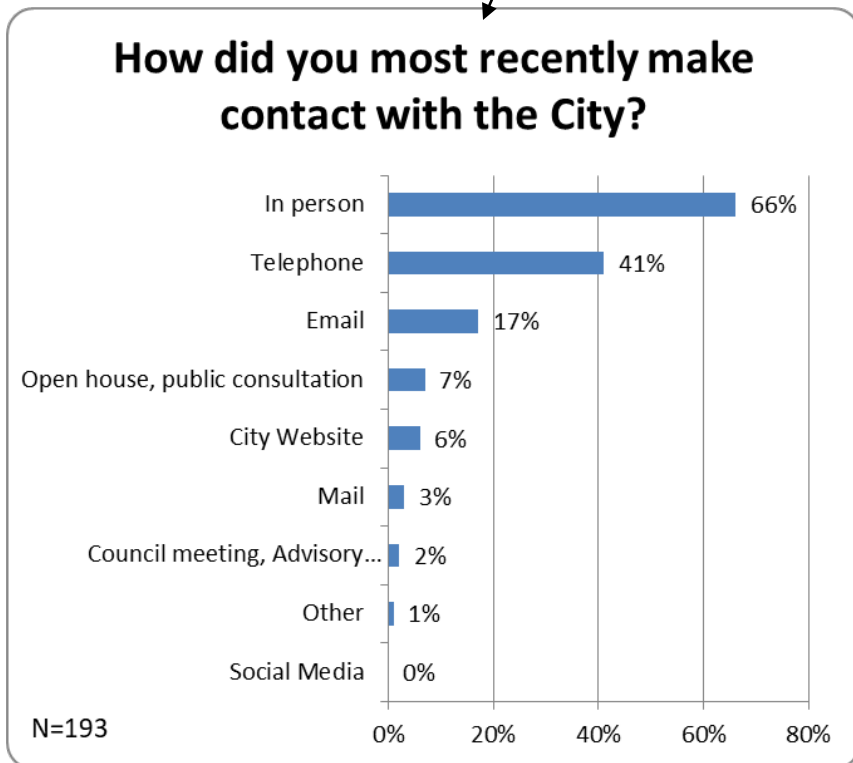
Section 4 –City Employee Customer Service

Q13. Contact with City Staff



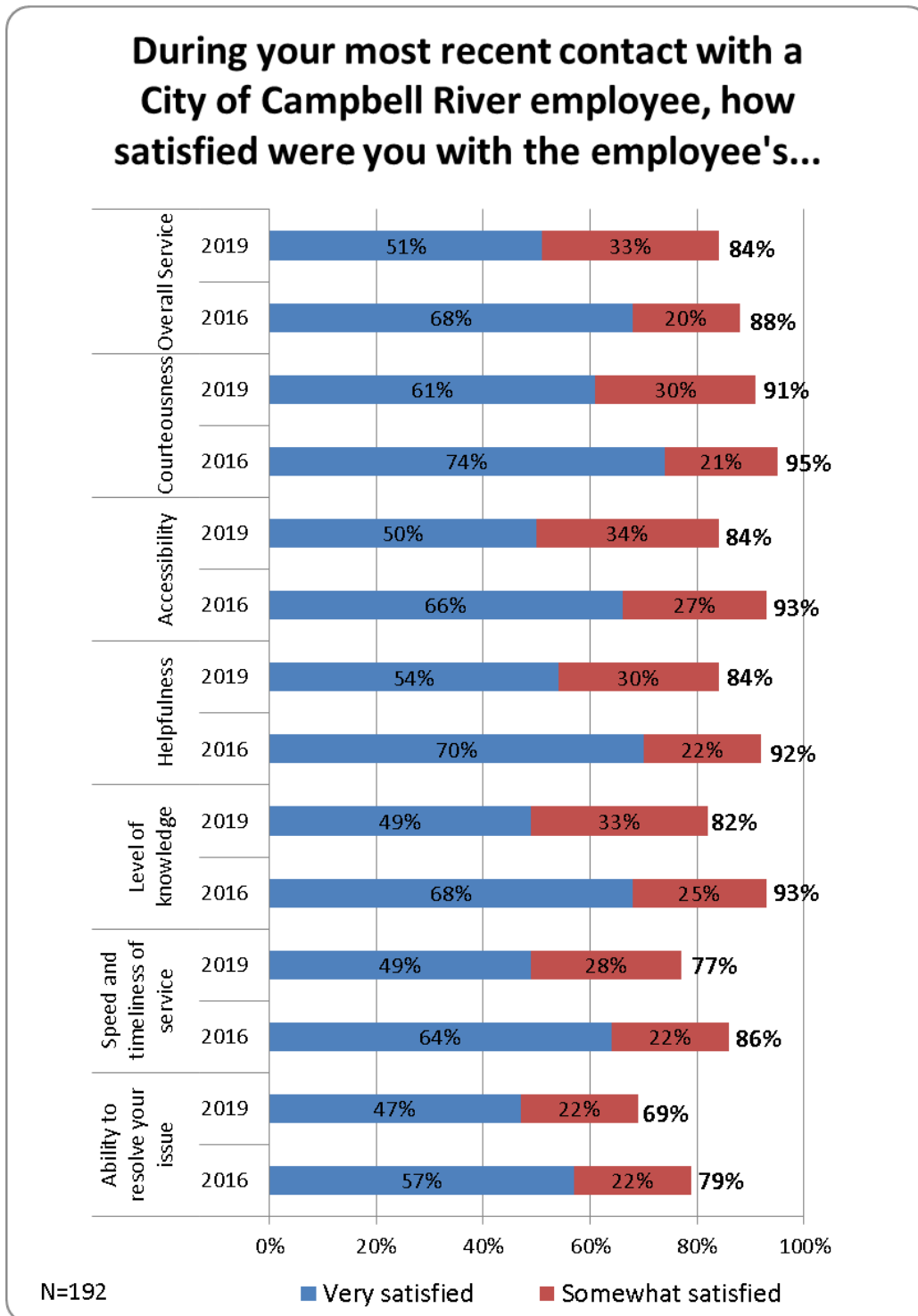
Fifty-five percent of respondents have *had contact with the City of Campbell River or one of its employees over the last 12 months.*

Q14. Method of contact



Among the 193 respondents (**55%**) who have had contact with the City of Campbell River, **66%** had *in-person* service, **41%** communicated *over the phone* and **17%** made contact through an *email* exchange.

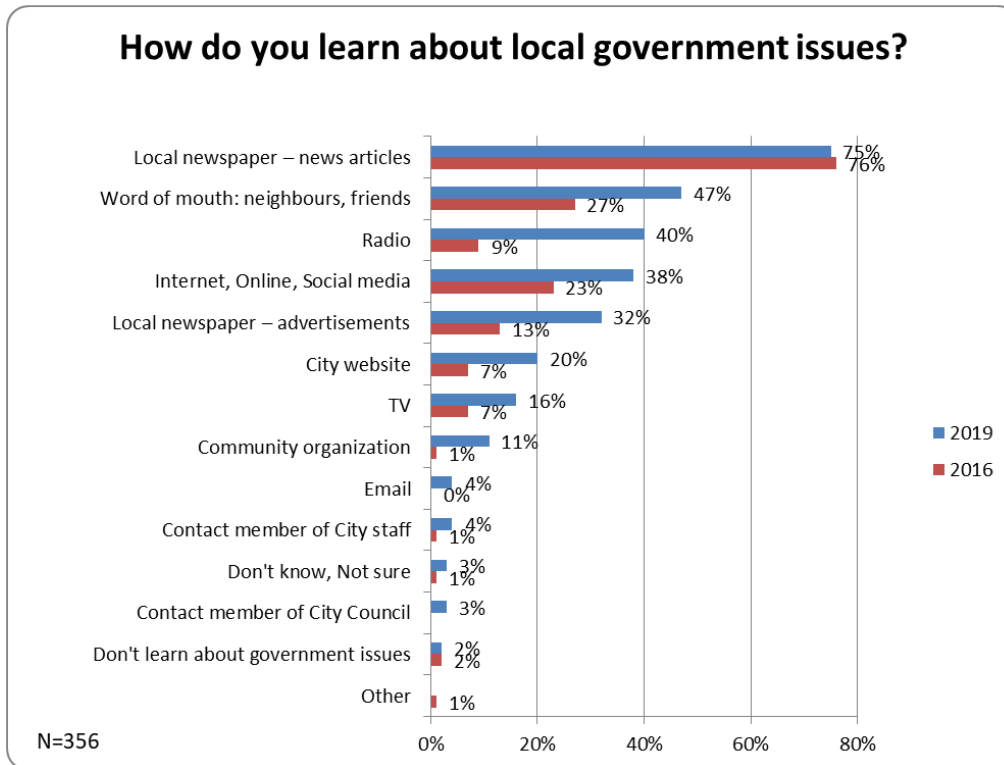
Q15. Service provided by City employees



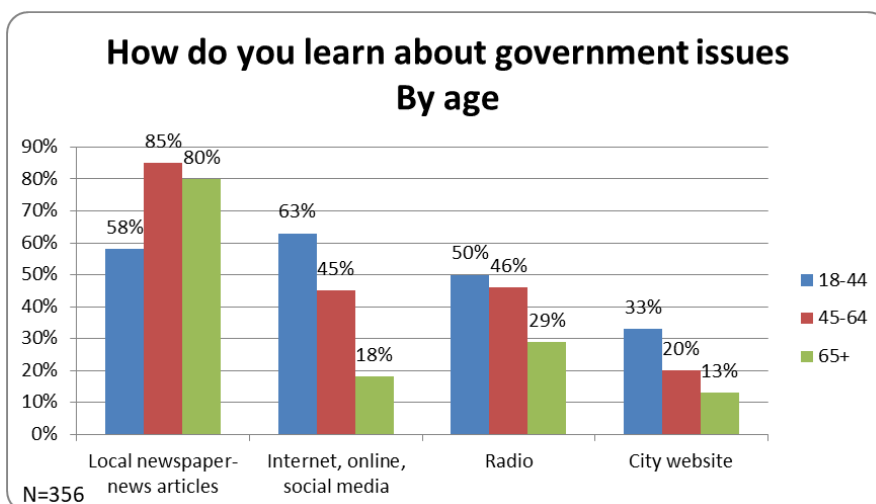
City staff was rated favourably in terms of *courteousness* (**91%** satisfied), *accessibility* (**84%** satisfied) and *level of knowledge* (**82%** satisfied).

Section 5 – Communications

Q16. Learning about local government issues



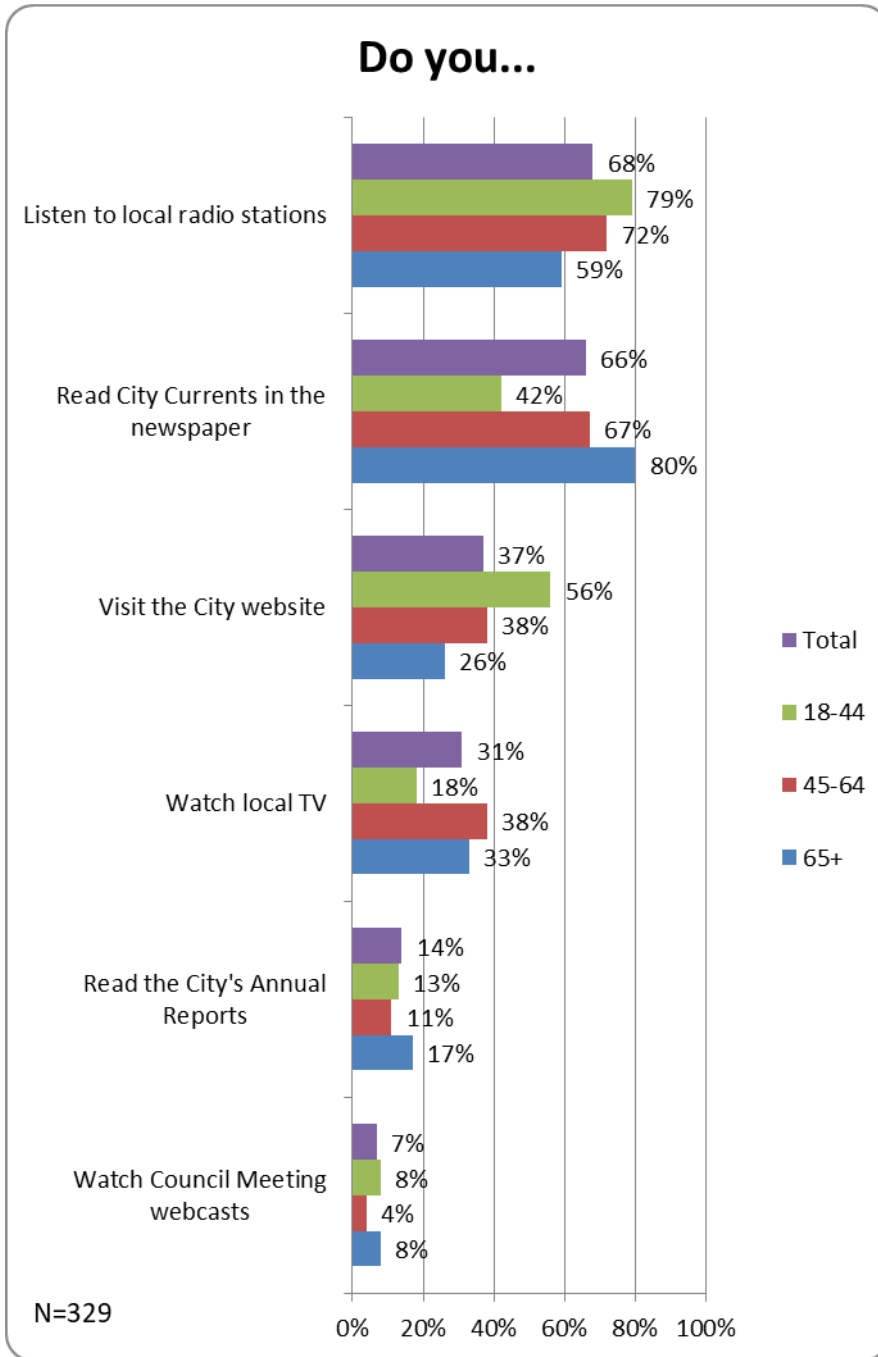
The most popular source of information to learn about local government issues was the *local newspaper (75%)*.



Citizens aged 45 or older were more likely to learn about government issues in the *local newspaper* than younger age groups.

Citizens aged 18-44 were more likely than older age groups to learn of government issues via the *internet (63%)* or the *city website (33%)*.

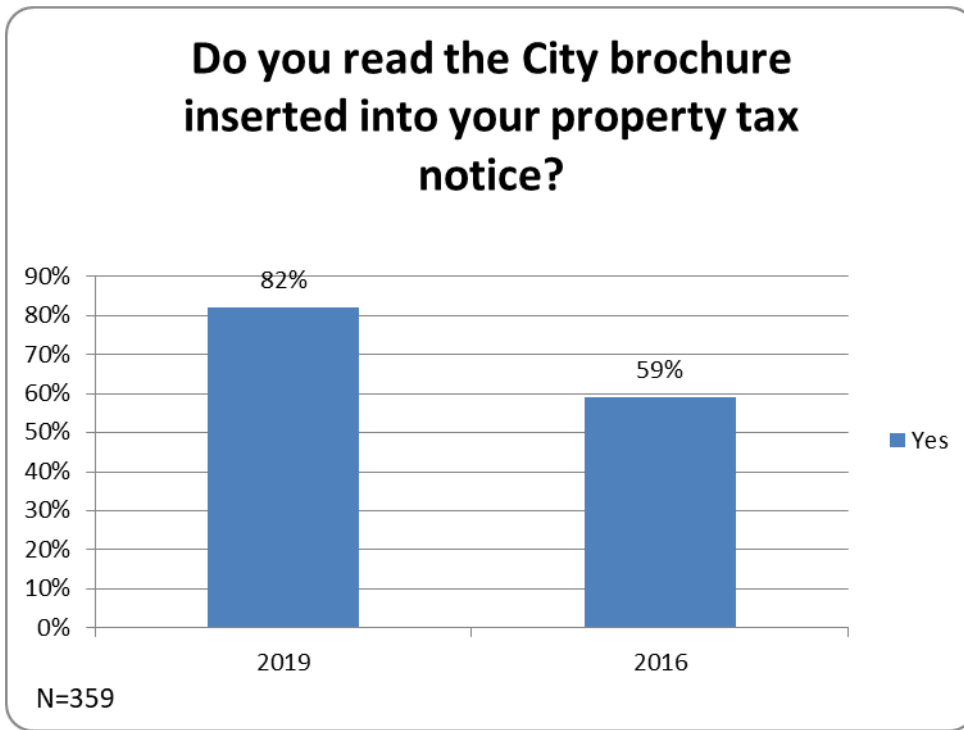
Q17. Local Media use



Sixty-eight percent of citizens listen to local radio stations.

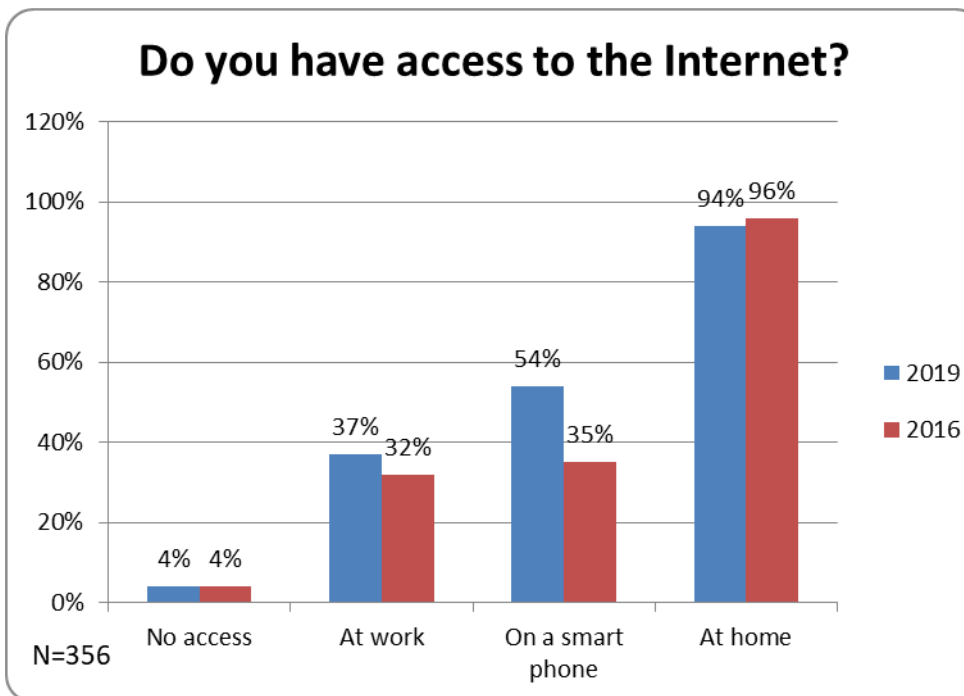
Respondents aged 18-44 were more likely to *visit the city website (56%)* compared to those over 65 (**26%**).

Q18. City Brochure



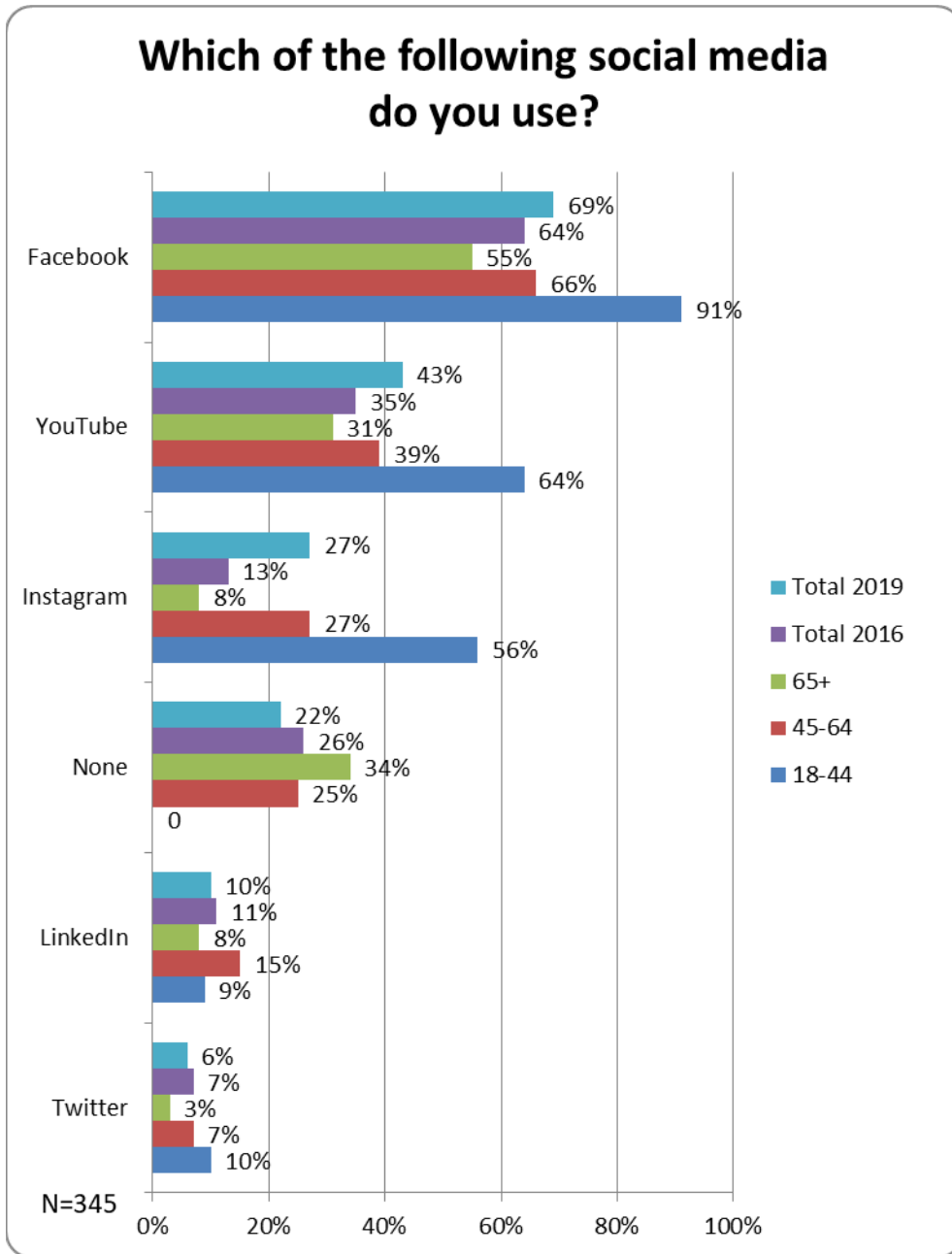
Eighty-two percent of respondents *read the City brochure included with their property tax notice*, an increase over 2016 (59%).

Q19. Access to Internet



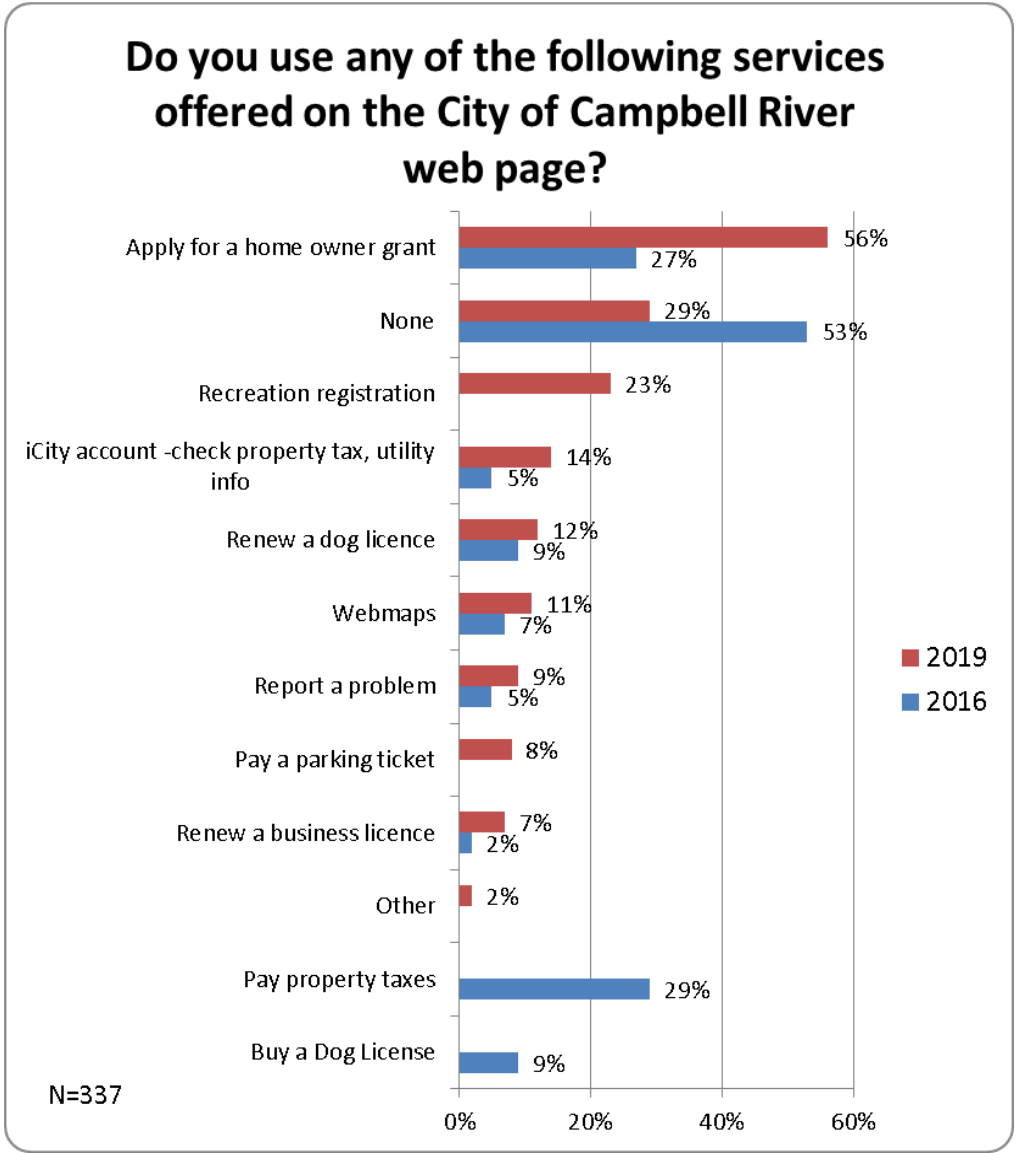
Ninety-four percent of respondents have *access to the Internet at home* and **54%** have *Internet access on a smart phone*.

Q20. Social Media



Among the 345 respondents that have access to the Internet, **69%** use *Facebook*, **43%** use *YouTube*, and **27%** use *Instagram*.

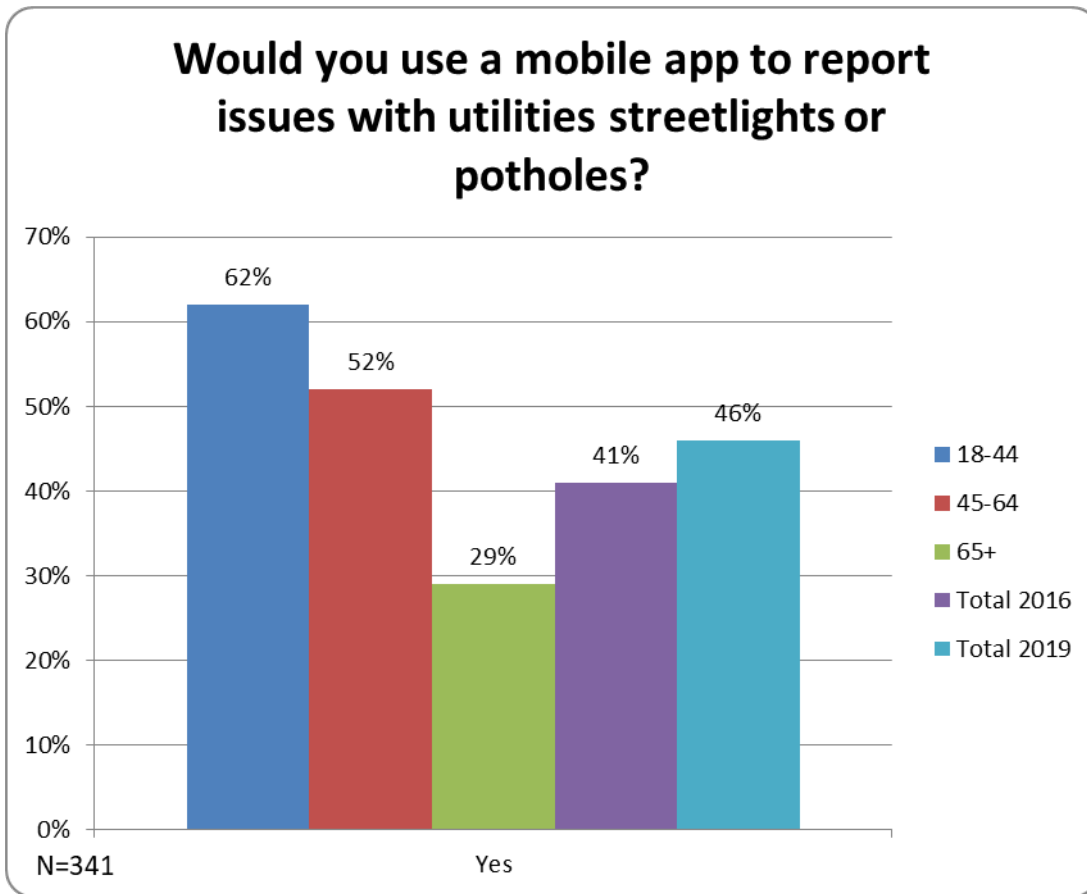
Q21. City Website Services



Among the 337 respondents that have visited the City website, **56%** have *applied for a home owners grant*.

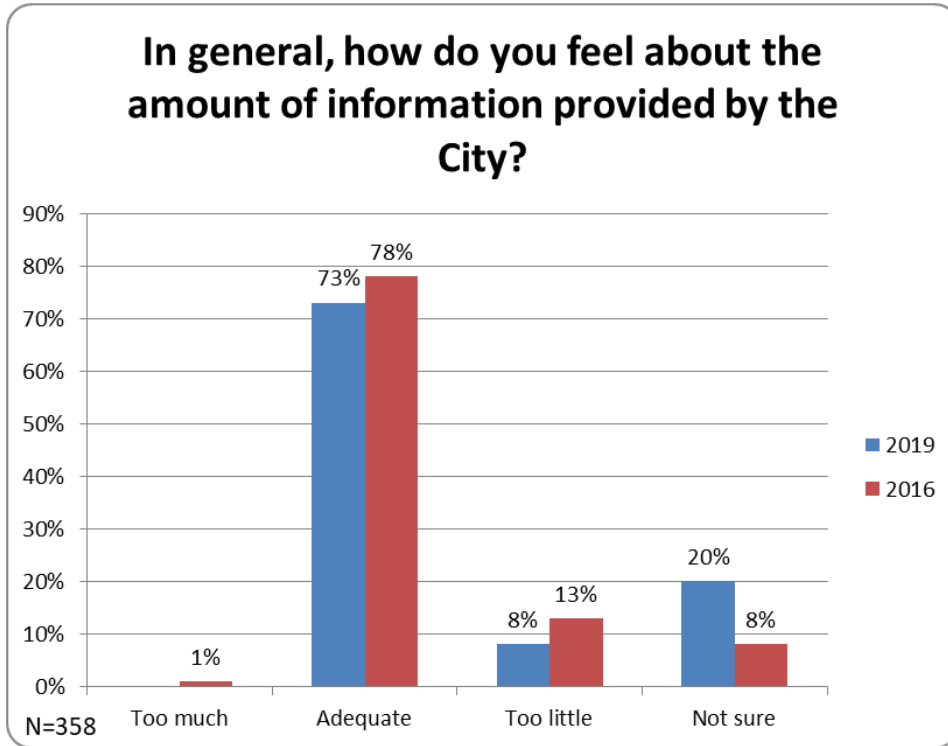
Twenty-three percent have used the *recreation registration*, a feature that was not available in 2016.

Q22. Mobile Apps



Forty-six percent of respondents indicated they would use a *mobile app* to report issues with utilities, streetlights, or potholes.

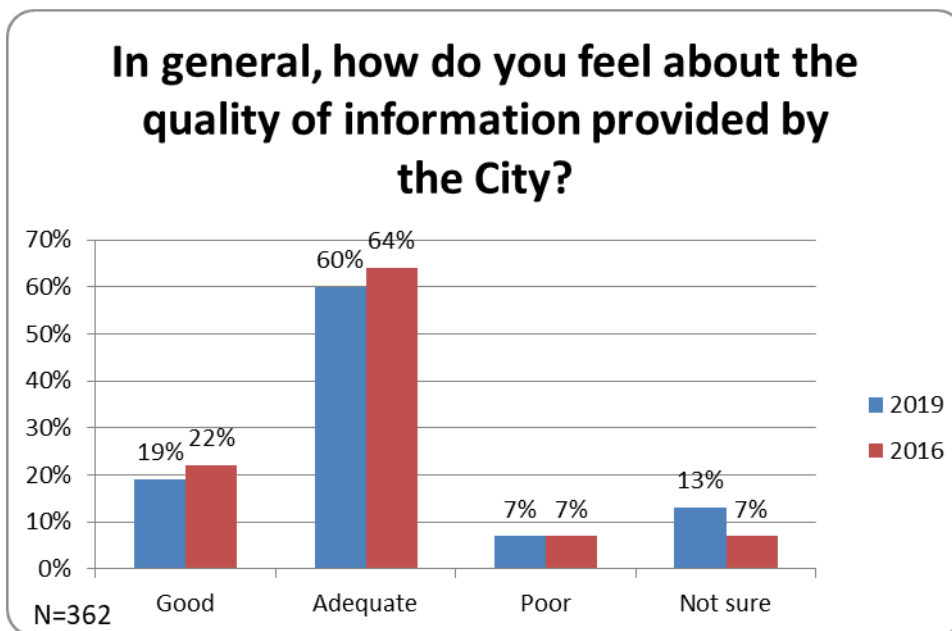
Q23. Amount of Information provided by City



In general, Citizens feel the *amount of information provided by the City is adequate (73%)*.

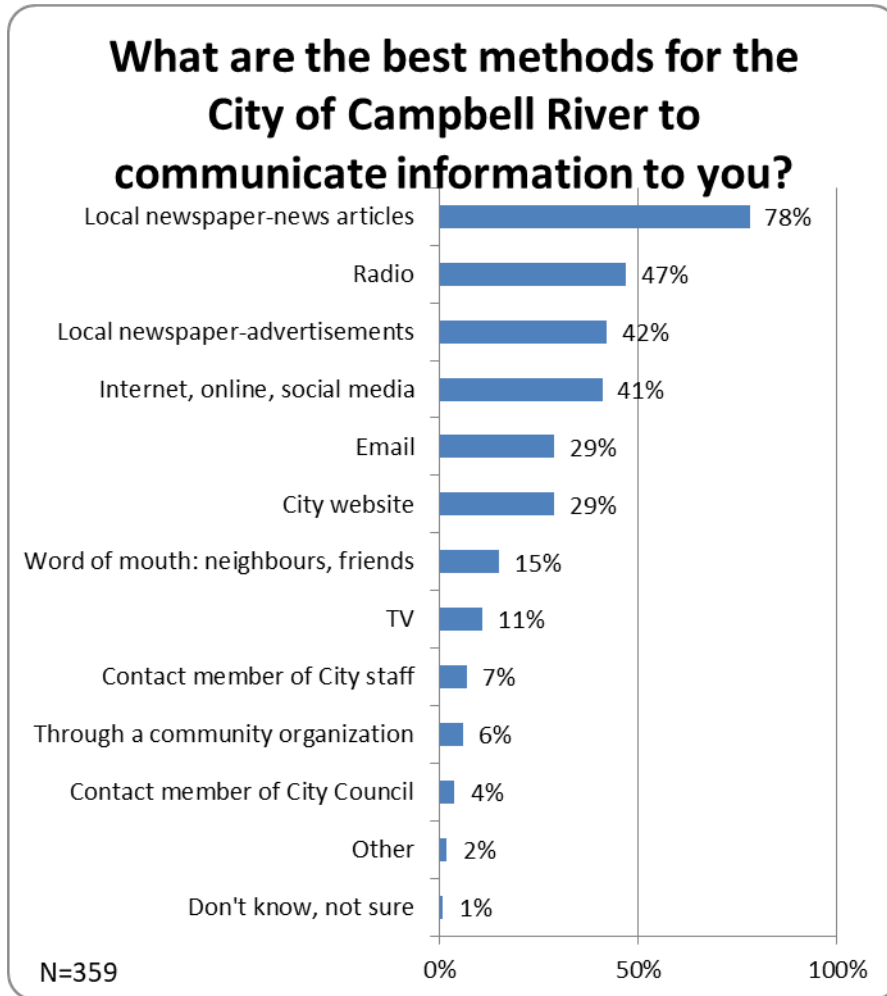
Eight percent indicated the amount of *information provided was too little*. Please see *Appendix 3* for a listing of further information requested.

Q24. Quality of Information provided by City

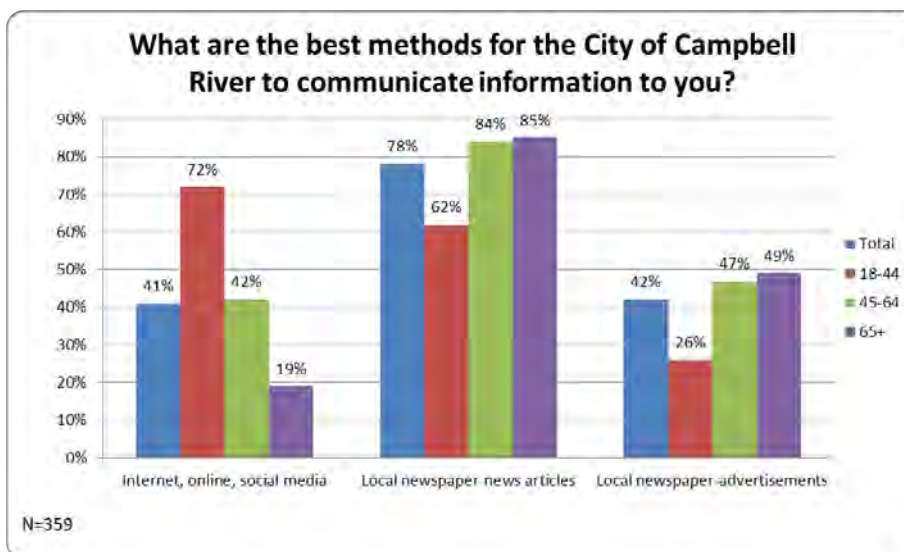


Most feel the quality of information provided by the City is *good (19%) or adequate (60%)*.

Q25. Preferred method of Communication



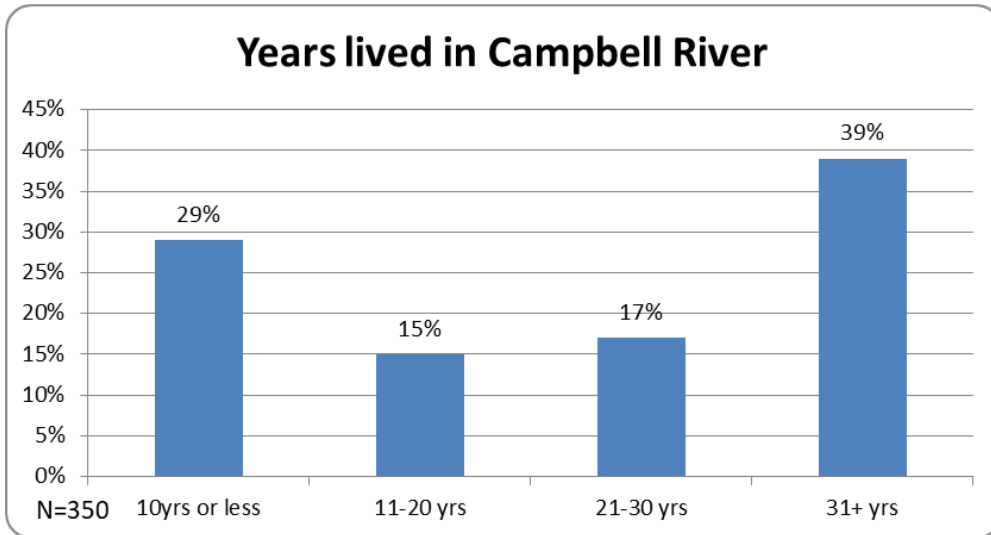
Seventy-eight percent feel the best way for the City to communicate information is through *news articles in the local newspaper*.



Among 18-44 year old respondents, **72%** would prefer to receive information from the City through *online sources*.

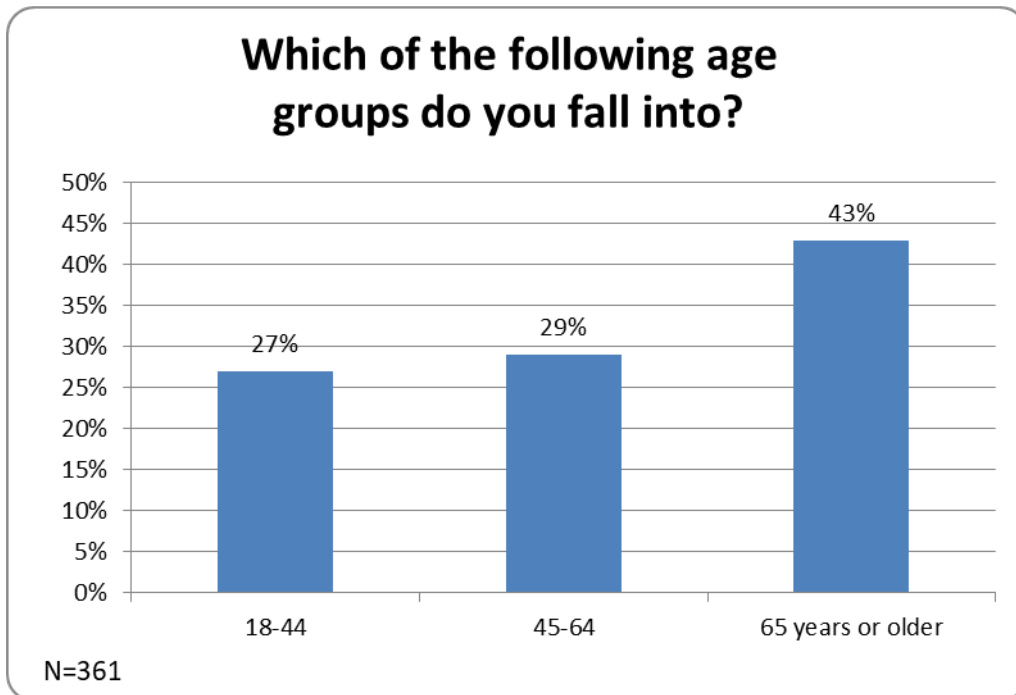
Section 6 – About You

Q26. Years lived in Campbell River

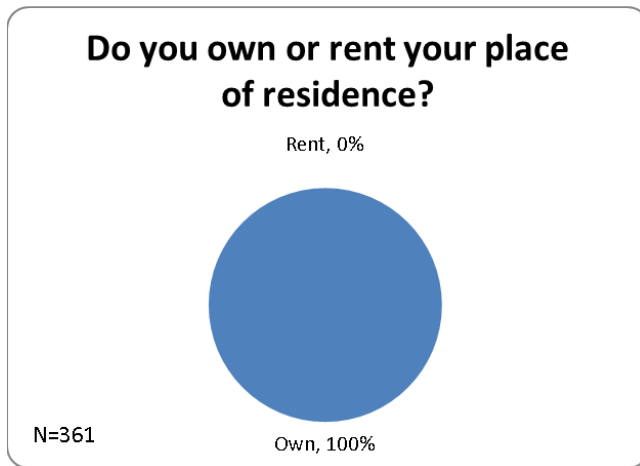


Thirty-two percent had lived in Campbell River for 11-30 years.

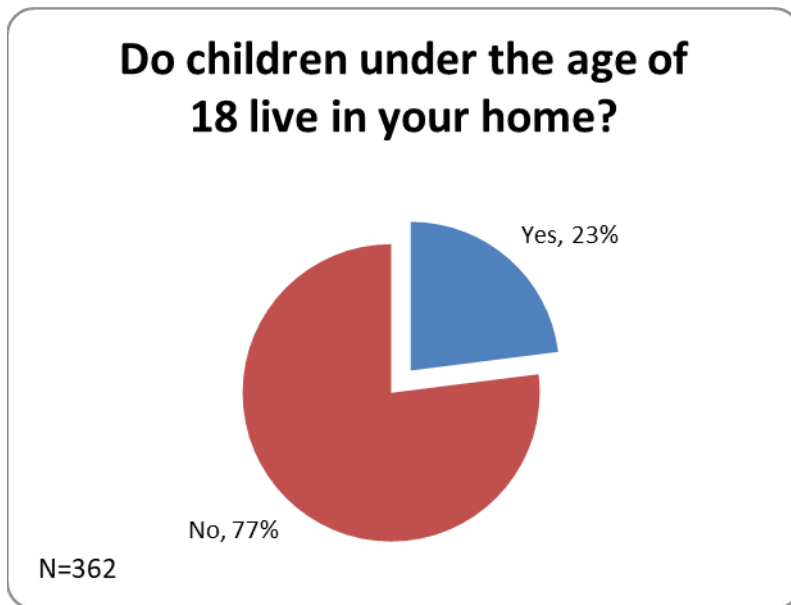
Q27. Age



Forty-three percent of respondents were 65 years or older.

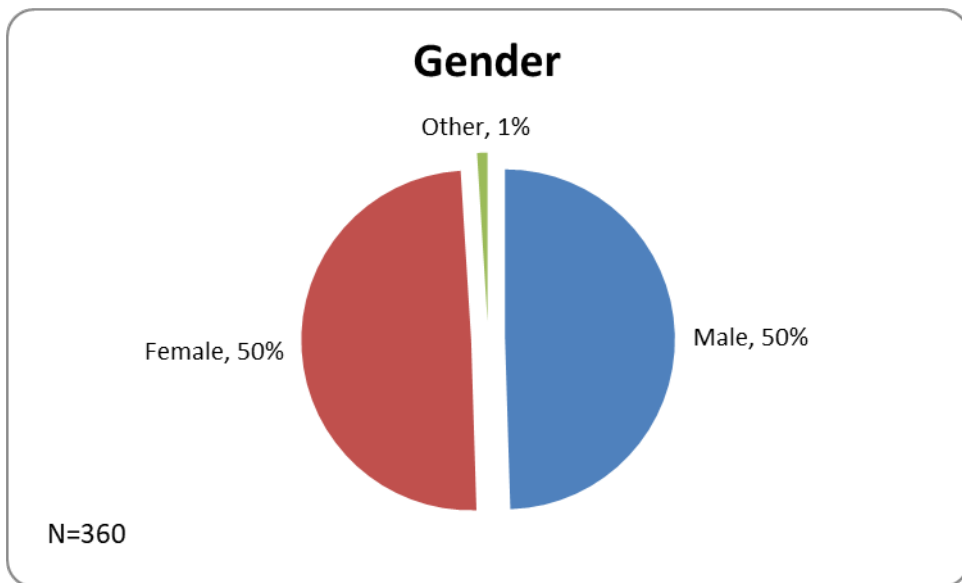
Q28. Rent or Own

One hundred percent of respondents *own their residence*.

Q29. Children at home

Twenty-three per cent of respondents have *children under the age of 18 living in their home*.

Q30. Gender



The sample was evenly split between males and females.

Appendices

Appendix 1 – Mailed Questionnaire and Cover Letter

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

Appendix 1 – Cover Letter and Mailed Questionnaire



City of Campbell River

From the Office of the Mayor

September 13, 2019

Dear Campbell River resident

Re: 2019 Community Satisfaction Survey

You have been randomly selected to participate in the 2019 City of Campbell River Community Satisfaction Survey. This is an opportunity to provide feedback on community services and initiatives, and to help us plan for the future.

A total of 1,200 surveys have been mailed to residents throughout Campbell River. Addresses were selected on a random sample basis, as it's important that we receive responses from a wide range of residents.

Your feedback will help inform upcoming budget discussions, and the decisions Council makes will determine the facilities, services, and programs available to community members for many years to come.

Please take a few minutes to complete the survey and return it in the postage-paid, pre-addressed envelope by September 30.

Survey responses will be kept anonymous, and responses will be compiled by an independent firm and presented to City Council later this fall. Results will also be available on the City's website: www.campbellriver.ca.

In appreciation for community participation, we are offering a prize draw for respondents. To enter the draw, provide your name and telephone number at the bottom of the completed survey. We are offering three individual prizes of \$100 gift certificates for fitness and recreation programs offered through the Sportsplex and Campbell River Community Centre to three lucky winners.

If you have any questions regarding this survey, please contact Julie Douglas, Communications Advisor, at 250-286-5744.

We sincerely hope that you participate in this survey, and we thank you in advance for sharing your thoughts with us.

Yours truly,

Andy Adams
Mayor

Encl.

2019 Campbell River Community Satisfaction Survey



Please take a few minutes to share your thoughts on the programs and services offered by the City of Campbell River. Your input will help us make important decisions on future community investment, while improving our understanding of the values and priorities of Campbell River residents. Respondents are guaranteed complete anonymity.

Please return your survey in the enclosed postage-paid envelope by September 30, 2019. Thank you for your help!

Overall Quality of Life

1. How would you rate the following aspects of living in Campbell River?

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place to retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place for young adults to learn, work, play and live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall quality of life in Campbell River	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What do you enjoy most about living in Campbell River?

3. Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?

- Improved → Why? _____
- Stayed the same
- Worsened → Why? _____
- Not sure

4. In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders? (PROVIDE ONE ISSUE ONLY) Don't know

5. What do you think is the MOST important environmental concern for the City of Campbell River? (PROVIDE ONE ISSUE ONLY) Don't know

6. How important is it for the City to work with other levels of government and non-governmental organizations to increase:

	Very Important	Somewhat Important	Not Important	Not at all Important	Not Applicable / Don't know
Housing affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Range of housing options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social support for people in vulnerable situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with City Services & Programs

7. How satisfied are you with each of the following services provided by the City of Campbell River?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable / Don't know
City parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City boulevards and gardens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public washrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street trees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waterfront access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community, cultural and recreational events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural facilities (Tidemark Theatre, Hag-Brown House, Byrd Andrews Cottage, Art Gallery, Library, Museum)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation facilities (Community Centre, Sportplex, Centennial Pool, Discovery Pier)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy efficiency & climate change adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with City Services & Programs

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable / Don't know
Policing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown safety office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bylaws & enforcement (nuisance, noise, unattractive premises)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Animal control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water supply system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garbage, recycling & yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yard waste drop-off centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental management (Regulations for environmentally sensitive areas, noxious weeds, invasive plants, shoreline rehabilitation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Road quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation and traffic flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Snow and ice removal from roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe routes to schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle paths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Airport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development services (building, subdivision & zoning applications, & permitting processes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of new residential subdivisions & new buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown revitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?

- Very satisfied
- Somewhat satisfied
- Not satisfied → Why not? _____
- Not at all satisfied

Service Priorities

9. Less than half the City's budget is funded through local property taxation. User fees, sale of services and senior government funds pay for most of the investments to maintain and upgrade infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?

- Enhance or expand services through a tax increase
- Maintain services at current levels through a moderate tax increase
- Cut or reduce services to maintain current tax level
- Cut or reduce services to reduce taxes

PLEASE TURN OVER →

Service Priorities

10. Are there any existing City services you would like to see expanded or new services introduced?
 Yes – Please specify: _____
 None
 Not sure
11. Which services would you consider acceptable to reduce?
 Please specify: _____
 None
 Not sure
12. Please rate your level of agreement with the following statements:
- | | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable / Not sure |
|--|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| I receive good value for the municipal taxes I pay | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The City of Campbell River listens to citizens and encourages involvement in making decisions in general. I believe the City of Campbell River is doing a good job | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Customer Service

13. In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee?
 Yes
 No / Not sure → IF 'NO / NOT SURE', SKIP TO Q16
14. How did you most recently make contact with the City?
 In person Telephone Email Council meeting/Advisory Committee Open house, public consultation Mail Fax City Website Social Media (eg. Facebook) Other-Specify: _____
15. How satisfied were you with the City employee's:
- | | Very Satisfied | Somewhat Satisfied | Not Satisfied | Not at all Satisfied | Not Applicable / Don't know |
|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------------|
| Level of knowledge | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Helpfulness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ability to resolve your issue | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Courteousness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Speed and timeliness of service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Accessibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Overall Service | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Communications

16. How do you learn about local government issues?
 Contact member of City staff Radio
 Contact member of City Council Local newspaper-news articles
 Through a community organization Local newspaper-advertisements
 Word of mouth: neighbours, friends Internet, online, social media
 City website Don't learn about government issues
 Email Don't know, not sure
 TV Other-Specify: _____
17. Do you: [PLEASE CHECK ALL THAT APPLY]
- | | Yes |
|--------------------------------------|--------------------------|
| Listen to local radio stations? | <input type="checkbox"/> |
| Watch local TV? | <input type="checkbox"/> |
| Visit the City website? | <input type="checkbox"/> |
| Read the City's Annual Reports? | <input type="checkbox"/> |
| Watch Council Meeting webcasts? | <input type="checkbox"/> |
| Read City Currents in the newspaper? | <input type="checkbox"/> |
18. Do you read the City brochure inserted into your property tax notice?
 Yes
 No
 Not applicable
19. Do you have access to the Internet? [PLEASE CHECK ALL THAT APPLY]
 At home
 At work
 On a smart phone
 No access → IF 'NO ACCESS', SKIP TO Q23

Communications

20. Which of the following social media do you use? [PLEASE CHECK ALL]
 Facebook YouTube
 Twitter Instagram
 LinkedIn None
21. Do you use any of the following services offered on the City of Campbell River web page? [PLEASE CHECK ALL THAT APPLY]
 Recreation registration Pay a parking ticket
 Renew a dog licence Apply for a home owner grant
 Renew a business licence Report a problem
 Webmaps
 iCity account (check property tax, utility information and account balances)
 Other - Please specify: _____
 None
22. Would you use a mobile app to report issues with utilities streetlights or potholes?
 Yes
 No
23. In general, how do you feel about the amount of information provided by the City?
 Too much
 Adequate
 Too little → What information would you like?
 Not sure
24. In general, how do you feel about the quality of information provided by the City?
 Good
 Adequate
 Poor
 Not sure
25. What are the best methods for the City of Campbell River to communicate information to you?
 Contact member of City staff Radio
 Contact member of City Council Local newspaper-news articles
 Through a community organization Local newspaper-advertisements
 Word of mouth: neighbours, friends Internet, online, social media
 City website Don't learn about government issues
 Email Don't know, not sure
 TV Other-Specify: _____

About You

26. How long have you lived in Campbell River? _____ years
27. Which of the following age groups do you fall into: 17 years or less
 18-24
 25-34
 35-44
 45-54
 55-64
 65 years or older
28. Do you own or rent your place of residence? Own
 Rent
29. Do children under the age of 18 live in your home? Yes
 No
30. Please indicate your gender: Male
 Female
 Other

THANK YOU FOR YOUR HELP!

Contest Entry

Completed surveys will be eligible for one of:

- Three \$100 gift certificates for fitness and recreation programs offered through the Sportsplex and Campbell River Community Centre

Name*: _____ Phone*: _____

Good Luck!

*Contact information will only be used to contact you if you win a prize. Survey responses will remain anonymous.

Appendix 2 – Detailed Tables

Banner Legend:

<i>Question</i>		<i>Banner</i>						<i>Grand Total:</i> Response percentages for all people answering Question
		Gender		Marital Status				
		Male	Female	Single/ never married	Married	Living with a partner	Divorced/ separated/ widowed	
Which newspapers have you read or looked into in the past week?	Neither Province or Sun	27%	34%	33%	28%	25%	34%	30%
	Province Only	22%	21%	22%	23%	17%	18%	21%
	Sun Only	22%	24%	17%	25%	17%	26%	23%
	Both Province and Sun	30%	21%	29%	24%	42%	22%	26%
Total	Base	250	250	119	264	24	82	500

Column Percentage:
Columns add up to 100%
Example: Out of all Females:
34% read neither Province or Sun
21% read Province only
24% read Sun only
21% read both Province and Sun
100% of Females

Base:
Number of people answering both Question & Banner

Note:
If Base <100, interpret column percentages with caution.
If Base <50, interpret column percentages with extreme caution.

OVERALL QUALITY OF LIFE IN CAMPBELL RIVER

How would you rate the following aspects of living in Campbell River

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children	Very good	39%	38%	41%	39%	38%	41%	42%	39%	39%	34%	37%	43%	25%
	Good	58%	58%	57%	58%	59%	56%	57%	58%	60%	64%	61%	52%	61%
	Poor	2%	4%	2%	2%	3%	2%	1%	3%	1%	2%	2%	4%	12%
	Very poor	0%			1%		1%		0%				1%	2%
Total	Base	344	77	108	157	160	179	67	275	88	47	57	138	137
Campbell River as a place to retire	Very good	47%	39%	48%	50%	48%	46%	42%	48%	45%	50%	45%	49%	28%
	Good	51%	56%	51%	47%	50%	52%	52%	50%	54%	44%	53%	49%	53%
	Poor	2%	5%	1%	2%	2%	3%	6%	1%	1%	6%	2%	2%	17%
	Very poor	0%			1%				0%				1%	2%
Total	Base	357	77	109	169	165	186	67	288	95	50	58	140	137
Campbell River as a place for young adults to learn, work, play and live	Very good	21%	16%	17%	27%	19%	24%	15%	23%	23%	13%	20%	23%	8%
	Good	58%	69%	53%	55%	62%	54%	63%	57%	62%	57%	63%	55%	49%
	Poor	18%	13%	25%	15%	17%	18%	19%	17%	11%	26%	14%	19%	38%
	Very poor	3%	3%	5%	2%	2%	4%	3%	3%	3%	4%	4%	3%	5%
Total	Base	344	77	110	155	161	177	67	276	90	47	56	137	137
The overall quality of life in Campbell River	Very good	34%	30%	35%	37%	33%	36%	27%	36%	32%	28%	40%	35%	19%
	Good	64%	68%	61%	63%	65%	62%	72%	62%	67%	70%	59%	63%	65%
	Poor	2%	3%	3%	1%	2%	1%	1%	2%	1%	2%		3%	15%
	Very poor	0%		1%			1%		0%			2%		1%
Total	Base	357	77	109	169	164	187	67	289	96	50	58	139	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you enjoy most about living in Campbell River?	Access to outdoor recreation	32%	49%	37%	20%	35%	30%	37%	31%	34%	34%	44%	25%	28%
	Ocean, close to ocean, proximity to ocean	29%	36%	31%	23%	26%	31%	40%	26%	30%	30%	20%	31%	24%
	Scenery, beauty of nature (ocean not specified)	7%	4%	7%	9%	4%	10%	6%	7%	3%	4%	6%	11%	13%
	Size of community	7%	3%	7%	8%	7%	7%	3%	7%	6%		9%	9%	9%
	Other	7%	4%	6%	8%	7%	6%	5%	7%	6%	11%	4%	6%	8%
	Climate, weather	5%			12%	7%	4%		7%	5%	6%	7%	5%	4%
	Friendly people	5%		5%	7%	5%	4%	2%	6%	4%	6%	4%	6%	3%
	Relaxed Lifestyle	2%		1%	4%	1%	3%		3%	1%	2%	4%	2%	4%
	Quiet	2%	1%	1%	2%	3%	1%	3%	1%	3%	4%			
	Community Spirit	1%	1%	1%	1%	1%	1%	2%	1%	2%	2%		1%	1%
	Clean air	1%			3%		2%		1%				3%	1%
	Safe community, low crime	1%			3%	1%	2%		1%	1%			2%	
	Economy, jobs	1%	1%	2%		1%		2%	1%	2%			1%	
	Housing availability, affordability	0%		1%			1%	2%					1%	3%
Great place to raise a family	0%		1%		1%			0%			2%		1%	
Total	Base	333	75	102	154	151	176	65	267	93	47	54	126	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	17%	20%	16%	17%	19%	16%	15%	18%	21%	26%	19%	12%	9%
	Stayed the same	42%	41%	37%	46%	40%	44%	38%	44%	32%	36%	37%	50%	41%
	Worsened	29%	23%	38%	26%	29%	29%	33%	28%	21%	32%	39%	32%	43%
	Not sure	11%	16%	9%	10%	11%	11%	14%	10%	27%	6%	5%	6%	7%
Total	Base	354	75	108	168	160	188	66	287	92	50	57	141	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Why do you feel the quality of life has worsened over the last 3 years?	Crime, downtown, drug use, homelessness	31%	68%	30%	19%	33%	31%	50%	26%	43%	21%	35%	27%	64%
	Too much population growth, too busy	19%	11%	23%	21%	23%	16%	17%	20%	19%	11%	17%	25%	8%
	Too much traffic, increased traffic issues	17%	11%	13%	21%	19%	13%	13%	17%	10%	16%	9%	25%	12%
	Other	16%	16%	10%	21%	15%	15%	13%	17%	14%	26%	17%	11%	7%
	Housing affordability, overall affordability	13%	11%	23%	6%	10%	16%	8%	14%	5%	11%	30%	7%	17%
	Increasing taxes, taxes too high	10%	5%	10%	10%	15%	5%	17%	8%	24%	11%	9%	2%	12%
	Not enough businesses	10%	5%	15%	8%	4%	16%	8%	11%	5%	11%	13%	11%	
Total	Responses	126	24	49	51	62	62	30	95	25	20	30	48	71
	Base	109	19	40	48	52	55	24	84	21	19	23	44	59

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?	Homelessness, Addition issues	15%	19%	15%	13%	10%	19%	21%	13%	7%	12%	22%	17%	21%
	None	13%	5%	8%	20%	13%	14%	4%	15%	13%	14%	14%	14%	1%
	Taxes, fiscal responsibility, increasing costs	10%	4%	17%	7%	13%	7%	6%	11%	11%	4%	9%	11%	12%
	Housing, available and affordable	8%	8%	11%	7%	7%	9%	4%	9%	10%	6%	14%	6%	11%
	Population growth, Overcrowding, Urban Planning	6%	6%	7%	6%	10%	3%	10%	5%	8%	12%	5%	3%	11%
	"Protect environment, water"	6%	6%	5%	7%	7%	6%	7%	6%	8%	4%	3%	6%	6%
	Crime, Safety of Citizens	5%	8%	4%	5%	5%	5%	1%	6%	5%	6%	2%	6%	14%
	Lack of Jobs, poor economy	4%	8%	5%	2%	4%	4%	9%	3%	2%	6%	5%	4%	3%
	Aging infrastructure	4%	1%	6%	3%	3%	4%	3%	4%		6%	2%	7%	1%
	Traffic - too much	4%	1%		7%	4%	3%	1%	4%	4%	2%		4%	3%
	Business development, tourism promotion	4%	5%	5%	1%	2%	4%	6%	3%	5%	6%	2%	3%	1%
	Other	2%	1%	4%	2%	3%	2%	3%	2%	2%	2%	3%	2%	4%
	Don't know	2%	3%		3%	1%	3%	3%	2%	1%	6%		3%	3%
	Climate, weather	2%	4%	1%	2%	4%	1%	1%	2%	5%	2%	2%	1%	1%
	Healthcare	2%	1%	3%	2%	2%	2%	1%	2%	2%	2%	2%	2%	1%
	"Clean up city, downtown"	2%	4%	2%	1%	1%	2%	3%	1%	2%		5%	1%	2%
	"Parking"	2%		1%	3%	1%	3%	1%	2%	2%	2%	2%	1%	1%
	Activities, resources for Seniors	2%	1%		3%	2%	2%	1%	2%	2%	2%	2%	1%	
	"Improve City Council, City Staff"	1%	4%	1%	1%	2%	1%	3%	1%		4%		2%	2%
	More recreational and social activities	1%	1%	3%		1%	1%	1%	1%	1%	2%	3%		1%
	Road conditions	1%	1%	1%	1%	2%	1%	1%	1%	3%			1%	
"Childcare"	1%	3%		1%		2%	3%	0%	1%		2%	1%	1%	
"Recycling, composting, garbage"	1%		1%	1%	1%	1%		1%	2%			1%	1%	
Activities for youth, schools	1%	1%	1%	1%	1%	1%	1%	1%		2%		1%		
"Bike and pedestrian routes"	1%	1%		1%	1%	1%		1%			2%	1%		
Air quality	0%			1%		1%		0%				1%		
Pollution	0%	1%				1%	1%		1%					
Total	Base	364	77	110	174	167	191	68	294	96	51	58	145	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you think is the MOST important environmental concern for the City of Campbell River?	Don't know	19%	13%	15%	24%	14%	23%	15%	19%	8%	22%	22%	25%	23%
	Landfill, garbage, recycling, homeless, dumping	16%	23%	13%	16%	17%	17%	22%	15%	22%	12%	19%	13%	23%
	Water quality, drinking water	12%	8%	14%	13%	11%	13%	9%	13%	9%	8%	14%	16%	7%
	None	9%	5%	5%	13%	13%	6%	4%	11%	8%	12%	9%	8%	2%
	Other	6%	9%	5%	6%	8%	5%	4%	7%	8%	10%	3%	6%	2%
	Water supply	6%	6%	6%	5%	7%	4%	4%	6%	13%	2%	2%	4%	5%
	Preserve parkland, reduced development, logging	5%	5%	5%	4%	4%	6%	4%	5%	1%	6%	9%	3%	13%
	Sea level rise	4%	6%	4%	4%	5%	4%	10%	3%	5%	4%	3%	4%	4%
	Fish farms, fisheries, protect fish habitat	4%	6%	5%	2%	5%	3%	6%	3%	4%	6%	2%	3%	6%
	Climate change	4%	5%	5%	2%	4%	3%	3%	4%	4%	6%	2%	4%	2%
	"Clean oceans"	3%		7%	2%	3%	3%	1%	4%	4%		2%	4%	4%
	"Composting, curbside"	2%	3%	4%	1%	3%	2%	3%	2%	5%	2%		1%	3%
	"Plastic"	2%	4%	2%	2%	1%	4%	3%	2%	1%	2%	9%	1%	1%
	Wildlife	2%	3%	1%	2%	1%	3%	3%	2%	1%	4%		2%	
	"Mill site"	1%		4%	1%	2%	1%	4%	1%	1%		2%	2%	1%
	"Earthquake, Tsunami Prep."	1%	3%		1%	1%	1%	3%	1%		4%	2%	1%	1%
	Air quality	1%		1%	1%	1%	1%		1%	1%	2%		1%	2%
	Too many cars	1%		3%		1%	1%		1%	1%		2%	1%	
	Flood	1%		2%			1%		1%	2%				1%
Invasive plants	0%			1%	1%			0%				1%		
Total	Base	364	77	110	174	167	191	68	294	96	51	58	145	137

How important is it for the city to work with other levels of government and non-governmental organizations to increase:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Housing affordability	Very important	70%	55%	78%	71%	61%	77%	58%	73%	66%	71%	71%	72%	59%
	Somewhat important	25%	39%	17%	24%	32%	20%	34%	23%	29%	22%	24%	23%	34%
	Not important	4%	6%	4%	4%	7%	2%	7%	3%	3%	6%	5%	3%	4%
	Not at all important	0%											1%	2%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%			1%	1%
Total	Base	356	77	109	168	161	189	67	287	92	49	58	144	137
Range of housing options	Very important	59%	48%	62%	63%	47%	70%	55%	61%	58%	63%	63%	58%	59%
	Somewhat important	34%	42%	31%	33%	43%	26%	33%	34%	36%	27%	33%	35%	31%
	Not important	5%	10%	5%	3%	9%	2%	12%	3%	4%	10%	4%	4%	8%
	Not at all important	1%		1%			1%		0%	1%			1%	1%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%			1%	1%
Total	Base	355	77	109	167	161	189	67	286	95	49	57	141	137
Social support for people in vulnerable situations	Very important	66%	56%	69%	69%	57%	74%	58%	68%	68%	61%	74%	65%	55%
	Somewhat important	29%	36%	26%	28%	35%	24%	31%	28%	24%	31%	22%	32%	32%
	Not important	3%	5%	4%	2%	5%	2%	6%	2%	4%	4%	3%	1%	9%
	Not at all important	1%	1%	1%	1%	2%		1%	1%	1%	2%		1%	2%
	Not applicable, don't know	1%	1%	1%	1%	1%	1%	3%	0%	2%	2%			1%
Total	Base	354	77	109	166	159	189	67	285	92	49	58	142	137
Public safety	Very important	76%	71%	81%	75%	70%	80%	75%	77%	72%	71%	74%	83%	78%
	Somewhat important	22%	25%	18%	24%	26%	19%	21%	22%	25%	24%	26%	15%	20%
	Not important	1%	3%	1%	1%	3%		3%	1%	2%	2%		1%	1%
	Not at all important	0%											1%	
	Not applicable, don't know	1%	1%		1%	1%	1%	1%	0%	1%	2%			
Total	Base	355	77	109	168	159	190	67	286	92	49	58	143	137

SATISFACTION WITH CITY SERVICES AND PROGRAMS

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City parks	Very satisfied	45%	49%	47%	43%	43%	47%	52%	44%	56%	53%	41%	38%	29%
	Somewhat satisfied	47%	46%	45%	47%	52%	41%	44%	47%	39%	41%	50%	51%	55%
	Not satisfied	4%	5%	5%	3%	3%	5%	5%	4%	3%	4%	2%	6%	9%
	Not at all satisfied													2%
	Not applicable, don't know	4%		4%	7%	2%	7%		6%	2%	2%	7%	6%	4%
Total	Base	356	76	109	169	163	187	66	288	95	49	56	143	137
City playgrounds	Very satisfied	35%	36%	38%	34%	34%	37%	45%	33%	35%	34%	30%	38%	23%
	Somewhat satisfied	35%	46%	28%	34%	38%	32%	44%	33%	33%	32%	32%	37%	46%
	Not satisfied	4%	4%	7%	3%	4%	4%	6%	4%	3%		4%	7%	7%
	Not at all satisfied													4%
	Not applicable, don't know	26%	14%	27%	30%	24%	27%	5%	30%	28%	34%	35%	17%	20%
Total	Base	349	76	107	164	160	183	64	283	93	47	57	139	137
City trails	Very satisfied	56%	53%	60%	57%	55%	58%	59%	56%	66%	63%	57%	51%	39%
	Somewhat satisfied	36%	45%	34%	33%	38%	35%	39%	35%	31%	29%	36%	40%	51%
	Not satisfied	3%	3%	3%	3%	4%	2%	2%	3%	1%	6%	2%	4%	6%
	Not at all satisfied													1%
	Not applicable, don't know	5%		3%	8%	4%	5%		6%	2%	2%	5%	6%	4%
Total	Base	354	76	108	168	160	188	66	286	95	48	58	140	137
City boulevards and gardens	Very satisfied	41%	35%	49%	39%	41%	41%	42%	41%	48%	52%	39%	35%	31%
	Somewhat satisfied	44%	51%	39%	43%	44%	44%	46%	43%	37%	42%	45%	45%	42%
	Not satisfied	12%	10%	8%	14%	11%	12%	10%	12%	11%	4%	14%	14%	16%
	Not at all satisfied	3%	3%	3%	2%	3%	2%		3%	3%		2%	4%	9%
	Not applicable, don't know	1%	1%	2%	1%	1%	1%	1%	1%	1%	2%		2%	1%
Total	Base	354	77	109	166	160	188	67	285	94	50	56	141	137
Public washrooms	Very satisfied	15%	14%	15%	15%	18%	11%	20%	14%	15%	22%	9%	15%	8%
	Somewhat satisfied	38%	44%	40%	34%	34%	41%	42%	37%	45%	39%	40%	31%	39%
	Not satisfied	22%	18%	23%	25%	23%	23%	14%	25%	19%	18%	23%	25%	22%
	Not at all satisfied	8%	12%	9%	5%	7%	7%	17%	6%	6%	4%	5%	11%	18%
	Not applicable, don't know	17%	12%	14%	22%	18%	17%	8%	19%	15%	16%	23%	18%	13%
Total	Base	356	77	110	167	163	187	66	288	95	49	57	142	137
Street trees	Very satisfied	33%	35%	39%	29%	33%	35%	35%	33%	36%	43%	34%	27%	18%
	Somewhat satisfied	52%	60%	45%	52%	53%	50%	55%	51%	51%	45%	55%	52%	59%
	Not satisfied	9%	3%	14%	10%	9%	10%	8%	10%	10%	4%	9%	11%	14%
	Not at all satisfied	3%		1%	6%	2%	4%		4%	2%	4%		5%	7%
	Not applicable, don't know	3%	3%	2%	3%	3%	2%	3%	2%	1%	4%	2%	4%	1%
Total	Base	355	77	109	167	164	185	66	287	94	49	56	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Waterfront access	Very satisfied	49%	57%	53%	43%	48%	50%	51%	49%	55%	52%	53%	43%	44%
	Somewhat satisfied	38%	25%	38%	43%	38%	38%	31%	39%	41%	30%	33%	40%	36%
	Not satisfied	8%	14%	6%	6%	8%	7%	13%	7%	1%	16%	10%	8%	14%
	Not at all satisfied	4%	4%	3%	5%	4%	3%	4%	4%	2%	2%	2%	7%	4%
	Not applicable, don't know	1%			3%	1%	2%		2%	1%		2%	2%	2%
Total	Base	359	77	109	171	162	191	67	290	95	50	58	143	137
Recreation programs	Very satisfied	40%	30%	47%	41%	34%	46%	40%	40%	38%	42%	36%	44%	34%
	Somewhat satisfied	42%	47%	36%	43%	43%	42%	45%	41%	40%	40%	45%	42%	37%
	Not satisfied	4%	10%	4%	2%	4%	3%	12%	2%	5%	6%	2%	4%	12%
	Not at all satisfied	1%	1%	1%		1%	1%	1%	0%		2%			4%
	Not applicable, don't know	13%	12%	12%	14%	18%	9%	1%	16%	16%	10%	18%	11%	13%
Total	Base	355	77	107	169	160	189	67	286	94	50	56	142	137
Community, cultural and recreational events	Very satisfied	38%	35%	40%	38%	40%	37%	36%	39%	48%	35%	28%	38%	30%
	Somewhat satisfied	48%	52%	45%	49%	43%	54%	54%	47%	44%	47%	58%	46%	46%
	Not satisfied	4%	6%	6%	1%	3%	3%	7%	3%		8%	5%	4%	12%
	Not at all satisfied	1%	1%	2%	1%	1%	1%	1%	1%	1%			1%	4%
	Not applicable, don't know	9%	5%	6%	12%	14%	5%	1%	11%	7%	10%	9%	10%	8%
Total	Base	357	77	110	168	162	189	67	288	94	49	57	143	137
Cultural facilities (Tidemark Theatre, Haig-Brown House, Sybil Andrews Cottage, Art Gallery, Library, Museum)	Very satisfied	53%	52%	52%	54%	47%	58%	58%	51%	62%	56%	40%	53%	38%
	Somewhat satisfied	37%	39%	35%	38%	40%	35%	36%	38%	29%	40%	51%	36%	47%
	Not satisfied	4%	3%	9%	1%	4%	3%	3%	4%	3%		4%	5%	7%
	Not at all satisfied	1%	3%	1%		1%	1%	1%	1%		2%		1%	1%
	Not applicable, don't know	6%	4%	4%	7%	9%	3%	1%	7%	6%	2%	5%	6%	7%
Total	Base	359	77	110	170	164	189	67	290	94	50	57	144	137
Recreation facilities (Community Centre, Sportsplex, Centennial Pool, Discovery Pier)	Very satisfied	53%	52%	54%	53%	49%	57%	60%	51%	62%	56%	45%	51%	35%
	Somewhat satisfied	38%	36%	36%	41%	38%	38%	31%	40%	29%	38%	50%	37%	50%
	Not satisfied	4%	5%	6%	2%	5%	3%	6%	3%	3%		2%	6%	9%
	Not at all satisfied	1%	4%	1%		2%	1%	3%	1%	1%	2%		1%	
	Not applicable, don't know	4%	3%	3%	5%	6%	2%		5%	4%	4%	4%	4%	7%
Total	Base	359	77	109	171	164	189	67	290	95	50	56	145	137
Energy efficiency & climate change adaptation	Very satisfied	10%	7%	9%	11%	9%	11%	9%	10%	10%	8%	7%	12%	7%
	Somewhat satisfied	39%	30%	43%	41%	36%	42%	36%	39%	36%	41%	25%	45%	38%
	Not satisfied	14%	16%	15%	14%	18%	11%	9%	16%	13%	10%	18%	14%	20%
	Not at all satisfied	5%	9%	3%	4%	6%	3%	14%	2%	7%	6%	2%	3%	10%
	Not applicable, don't know	33%	38%	31%	31%	32%	33%	32%	33%	34%	35%	48%	26%	25%
Total	Base	353	76	108	167	160	187	66	285	94	49	56	141	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Policing services	Very satisfied	40%	30%	39%	45%	38%	41%	34%	41%	44%	47%	37%	37%	26%
	Somewhat satisfied	46%	54%	45%	43%	46%	46%	52%	45%	39%	39%	54%	51%	38%
	Not satisfied	6%	7%	7%	5%	9%	3%	9%	6%	8%	12%	4%	5%	19%
	Not at all satisfied	3%	7%	3%	1%	4%	2%	5%	2%	2%		2%	3%	12%
	Not applicable, don't know	5%	3%	5%	6%	2%	7%		6%	8%	2%	4%	5%	5%
Total	Base	355	76	110	168	161	188	65	288	93	49	57	142	137
Fire services	Very satisfied	62%	50%	61%	69%	59%	65%	61%	62%	65%	67%	64%	59%	55%
	Somewhat satisfied	30%	45%	28%	24%	31%	28%	35%	28%	23%	29%	29%	35%	29%
	Not satisfied	3%	1%	4%	2%	5%	1%		3%	2%		4%	4%	6%
	Not at all satisfied	1%	1%	1%	1%	2%	1%	3%	1%	1%	4%			3%
	Not applicable, don't know	5%	3%	6%	4%	3%	6%	2%	5%	10%		4%	3%	7%
Total	Base	353	76	109	166	159	188	66	285	93	49	56	142	137
Downtown safety office	Very satisfied	19%	16%	17%	21%	20%	19%	15%	20%	21%	29%	7%	20%	15%
	Somewhat satisfied	25%	29%	26%	23%	25%	25%	29%	24%	24%	21%	33%	22%	25%
	Not satisfied	10%	16%	10%	7%	14%	6%	18%	8%	8%	8%	7%	13%	23%
	Not at all satisfied	5%	9%	6%	2%	7%	3%	8%	4%	1%	4%	5%	6%	20%
	Not applicable, don't know	41%	30%	41%	46%	34%	47%	30%	44%	45%	38%	47%	39%	18%
Total	Base	355	76	109	168	162	187	66	287	95	48	57	142	137
Bylaws & enforcement (nuisance, noise, untidy or unsightly premises)	Very satisfied	14%	14%	17%	13%	16%	13%	19%	13%	15%	18%	12%	14%	13%
	Somewhat satisfied	34%	28%	34%	38%	32%	36%	34%	34%	30%	27%	39%	38%	30%
	Not satisfied	20%	22%	21%	18%	19%	20%	22%	19%	16%	20%	19%	23%	26%
	Not at all satisfied	12%	12%	12%	13%	16%	9%	9%	13%	11%	22%	5%	12%	22%
	Not applicable, don't know	19%	24%	17%	18%	17%	21%	15%	20%	28%	12%	25%	13%	9%
Total	Base	353	76	109	165	159	188	67	284	93	49	57	141	137
Animal control	Very satisfied	19%	17%	24%	17%	19%	19%	18%	19%	25%	15%	13%	20%	20%
	Somewhat satisfied	43%	41%	39%	47%	46%	41%	45%	43%	31%	44%	45%	47%	42%
	Not satisfied	10%	8%	9%	12%	7%	12%	11%	10%	6%	15%	7%	13%	12%
	Not at all satisfied	5%	5%	6%	5%	7%	3%	5%	5%	5%	6%	4%	6%	8%
	Not applicable, don't know	22%	29%	22%	20%	20%	25%	21%	23%	33%	21%	32%	14%	19%
Total	Base	354	76	108	169	162	187	66	286	95	48	56	142	137
Water supply system	Very satisfied	58%	54%	59%	60%	56%	61%	59%	58%	64%	65%	59%	55%	46%
	Somewhat satisfied	33%	37%	33%	29%	36%	29%	30%	33%	24%	31%	36%	35%	36%
	Not satisfied	4%	3%	2%	6%	4%	4%	5%	4%	2%	4%		7%	9%
	Not at all satisfied	2%		3%	2%	2%	2%	2%	2%	4%		2%	1%	6%
	Not applicable, don't know	3%	7%	3%	2%	2%	5%	5%	3%	6%		3%	2%	4%
Total	Base	359	76	108	173	162	191	66	291	96	49	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Sewage system	Very satisfied	59%	51%	62%	62%	59%	61%	55%	61%	65%	64%	52%	61%	45%
	Somewhat satisfied	32%	40%	31%	30%	35%	30%	37%	31%	24%	34%	36%	33%	44%
	Not satisfied	2%		2%	2%	2%	1%		2%	1%	2%	3%	1%	2%
	Not at all satisfied	1%		1%	1%	1%	1%		1%			2%	1%	3%
	Not applicable, don't know	6%	9%	5%	5%	4%	8%	7%	6%	11%		7%	4%	6%
Total	Base	357	77	108	171	162	189	67	288	93	50	58	143	137
Garbage, recycling & yard waste collection	Very satisfied	53%	42%	59%	55%	48%	57%	51%	54%	47%	48%	48%	61%	43%
	Somewhat satisfied	31%	44%	22%	31%	32%	30%	33%	30%	32%	34%	36%	27%	38%
	Not satisfied	9%	5%	11%	9%	10%	7%	6%	9%	14%	8%	7%	6%	12%
	Not at all satisfied	3%	9%	5%		4%	3%	9%	2%	2%	4%	3%	3%	6%
	Not applicable, don't know	4%		4%	5%	4%	3%	1%	4%	4%	6%	5%	2%	1%
	22	0%			1%	1%			0%	1%				
Total	Base	360	77	109	173	163	191	67	291	95	50	58	144	137
Yard waste drop-off centre	Very satisfied	50%	39%	60%	48%	50%	50%	44%	51%	45%	46%	47%	56%	45%
	Somewhat satisfied	29%	39%	23%	27%	32%	26%	42%	25%	26%	32%	22%	31%	33%
	Not satisfied	3%	3%	2%	5%	2%	4%	3%	3%	5%	4%	5%	1%	7%
	Not at all satisfied	0%			1%	1%			0%				1%	1%
	Not applicable, don't know	18%	18%	15%	19%	15%	20%	11%	19%	23%	18%	26%	11%	15%
Total	Base	356	76	107	172	163	187	66	288	95	50	58	140	137
Environmental management (Regulations for environmentally sensitive areas, noxious weeds, invasive plants, foreshore rehabilitation)	Very satisfied	17%	18%	15%	17%	13%	19%	16%	17%	21%	11%	13%	19%	14%
	Somewhat satisfied	50%	56%	47%	49%	48%	53%	49%	50%	51%	44%	52%	50%	47%
	Not satisfied	14%	13%	12%	15%	18%	10%	19%	13%	10%	22%	9%	16%	15%
	Not at all satisfied	5%	4%	5%	4%	5%	4%	3%	5%	3%	4%	4%	5%	8%
	Not applicable, don't know	15%	10%	20%	13%	16%	13%	13%	15%	15%	18%	22%	11%	16%
Total	Base	329	72	99	156	153	172	63	265	87	45	54	129	137
Road quality	Very satisfied	20%	26%	17%	18%	19%	21%	18%	20%	26%	24%	16%	17%	16%
	Somewhat satisfied	55%	40%	59%	59%	59%	52%	49%	56%	58%	54%	59%	50%	47%
	Not satisfied	20%	31%	17%	16%	19%	21%	30%	17%	15%	16%	19%	24%	26%
	Not at all satisfied	5%	3%	6%	7%	4%	5%	3%	6%	1%	6%	5%	9%	11%
	Not applicable, don't know	0%		1%			1%		0%			2%		1%
Total	Base	356	77	109	169	162	188	67	287	95	50	58	140	137
Transportation and traffic flow	Very satisfied	12%	12%	12%	12%	10%	14%	12%	12%	18%	12%	10%	8%	10%
	Somewhat satisfied	50%	36%	49%	57%	48%	52%	34%	53%	51%	52%	43%	50%	39%
	Not satisfied	26%	40%	25%	20%	25%	26%	41%	22%	23%	26%	33%	27%	28%
	Not at all satisfied	11%	12%	14%	10%	15%	7%	13%	11%	6%	10%	12%	15%	22%
	Not applicable, don't know	1%		1%	1%	1%	1%		1%	1%		2%	1%	
Total	Base	358	77	109	169	163	189	68	288	94	50	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Snow and ice removal from roads	Very satisfied	14%	13%	13%	15%	13%	15%	12%	14%	13%	16%	14%	14%	9%
	Somewhat satisfied	43%	35%	43%	46%	43%	43%	32%	45%	43%	37%	40%	44%	41%
	Not satisfied	30%	34%	28%	30%	28%	33%	37%	29%	28%	29%	40%	28%	23%
	Not at all satisfied	11%	16%	15%	6%	13%	8%	16%	10%	11%	14%	7%	13%	26%
	Not applicable, don't know	3%	3%	1%	3%	3%	2%	3%	2%	5%	4%		1%	
Total	Base	360	77	110	170	165	190	68	290	95	51	58	142	137
Sidewalks	Very satisfied	17%	21%	19%	14%	17%	18%	16%	17%	20%	16%	18%	15%	15%
	Somewhat satisfied	53%	61%	58%	47%	56%	51%	60%	52%	52%	66%	56%	50%	52%
	Not satisfied	20%	16%	14%	26%	19%	22%	19%	20%	18%	10%	19%	24%	22%
	Not at all satisfied	4%	1%	4%	6%	4%	4%	3%	5%	2%	6%	4%	6%	12%
	Not applicable, don't know	5%	1%	5%	6%	4%	5%	1%	6%	8%	2%	4%	5%	
Total	Base	359	77	108	173	163	190	67	290	96	50	57	143	137
Street lighting	Very satisfied	32%	32%	33%	31%	29%	34%	33%	32%	40%	36%	26%	28%	30%
	Somewhat satisfied	53%	53%	55%	53%	57%	50%	48%	54%	44%	54%	53%	56%	53%
	Not satisfied	10%	14%	7%	10%	9%	12%	17%	9%	12%	8%	18%	8%	13%
	Not at all satisfied	3%		4%	4%	3%	3%	2%	4%	2%	2%	4%	5%	4%
	Not applicable, don't know	1%	1%	1%	2%	2%	1%		2%	2%			2%	
Total	Base	359	76	108	173	164	189	66	291	95	50	57	144	137
Safe routes to schools	Very satisfied	20%	27%	24%	15%	21%	21%	31%	18%	27%	22%	19%	15%	14%
	Somewhat satisfied	39%	45%	35%	39%	41%	37%	49%	37%	32%	39%	41%	43%	39%
	Not satisfied	6%	5%	8%	4%	6%	6%	9%	5%	3%	2%	3%	10%	13%
	Not at all satisfied	3%	4%	4%	1%	1%	4%	4%	2%	2%		7%	2%	10%
	Not applicable, don't know	32%	18%	29%	40%	31%	33%	6%	39%	36%	37%	29%	30%	23%
Total	Base	355	77	109	168	160	190	67	287	92	49	58	143	137
Bicycle paths	Very satisfied	21%	23%	21%	19%	22%	20%	28%	19%	27%	22%	16%	19%	23%
	Somewhat satisfied	38%	39%	41%	35%	41%	34%	37%	38%	35%	32%	37%	39%	58%
	Not satisfied	11%	23%	10%	6%	9%	13%	13%	11%	12%	16%	16%	8%	12%
	Not at all satisfied	4%	5%	6%	3%	4%	5%	7%	4%	4%	4%	7%	3%	7%
	Not applicable, don't know	26%	9%	21%	36%	23%	28%	13%	29%	22%	26%	25%	31%	
Total	Base	359	77	108	172	164	189	67	290	95	50	57	144	137
Public transit	Very satisfied	18%	16%	20%	19%	17%	19%	22%	18%	14%	18%	17%	22%	21%
	Somewhat satisfied	34%	35%	28%	38%	37%	32%	33%	34%	32%	40%	28%	34%	55%
	Not satisfied	7%	8%	9%	5%	5%	9%	10%	6%	6%	8%	7%	5%	17%
	Not at all satisfied	4%	1%	12%	1%	3%	5%	6%	4%	2%	6%	10%	3%	7%
	Not applicable, don't know	36%	40%	30%	38%	38%	35%	28%	38%	46%	28%	38%	36%	
Total	Base	358	77	109	170	161	191	67	289	94	50	58	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown parking	Very satisfied	23%	29%	26%	19%	22%	25%	30%	22%	27%	22%	28%	20%	14%
	Somewhat satisfied	45%	38%	45%	48%	48%	42%	33%	47%	43%	40%	46%	46%	49%
	Not satisfied	20%	25%	19%	18%	18%	21%	25%	18%	21%	20%	16%	21%	22%
	Not at all satisfied	10%	6%	10%	11%	9%	10%	9%	10%	4%	16%	11%	10%	15%
	Not applicable, don't know	3%	3%		4%	3%	2%	3%	2%	4%	2%		3%	
Total	Base	358	77	107	172	163	189	67	289	95	50	57	144	137
Airport	Very satisfied	43%	39%	48%	41%	39%	47%	43%	43%	42%	47%	39%	42%	34%
	Somewhat satisfied	36%	45%	38%	31%	37%	36%	40%	35%	35%	29%	42%	39%	50%
	Not satisfied	4%	3%	2%	5%	6%	2%	3%	4%		8%	5%	4%	7%
	Not at all satisfied	2%	4%	1%	1%	3%	1%	5%	1%	2%	4%	4%		9%
	Not applicable, don't know	16%	9%	11%	21%	15%	15%	9%	17%	21%	12%	11%	15%	
Total	Base	352	76	108	166	158	188	65	285	92	49	57	141	137
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	Very satisfied	17%	18%	14%	18%	17%	17%	18%	16%	22%	20%	12%	14%	17%
	Somewhat satisfied	44%	38%	50%	43%	47%	43%	39%	45%	35%	38%	55%	48%	47%
	Not satisfied	11%	8%	13%	11%	14%	7%	15%	10%	10%	12%	7%	13%	26%
	Not at all satisfied	3%		2%	5%	3%	3%		3%		4%		5%	10%
	Not applicable, don't know	25%	36%	21%	23%	19%	30%	27%	25%	33%	26%	26%	20%	
Total	Base	355	77	108	168	160	189	66	287	94	50	58	140	137
Land use planning	Very satisfied	8%	6%	7%	10%	8%	9%	6%	9%	10%	8%	3%	9%	10%
	Somewhat satisfied	43%	44%	42%	43%	49%	39%	44%	42%	48%	40%	48%	39%	36%
	Not satisfied	16%	16%	21%	13%	16%	16%	23%	14%	10%	8%	16%	23%	38%
	Not at all satisfied	7%	4%	7%	8%	8%	5%	9%	6%	2%	14%	3%	9%	15%
	Not applicable, don't know	26%	30%	23%	26%	20%	31%	18%	28%	31%	30%	29%	20%	
Total	Base	352	77	107	167	158	188	66	284	94	50	58	137	137
Development services (building, subdivision & rezoning applications, & permitting processes)	Very satisfied	6%	8%	5%	7%	6%	7%	10%	5%	5%	8%		9%	12%
	Somewhat satisfied	34%	32%	36%	33%	36%	33%	27%	35%	35%	24%	35%	34%	39%
	Not satisfied	16%	10%	24%	13%	14%	18%	15%	16%	11%	16%	25%	16%	28%
	Not at all satisfied	9%	5%	11%	10%	9%	9%	13%	8%	4%	16%	4%	11%	21%
	Not applicable, don't know	35%	44%	25%	38%	36%	34%	34%	35%	45%	35%	37%	30%	
Total	Base	353	77	109	165	160	187	67	284	92	49	57	141	137
Quality of new residential subdivisions & new buildings	Very satisfied	20%	23%	18%	20%	24%	17%	19%	20%	17%	18%	25%	22%	16%
	Somewhat satisfied	52%	48%	56%	50%	52%	51%	51%	52%	48%	44%	55%	53%	56%
	Not satisfied	10%	9%	10%	10%	8%	12%	9%	10%	10%	12%	7%	10%	18%
	Not at all satisfied	4%	3%	5%	4%	4%	3%	3%	4%	2%	4%	4%	5%	10%
	Not applicable, don't know	15%	17%	11%	16%	12%	17%	18%	14%	23%	22%	9%	10%	
Total	Base	356	77	109	169	164	188	67	288	94	50	55	143	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	11%	9%	14%	10%	13%	10%	6%	12%	11%	6%	14%	13%	10%
	Somewhat satisfied	54%	48%	54%	57%	50%	58%	51%	54%	52%	62%	53%	52%	50%
	Not satisfied	21%	31%	18%	19%	20%	22%	30%	19%	23%	16%	19%	21%	31%
	Not at all satisfied	6%	8%	10%	4%	7%	5%	10%	6%	4%	8%	9%	6%	9%
	Not applicable, don't know	8%	4%	5%	11%	10%	5%	3%	9%	10%	8%	5%	8%	
Total	Base	355	77	108	168	162	187	67	286	94	50	57	141	137
Economic development	Very satisfied	8%	8%	8%	7%	7%	9%	7%	8%	9%	8%	7%	8%	8%
	Somewhat satisfied	44%	34%	47%	48%	44%	46%	39%	46%	38%	47%	47%	44%	50%
	Not satisfied	19%	32%	17%	13%	19%	17%	31%	16%	19%	18%	19%	20%	27%
	Not at all satisfied	7%	4%	10%	7%	8%	6%	6%	7%	3%	12%	9%	7%	15%
	Not applicable, don't know	22%	22%	18%	24%	21%	23%	16%	23%	31%	14%	18%	22%	
Total	Base	351	77	108	164	160	186	67	282	91	49	57	142	137
Tourism promotion	Very satisfied	18%	17%	14%	21%	14%	21%	18%	18%	24%	20%	7%	19%	23%
	Somewhat satisfied	52%	47%	58%	51%	50%	52%	49%	52%	45%	41%	61%	53%	50%
	Not satisfied	12%	18%	12%	9%	14%	10%	16%	11%	15%	16%	7%	11%	19%
	Not at all satisfied	4%	5%	5%	4%	6%	3%	7%	4%	2%	10%	4%	4%	8%
	Not applicable, don't know	14%	13%	11%	16%	15%	13%	9%	15%	14%	12%	21%	13%	
Total	Base	352	77	107	166	159	187	67	283	93	49	57	141	137
Citizen engagement	Very satisfied	13%	14%	10%	14%	9%	16%	12%	13%	16%	16%	11%	11%	15%
	Somewhat satisfied	47%	34%	56%	47%	47%	47%	43%	48%	44%	37%	53%	49%	44%
	Not satisfied	15%	35%	12%	8%	16%	15%	31%	11%	12%	24%	11%	15%	24%
	Not at all satisfied	3%	4%	2%	4%	6%	1%	3%	4%	2%	4%	4%	4%	17%
	Not applicable, don't know	22%	13%	20%	26%	21%	22%	10%	24%	26%	18%	23%	21%	
Total	Base	351	77	109	163	159	186	67	282	93	49	57	138	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	26%	17%	30%	27%	23%	28%	18%	28%	26%	30%	23%	27%	16%
	Somewhat satisfied	65%	70%	60%	67%	68%	64%	64%	66%	70%	58%	68%	63%	61%
	Not satisfied	8%	13%	10%	5%	9%	7%	18%	6%	4%	12%	9%	8%	19%
	Not at all satisfied	1%			1%	1%			1%				1%	4%
Total	Base	359	77	110	171	164	190	67	291	96	50	57	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?	Enhance or expand services through a tax increase	9%	11%	10%	8%	9%	9%	15%	8%	10%	14%	13%	5%	12%
	Maintain services thru a moderate tax increase	54%	48%	52%	59%	52%	57%	38%	58%	53%	54%	60%	52%	41%
	Cut or reduce services to maintain current tax level	25%	29%	22%	25%	23%	27%	29%	24%	24%	20%	17%	31%	24%
	Cut or reduce services to reduce taxes	12%	12%	16%	8%	16%	7%	18%	10%	13%	12%	9%	11%	23%
Total	Base	337	75	101	160	160	175	68	268	88	50	53	132	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	Yes – please specify	42%	61%	44%	34%	44%	41%	60%	39%	41%	48%	45%	39%	44%
	None	19%	9%	18%	23%	23%	14%	14%	20%	17%	15%	18%	22%	20%
	Not sure	39%	30%	38%	44%	33%	45%	26%	42%	42%	37%	36%	39%	36%
Total	Base	335	67	104	164	156	175	58	276	88	46	55	133	137

	Total	Age			Gender		Children at home		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Which services would you like to see expanded or introduced?	Compost and food waste pickup	18%	34%	16%	7%	15%	20%	21%	17%	28%	18%	8%	15%	17%
	Other	12%	9%	12%	14%	7%	15%	16%	11%	3%	18%	8%	18%	15%
	Improve or expand recreation facilities	10%	16%	4%	10%	10%	10%	11%	10%	10%	18%		10%	12%
	Address homeless, mental health, addictions, downtown	9%	2%	12%	12%	10%	9%	5%	11%	5%	5%	8%	13%	15%
	Improve recycling and yard waste pickup	8%	5%	12%	7%	3%	13%		11%	8%	5%	25%	3%	2%
	Increase police	7%	5%	12%	3%	7%	6%	5%	7%	3%	14%	4%	7%	20%
	Improve or increase public transit	7%	2%	14%	3%	7%	6%	8%	6%	8%	5%	21%		3%
	Improve garbage and large item pickup	6%	7%	8%	3%	7%	5%	8%	5%		14%	13%	5%	3%
	Improve and increase parks, playgrounds, walking trails	5%	7%	4%	5%	1%	9%	11%	4%	3%	9%	4%	5%	7%
	Improve snow removal	5%	2%	6%	7%	6%	5%	3%	6%	13%		4%	3%	2%
	Add more bike paths	5%	5%	2%	7%	6%	4%	5%	4%	8%		8%	3%	2%
	Improve bylaw enforcement	4%	2%	4%	5%	6%	3%	3%	4%	5%		4%	5%	8%
	Traffic control	4%		2%	9%	4%	4%	3%	4%	8%			5%	
	Improve sidewalks, roads, and parking	3%		2%	3%	3%	3%		4%	3%	5%	4%	2%	8%
	Improve city planning	3%	7%	2%		6%		5%	2%	5%			2%	7%
	Increase boat launches, wharfs, and boat launch parking	3%	2%	2%	3%	6%		3%	3%			8%	3%	2%
	Street cleanup	2%		2%	3%		4%		3%	3%			3%	2%
	Maintain natural beauty, trees	2%	2%		3%	1%	3%		3%	3%	5%		2%	2%
	Increase services for seniors	1%			2%		1%		1%				2%	5%
	Water services	1%			2%		1%		1%				2%	5%
Total	Responses	171	47	58	64	74	95	40	130	44	25	29	65	81
	Base	153	44	49	58	71	80	38	114	40	22	24	60	59

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you consider acceptable to reduce?	Yes – please specify	22%	38%	24%	13%	24%	20%	42%	17%	20%	20%	22%	23%	26%
	None	33%	19%	24%	45%	34%	32%	19%	36%	29%	33%	30%	37%	30%
	Not sure	45%	43%	53%	42%	42%	47%	39%	46%	51%	47%	48%	41%	45%
Total	Base	321	68	97	156	144	173	59	261	80	45	50	133	137

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in Appendix 3.

Please rate your level of agreement with the following statements:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	7%	5%	6%	7%	4%	9%	7%	6%	6%	12%	11%	4%	10%
	Agree	59%	59%	51%	64%	59%	59%	54%	60%	60%	62%	53%	59%	30%
	Disagree	24%	21%	30%	20%	25%	22%	25%	23%	23%	16%	27%	25%	34%
	Strongly disagree	7%	12%	7%	4%	9%	5%	12%	6%	3%	8%	4%	10%	22%
	Not applicable, Don't know	4%	3%	6%	4%	3%	5%	1%	5%	7%	2%	5%	3%	4%
Total	Base	353	76	108	166	162	186	68	283	94	50	55	140	137
The City of Campbell River listens to citizens and encourages involvement in making decisions	Strongly agree	6%	3%	4%	9%	5%	7%	2%	7%	3%	12%	7%	6%	9%
	Agree	45%	44%	44%	46%	47%	45%	38%	47%	47%	41%	43%	45%	26%
	Disagree	21%	17%	24%	21%	22%	20%	23%	21%	16%	16%	25%	25%	30%
	Strongly disagree	7%	12%	6%	4%	9%	4%	17%	4%	3%	8%	5%	9%	31%
	Not applicable, Don't know	21%	24%	21%	19%	17%	23%	21%	21%	30%	22%	20%	16%	5%
Total	Base	348	75	108	164	159	183	66	280	92	49	56	138	137
In general, I believe the City of Campbell River is doing a good job	Strongly agree	10%	9%	6%	13%	9%	11%	4%	11%	11%	16%	7%	9%	12%
	Agree	68%	67%	68%	69%	66%	72%	72%	68%	73%	63%	73%	64%	32%
	Disagree	15%	20%	19%	11%	19%	11%	21%	14%	11%	12%	18%	17%	36%
	Strongly disagree	4%	3%	5%	4%	5%	3%	3%	4%	1%	4%	2%	6%	16%
	Not applicable, Don't know	3%	1%	3%	4%	2%	4%		4%	3%	4%		4%	4%
Total	Base	354	76	107	169	161	187	67	285	96	49	56	139	137

CITY EMPLOYEE CUSTOMER SERVICE

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee	Yes	55%	52%	62%	52%	56%	53%	60%	54%	60%	50%	51%	56%	61%
	No, Not sure	45%	48%	38%	48%	44%	47%	40%	46%	40%	50%	49%	44%	39%
Total	Base	348	77	107	164	158	186	67	280	93	50	57	134	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How did you most recently make contact with the City?	In person	66%	71%	58%	69%	69%	63%	66%	66%	76%	60%	59%	62%	70%
	Telephone	41%	29%	48%	41%	42%	39%	49%	39%	36%	44%	38%	45%	41%
	Email	15%	27%	18%	7%	20%	11%	22%	13%	16%	28%	14%	12%	28%
	City Website	6%	7%	8%	5%	3%	8%	12%	5%	7%	8%	7%	5%	19%
	Open house, public consultation	7%	5%	8%	7%	7%	7%	10%	6%	5%	8%	3%	8%	8%
	Mail	3%	5%		5%	3%	3%	5%	3%	5%	4%		1%	5%
	Council meeting, Advisory Committee	2%		3%	2%	1%	3%		3%			3%	3%	13%
	Social Media	1%		2%			1%		1%			3%		11%
	Other	1%			2%	1%	1%		1%			3%	1%	2%
Total	Responses	272	59	95	118	132	135	67	205	81	38	38	104	164
	Base	192	41	66	85	90	99	41	151	55	25	29	76	83

Base: people who have contacted or dealt with City of Campbell River or one of its employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	50%	51%	44%	54%	40%	59%	60%	47%	56%	60%	45%	45%	41%
	Somewhat satisfied	32%	32%	33%	32%	42%	23%	23%	35%	31%	20%	34%	39%	31%
	Not satisfied	11%	5%	17%	10%	8%	13%	10%	11%	5%	16%	7%	15%	17%
	Not at all satisfied	4%	5%	6%	1%	7%	1%	8%	3%	4%	4%		1%	6%
	Not applicable, Don't know	3%	7%		4%	3%	3%		4%	4%		14%		5%
Total	Base	191	41	66	84	90	98	40	151	55	25	29	75	83
Helpfulness	Very satisfied	55%	56%	50%	59%	43%	67%	58%	55%	67%	60%	55%	48%	42%
	Somewhat satisfied	29%	34%	20%	35%	40%	19%	25%	31%	25%	16%	28%	36%	27%
	Not satisfied	10%	2%	24%	4%	8%	12%	8%	11%	4%	16%	17%	12%	16%
	Not at all satisfied	5%	7%	6%	2%	9%	1%	10%	3%	4%	8%		4%	13%
	Not applicable, Don't know													2%
Total	Base	191	41	66	83	89	98	40	150	55	25	29	75	83
Ability to resolve your issue	Very satisfied	48%	54%	36%	54%	43%	53%	59%	45%	62%	44%	45%	41%	34%
	Somewhat satisfied	22%	20%	21%	25%	28%	17%	12%	25%	20%	28%	17%	26%	19%
	Not satisfied	16%	5%	29%	11%	16%	15%	15%	16%	7%	12%	24%	21%	19%
	Not at all satisfied	8%	10%	8%	7%	10%	6%	12%	7%	5%	16%		8%	25%
	Not applicable, Don't know	6%	12%	6%	2%	3%	8%	2%	7%	5%		14%	4%	2%
Total	Base	189	41	66	81	87	98	41	147	55	25	29	73	83
Courteousness	Very satisfied	63%	59%	55%	72%	49%	77%	63%	63%	73%	64%	62%	59%	48%
	Somewhat satisfied	29%	32%	33%	25%	40%	18%	24%	31%	24%	24%	28%	36%	37%
	Not satisfied	2%	2%	3%	1%	2%	2%	2%	2%		4%	3%	3%	10%
	Not at all satisfied	5%	5%	8%	1%	7%	2%	7%	3%	4%	8%	3%	3%	2%
	Not applicable, Don't know	1%	2%	2%		1%	1%	2%	1%			3%		2%
Total	Base	191	41	66	83	89	98	41	149	55	25	29	76	83
Speed and timeliness of service	Very satisfied	50%	54%	44%	54%	39%	61%	55%	49%	64%	48%	55%	41%	37%
	Somewhat satisfied	27%	32%	30%	23%	38%	18%	25%	28%	29%	32%	24%	27%	18%
	Not satisfied	11%	5%	11%	15%	10%	11%	5%	13%	4%	8%	7%	19%	24%
	Not at all satisfied	8%	7%	11%	5%	10%	5%	13%	6%	4%	12%	7%	8%	19%
	Not applicable, Don't know	4%	2%	5%	4%	2%	5%	3%	4%			7%	5%	1%
Total	Base	190	41	66	82	89	97	40	149	55	25	29	74	83
Accessibility	Very satisfied	52%	49%	45%	59%	41%	63%	53%	52%	62%	44%	61%	47%	41%
	Somewhat satisfied	34%	32%	35%	34%	42%	25%	28%	35%	24%	44%	29%	40%	31%
	Not satisfied	6%	7%	8%	4%	8%	4%	8%	5%	9%	4%	4%	3%	14%
	Not at all satisfied	5%	7%	6%	1%	7%	2%	10%	3%	4%	8%		5%	7%
	Not applicable, Don't know	4%	5%	6%	3%	2%	6%	3%	5%	2%		7%	5%	6%
Total	Base	188	41	66	80	88	96	40	147	55	25	28	73	83
Overall Service	Very satisfied	53%	51%	45%	59%	42%	63%	54%	52%	65%	48%	55%	46%	36%
	Somewhat satisfied	32%	39%	27%	33%	45%	20%	29%	33%	27%	32%	24%	39%	28%
	Not satisfied	7%	2%	15%	4%	4%	9%	5%	8%	4%	8%	17%	7%	19%
	Not at all satisfied	7%	7%	11%	4%	9%	5%	12%	5%	4%	12%		7%	16%
	Not applicable, Don't know	1%		2%	1%		2%		1%			3%	1%	1%
Total	Base	190	41	66	83	89	98	41	149	55	25	29	74	83

Base: people who have contacted or dealt with City of Campbell River or one of its employees

COMMUNICATIONS

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper-news articles	77%	58%	85%	80%	76%	78%	58%	81%	73%	80%	82%	76%	63%
	Word of mouth: neighbours, friends	46%	50%	54%	40%	42%	51%	48%	46%	44%	54%	46%	47%	52%
	Internet, online, social media	36%	62%	45%	18%	34%	37%	46%	33%	41%	38%	40%	30%	65%
	Radio	38%	50%	46%	28%	40%	37%	51%	36%	44%	42%	40%	31%	22%
	Local newspaper advertisements	34%	21%	35%	39%	30%	38%	21%	37%	33%	30%	32%	36%	15%
	City website	19%	33%	20%	13%	18%	21%	25%	18%	25%	20%	26%	14%	49%
	TV	16%	12%	15%	17%	20%	12%	9%	17%	20%	14%	5%	18%	12%
	Through a community organization	11%	17%	8%	9%	10%	12%	16%	9%	7%	18%	12%	10%	13%
	Contact member of City staff	4%	3%	4%	6%	6%	4%	4%	5%	3%		4%	7%	7%
	Email	3%	7%	3%	2%	4%	3%	7%	2%	4%	6%	4%	2%	10%
	Contact member of City Council	3%	3%	3%	3%	5%	1%	3%	3%		4%	2%	4%	4%
	Don't know, not sure	3%	7%	1%	2%	3%	3%	7%	1%	4%	4%		3%	2%
	Don't learn about government issues	2%	4%	1%	2%	1%	2%	3%	2%	3%		2%	2%	
Total	Responses	1040	247	351	438	469	561	201	838	289	155	168	393	431
	Base	356	76	110	169	163	188	67	288	96	50	57	140	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you...	Read City Currents in the newspaper	68%	42%	67%	80%	72%	65%	41%	74%	72%	67%	69%	64%	67%
	Listen to local radio stations	67%	79%	72%	59%	70%	65%	83%	63%	67%	67%	65%	66%	68%
	Visit the City website	36%	57%	38%	26%	32%	38%	51%	33%	44%	38%	40%	27%	77%
	Watch local TV	32%	18%	38%	33%	32%	30%	20%	34%	32%	24%	17%	40%	27%
	Read the City's Annual Reports	14%	12%	12%	17%	16%	13%	14%	14%	13%	16%	15%	16%	19%
	Watch Council Meeting webcasts	7%	7%	4%	8%	5%	8%	8%	6%	10%	2%	6%	7%	12%
Total	Responses	735	144	235	355	343	384	128	605	215	96	111	282	351
	Base	330	67	102	160	151	175	59	270	90	45	52	129	130

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you read the City brochure inserted into your property tax notice?	Yes	83%	73%	81%	89%	83%	83%	72%	86%	79%	86%	82%	84%	68%
	No	16%	27%	17%	10%	15%	16%	28%	13%	20%	14%	16%	15%	21%
	Not applicable	1%		2%	1%	1%	1%		1%	1%		2%	1%	11%
Total	Base	359	77	109	171	163	190	67	290	95	50	57	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	94%	95%	95%	92%	94%	94%	96%	93%	95%	96%	98%	90%	98%
	At work	34%	69%	49%	8%	30%	36%	64%	27%	41%	40%	41%	24%	58%
	On a smart phone	52%	84%	62%	30%	47%	55%	76%	46%	63%	52%	64%	40%	75%
	No access	5%	1%	3%	8%	4%	5%	1%	6%	2%	2%	2%	9%	
Total	Responses	653	192	230	231	281	362	159	493	189	95	119	226	316
	Base	355	77	110	168	161	190	67	287	94	50	58	139	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	67%	91%	67%	56%	61%	72%	80%	64%	72%	63%	72%	64%	82%
	YouTube	41%	64%	39%	30%	43%	39%	53%	38%	46%	37%	44%	38%	47%
	Instagram	25%	57%	28%	8%	20%	29%	42%	21%	35%	20%	30%	18%	39%
	None	23%		24%	34%	27%	20%	6%	28%	17%	27%	21%	27%	15%
	LinkedIn	10%	9%	15%	8%	9%	11%	15%	9%	7%	14%	12%	11%	13%
	Twitter	6%	9%	7%	3%	7%	4%	8%	5%	6%	6%	9%	4%	20%
Total	Responses	589	175	194	218	263	316	135	452	174	82	107	208	299
	Base	343	76	108	158	158	180	66	276	95	49	57	128	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	Apply for a home owner grant	54%	74%	58%	40%	54%	54%	77%	48%	54%	65%	58%	47%	46%
	None	30%	13%	22%	44%	33%	28%	14%	34%	27%	23%	23%	40%	20%
	Recreation registration	23%	34%	22%	17%	15%	29%	44%	18%	26%	38%	19%	16%	32%
	iCity account -check property tax, utility info	15%	12%	15%	16%	10%	18%	12%	15%	14%	21%	16%	13%	20%
	Webmaps	12%	9%	13%	12%	11%	12%	15%	11%	13%	8%	11%	13%	20%
	Renew a dog licence	11%	13%	17%	7%	12%	10%	15%	10%	18%	10%	11%	7%	15%
	Report a problem	9%	4%	11%	10%	10%	8%	6%	10%	11%	8%	7%	10%	14%
	Pay a parking ticket	7%	18%	7%	2%	5%	9%	20%	4%	4%	8%	9%	9%	7%
	Renew a business licence	6%	9%	11%	1%	7%	4%	12%	4%	3%	10%	9%	5%	6%
	Other	2%	1%	3%	3%	2%	3%		3%	2%	4%	4%	2%	1%
Total	Responses	565	143	192	229	239	313	142	421	160	94	94	198	248
	Base	335	76	107	151	150	179	66	267	93	48	57	123	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use a mobile app to report issues with utilities streetlights or potholes?	Yes	44%	62%	52%	29%	43%	45%	52%	42%	48%	38%	62%	35%	58%
	No	56%	38%	48%	71%	57%	55%	48%	58%	52%	63%	38%	65%	42%
Total	Base	339	76	103	158	154	179	65	272	94	48	55	129	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the amount of information provided by the City?	Adequate	72%	74%	79%	68%	71%	74%	73%	72%	68%	66%	76%	76%	58%
	Too little	8%	12%	6%	6%	9%	6%	12%	7%	11%	10%	2%	6%	20%
	Not sure	20%	14%	15%	26%	21%	20%	15%	21%	21%	24%	22%	18%	22%
Total	Base	358	77	109	171	163	190	67	290	95	50	58	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	19%	23%	14%	21%	16%	22%	19%	20%	25%	18%	16%	18%	13%
	Adequate	60%	61%	67%	55%	64%	56%	58%	61%	56%	54%	66%	62%	51%
	Poor	7%	8%	7%	6%	7%	7%	12%	5%	3%	10%	5%	9%	25%
	Not sure	14%	8%	12%	17%	13%	15%	10%	14%	16%	18%	14%	11%	11%
Total	Base	361	77	110	172	166	189	67	292	95	50	58	144	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What are the best methods for the City of Campbell River to communicate information to you?	Local newspaper-news articles	80%	62%	85%	85%	77%	83%	60%	84%	75%	74%	91%	81%	68%
	Radio	46%	56%	54%	36%	45%	47%	60%	42%	45%	42%	61%	39%	36%
	Local newspaper advertisements	44%	26%	47%	49%	40%	47%	31%	46%	35%	42%	44%	49%	25%
	Internet, online, social media	38%	71%	43%	19%	36%	39%	60%	33%	43%	36%	53%	30%	66%
	City website	28%	40%	29%	21%	28%	28%	36%	26%	38%	28%	37%	18%	54%
	Email	27%	36%	34%	19%	31%	25%	28%	27%	32%	32%	40%	19%	38%
	Word of mouth: neighbours, friends	16%	12%	23%	12%	14%	17%	12%	17%	7%	20%	16%	21%	12%
	TV	11%	9%	14%	10%	12%	11%	7%	12%	7%	14%	12%	13%	10%
	Contact member of City staff	7%	4%	9%	8%	6%	8%	6%	8%	6%	6%	7%	8%	10%
	Through a community organization	6%	6%	5%	6%	4%	7%	9%	5%	4%	12%	5%	5%	14%
	Contact member of City Council	4%	1%	6%	5%	4%	5%	3%	5%	3%	4%	4%	6%	7%
	Other	2%		2%	4%	2%	2%		3%	3%	4%	2%	1%	3%
	Don't know, not sure	1%	1%		1%	2%		1%	1%	1%			1%	1%
Total	Responses	1107	251	385	467	489	610	210	895	285	157	212	416	472
	Base	358	77	110	170	163	190	67	290	95	50	57	142	137

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Years lived in Campbell River	10yrs or less	27%	43%	23%	24%	31%	25%	31%	27%	100%				22%
	11-20 yrs	15%	19%	13%	13%	17%	13%	28%	12%		100%			20%
	21-30 yrs	17%	20%	22%	12%	12%	21%	17%	17%			100%		24%
	31+ yrs	41%	18%	42%	51%	40%	42%	25%	45%				100%	34%
Total	Base	350	74	106	167	159	185	65	283	96	51	58	145	129

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following age groups do you fall into?	18-24													1%
	25-34	9%	44%			12%	7%	28%	5%	21%	6%	14%	1%	15%
	35-44	12%	56%			13%	12%	48%	4%	13%	22%	12%	8%	23%
	45-54	9%		28%		6%	10%	12%	8%	8%	6%	10%	8%	17%
	55-64	22%		72%		18%	25%	7%	25%	17%	22%	29%	23%	22%
	65 years or older	48%			100%	51%	46%	4%	58%	42%	44%	34%	59%	23%
Total	Base	361	77	110	174	165	191	67	293	96	50	58	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you own or rent your place of residence	Own	100%	100%	99%	100%	100%	99%	100%	100%	100%	100%	98%	100%	85%
	Rent	0%		1%			1%		0%			2%		15%
Total	Base	361	77	110	172	166	191	68	293	96	51	58	142	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do children under the age of 18 live in your home?	Yes	19%	66%	12%	2%	20%	17%	100%		21%	35%	19%	11%	39%
	No	81%	34%	88%	98%	80%	83%		100%	79%	65%	81%	89%	61%
Total	Base	362	77	110	173	166	191	68	294	96	51	58	143	137

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Please indicate your gender:	Male	46%	53%	37%	49%	100%		51%	45%	52%	53%	33%	44%	35%
	Female	53%	47%	62%	51%		100%	49%	54%	48%	47%	67%	54%	62%
	Other	1%		1%	1%				1%				1%	3%
Total	Base	360	77	108	173	167	191	67	292	96	51	57	142	137

Appendix 3 – Verbatim Comments

Q3b – Why do you feel the quality of life has improved/worsened?

Quality of Life has IMPROVED:

- A FEW SMALL BUSINESSES / RESTAURANT OPTIONS FOR DINING HAVE OPENED & PUMP TRACK FOR BIKES. BIKE PARK IN PROGRESS
- ALL THE NEW TRAILS/ PARKS
- ARTS & PERFORMING ARTS
- BEAUTIFICATION / MAINTENANCE HAS IMPROVED
- BEAUTIFICATION OF ROADS & PARKS
- BETTER COUNCIL
- BETTER OPENESS
- BETTER PARKS, SERVICES, WALKWAYS, SAFETY
- BETTER ROADS, NEW BOAT RAMP
- BETTER SERVICES / OPPORTUNITIES
- BREW PUB
- BUILDING CONSTRUCTION
- BUILDING STARTS INCREASING TO MEET POP GROWTH
- CITY INFRASTRUCTURE, RENTAL IMPROVEMENTS
- CITY IS COGNECENT OF ENHANCING STREETS & PARKS
- CONTINUED DEVELOPMENT
- DENSER DOWNTOWN CORE, CONSTANT IMPROVEMENTS
- DEVELOPMENT, HEALTHCARE
- DOWNTOWN CORE
- DOWNTOWN IMPROVEMENTS
- DOWNTOWN SAFETY OFFICE, EVENTS, THEATRE
- ECONOMY IMPROVING
- FAMILY ORIENTED
- GOOD LOCAL LEADERS
- IMPROVED INFRASTRUCTURE
- INCREASE IN CULTURAL OPPORTUNITIES
- INFRASTRUCTURE IMPROVEMENTS, GROWTH
- IT'S A CLEAN CITY
- LOTS OF GREAT CHANGES IN MANY WAYS
- LOTS OF NEW PROJECTS
- MAKING THINGS BETTER
- MEDICAL SERVICES
- MORE ACTIVITIES, MORE ENVIRONMENTAL AWARENESS
- MORE AMENITIES, CULTURAL
- MORE BUSINESSES AND EVENTS
- MORE CULTURE
- MORE DINING OPTIONS & COMMUNITY EVENTS
- MORE ENHANCED SERVICES
- MORE FOCUS ON FAMILY
- MORE MUSIC DOWNTOWN, MORE EVENTS DOWNTOWN
- MORE RESTAURANTS & BUSINESSES
- MORE RESTAURANTS & UNIQUE BUSINESSES OPENING
- MORE VARIETY OF SMALL BUSINESS
- NEW HOSPITAL, HOMES AND RENTALS
- NEW HOSPITAL

- NEW HOSPITAL, HYDRO DAM WATER SYSTEMS
- NEW SPORTS FACILITIES & OUTDOOR ACTIVITIES
- ONLY LIVED HERE FOR 2 YEARS
- PLAYING FIELDS ALL WEATHER
- RETIRED
- ROAD IMPROVEMENTS
- ROAD REPAIRS, MORE COMMUNICATION
- ROAD UPGRADES
- ROADS ARE IMPROVING
- SAFER WITH DOWNTOWN COMMUNITY LIASSON
- THE ECONOMY HAS BEEN BETTER
- THE GROWING TECH AND SMALL BUSINESS IN THE CITY
- TOO MUCH TRAFFIC.
- TRAFFIC PATTERNS MUCH SAFER
- TURF FIELD, BIKE PARK
- UPGRADES TO OUTDOOR TRAILS
- UP-TICK IN REAL ESTATE MEANS MORE COMPETITION FOR BUSINESS TO STAY CURRENT
- VERY GOOD ACCESSIBILITY
- WILLOW POINT IMP. POSITIVE CITY GOVERNMENT

Quality of Life has WORSENEDED:

- CITY COUNCIL DOES NOT LISTEN TO US
- CITY GROWING TOO FAST
- CLOSE TO MINE & FORESTRY LEADING TO JOBS
- CLOSURE OF SMALL RETAIL & LOCAL RESTAURANTS
- CONSTANTLY INCREASING HOUSE TAXES
- CONTINUOUS TAX INCREASES
- COST OF LIVING
- CRIME
- CRIME
- CRIME
- CRIME / THEFT / B&E
- CRIME AND HOMELESS
- CRIME HAS PICKED UP & IS BEING IGNORED
- CRIME RATE & AFFORDABILITY
- CRIME RATE INCREASED
- CRIME, DRUG ADDICTS, OVER BUILDING, NOT ENOUGH STORE
- DESTRUCTION OF FORESTS FOR SUBDIVISIONS - NEED MORE RESTRICTIONS, LOT SIZE, MORE PARKS INSIDE OF SUBDIVISION
- DIFFICULT TO KEEP PACE WITH HEALTH NEEDS ACROSS ALL AGES
- DOWNTOWN CRIME/ HOMELESS/ GREENLANDS REMOVED FOR MORE HOUSING
- DRUG ADDICTS / THEFTS
- DRUG PROBLEM, HOMELESS PROBLEM
- DRUG USE
- DRUG USE, HOMELESSNESS
- DRUGS, HOMELESSNESS
- DYING SMALL BUSINESS
- EXCESS TAXES
- FEWER SHOPPING CHOICES LIMITED AVAILABILITY, CAMPBELL RIVER TRAIL VERY WORN
- FOR US ITS BECOME TOO BUSY
- GETTING UNAFORDABLE
- GROWING TOO FAST

- *GROWN A LITTLE FAST*
- *HARD TO COMPARE A SHORT PERIOD OF TIME*
- *HIGH CITY TAXES, HIGH HOUSING COSTS, CROWDED SCHOOLS, TOO MUCH CROWDED DEVELOPMENT*
- *HIGH HOUSING COST*
- *HOMELESS & CRIME*
- *HOMELESS / DRUG ISSUES*
- *HOMELESS, CRIME*
- *HOMELESSNESS & DRUGS, STEALING*
- *HOUSING COSTS*
- *HOUSING COSTS & LACK OF AFFORDABLE RENTALS*
- *HOUSING PRICES UP, MORE CRIME*
- *I FEEL WE HAVE LESS SERVICES LIKE SHOPS & RESTAURANTS THAN WE DID WHEN THE POPULATION WAS LESS*
- *I RETIRED HERE IN 2010 AND HAVE SEEN TAX INCREASES EVERY YEAR SINCE ON MY HOME. TAXES ARE TOO HIGH HERE*
- *INCREASE IN COST OF LIVING*
- *INCREASE IN PROPERTY TAXES, INCREASE IN CRIME*
- *INCREASED TRAFFIC*
- *INTENSIVE DEVELOPMENT, TOO MUCH REZONING*
- *IT'S GOTTEN TO BUSY & BIG*
- *LACK OF JOBS, LACK OF AFFORDABLE HOUSING*
- *LACK OF RENTAL ACCOM.*
- *LARGER POPULATION*
- *LESS EMPLOYMENT OPPORTUNITIES*
- *LESS FOR YOUNG ADULTS & KIDS*
- *LESS RETAIL*
- *LESS SHOPPING, ALMOST NO RESTAURANTS (QUALITY)*
- *LIVED HERE 3 YEARS NOW*
- *LIVING COST REGULATION / TAXES*
- *MORE ADDICTS & HOMELESS*
- *MORE CRIME*
- *MORE CRIME, PEOPLES ATTITUDES ARE UN-FRIENDLY, MORE PEOPLE, CLEANLINESS OF THE TOWN*
- *MORE EXPENSIVE HOUSING*
- *MORE HOMELESS & DRUGS*
- *MORE HOMELESS PEOPLE VISIBLE, NOT AFFORDABLE*
- *MORE HOMELESS/ DRUG ADDICTS DOWNTOWN, VERY SAD.*
- *MORE PEOPLE FEW PLACES TO SHOP, NO INDOOR MALLS*
- *MORE PEOPLE, NOT ENOUGH FACILITIES (FOR RETIREES) IE. BIG ENOUGH HOSPITAL, SENIORS CARE HOMES*
- *MORE TRAFFIC*
- *MORE TRAFFIC*
- *MORE TRAFFIC & DEVELOPMENT*
- *MOVED HERE 2 YEARS AGO*
- *NO PLACE TO GO, NO NIGHT TIME ENTERTAINMENT, NO SHOPPING*
- *NOT ENOUGH JOBS*
- *NOT LIKING THE DEVEOPMENT BEING APPROVED - BETTER PLANNING SPECS ETC.*
- *NOTICE MORE HOMELESS PEOPLE AND DRUG USE*
- *POOR LOCAL LEADERS*
- *POOR MANAGEMENT OF OPIOD CRISIS - DOWNTOWN IS DANGEROUS*
- *PRICE OF REAL ESTATE & DOWNTOWN CORE*
- *PROPERTY TAXES SKY ROCKETED AS REAL ESTATE PRICES SHOT UP RELATED TO VANCOUVER DRUG TRADE & HIDING MONEY IN REAL ESTATE.*

- *SHOPPING IS VERY LIMITED LOTS OF TRIPS TO COURTENAY*
- *TAX INCREASE*
- *TAXES AND COST OF LIVING*
- *TAXES TO HIGH FOR YOUNG FAMILIES*
- *THE NUMBER OF HOMELESS/ DRUG ADDICTS IN THE DOWNTOWN CORE HAS INCREASED AND DOES NOT FEEL SAFE*
- *THEFT DOWNTOWN*
- *THEFTS ARE TOO HIGH*
- *TOO BUSY, EXPENSIVE HOUSING*
- *TOO MANY BAD DRIVERS ON THE ROAD*
- *TOO MANY CONDOS & APARTMENTS IN HIGHLY VISABLE LOCATIONS*
- *TOO MANY DOGS*
- *TOO MANY DRUG HOUSES, CRACK HOUSES*
- *TOO MANY PEOPLE*
- *TOO MANY PEOPLE*
- *TOO MANY PEOPLE MOVING HERE*
- *TOO MANY RETIREES*
- *TOO MUCH BUILDING & TRAFFIC*
- *TOO MUCH DEVELOPMENT. FEWER WILD PLACES, NOT AS FRIENDLY*
- *TOO MUCH INTERFERENCE*
- *TOO MUCH TRAFFIC LOST THE SMALL TOWN ATMOSPHERE*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC*
- *TRAFFIC & FLOW ARE NOT GREAT*
- *TRAFFIC / PARKING*
- *TRAFFIC CHANGES MADE ARE FAR WORSE FOR GETTING AROUND*
- *TRAFFIC CONGESTION, PARKING - COMMUNITY HALL*
- *TRAFFIC DOWNTOWN POORLY DESIGNED FOR MORE PEOPLE*
- *TRAFFIC NO WORKABLE PLAN*
- *TRAFFIC ON DOGWOOD*
- *VAGRANCE OF DOWNTOWN & HOMELESSNESS*
- *WE ARE LOSEING TOO MANY BUSINESSES*

Q8 – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]

- AIRPORT & GARBAGE BYLAW ENFORCEMENT & COLLECTION
- COMMON SENSE NOT A PRIORITY. CITY MGR
- DEVELOPMENT - NEW LOTS TOO SMALL
- DOWNTOWN DRUNKS NEED TO BE TOURIST SCARED
- DOWNTOWN HAS BEEN TOTALLY IGNORED
- DOWNTOWN NEEDS BETTER PLANNING MANAGEMENT TO INCREASE SOME ENTERTAINMENT OPTIONS FOR LOCALS & TOURISTS.
- FOR US YOUNG FAMILIES THE TAXES ARE TOO HIGH. SPEND MONEY WHERE IT'S NEEDED.
- GARBAGE TRUCK NEVER PICKED UP GARBAGE 5XS IN ONE YEAR
- GARDEN WASTE PICK UP SHOULD BE ALL YEAR
- HIGH TAXATION POOR OR NO SERVICES
- HIGHER TAXES THAN NANAIMO, VANCOUVER & CALGARY BASED ON HOUSE PRICES
- I PAY VERY HIGH TAXES AND DON'T EVER SEE SNOW PLOWS AROUND EVER
- IN COMPARISON TO OTHER CITIES OF SIMILAR SIZE WE FALL SHORT IN MOST WAYS.
- KEEP IT NATURAL WITHOUT CONCRETE. A SINGLE PATH IS GOOD FOR WALKING ALONG OCEAN, LEAVE NATIVE VEGETATION
- LACK OF FOCUS ON KEY ITEMS WATER, ROADS, SEWER
- MONEY IS NEVER SPENT WHERE NEEDED
- MORE YOUNG ADULT SPORT EVENTS AND MAINTENANCE OF FIELDS ARE NEEDED
- NEED A SENIOR CENTRE NOT IN MALL
- NOT ENOUGH FOR THE HIGH TAXES WE PAY
- NOT REALISTICALLY PLANNING TO KEEP UP WITH LEVEL OF APPROVED DEVELOPMENT
- OUR ROADS ARE NOT LOOKED AFTER, SPCA IS DEPLORABLE
- POOR BYLAW ENFORCEMENT
- POOR COLLECTOR OF RECYCLE PRODUCTS
- PROGRAMS OK SERVICES - 10 GUYS TO CLEAN A DITCH?
- SENIORS ARE FORGOTTEN, THE SENIORS CENTER IS NOT ACCEPTABLE WHERE IS A TOILET THERE
- SOME BYLAWS ARE IN PLACE BUT NOT ENFORCED, EG. ILLEGAL SUITES, COVENANTS & USAGE.
- TAXES ARE HIGH FOR WHAT WE GET
- TAXES INCREASING BUT SERVICES NOT
- TOO COSTLY
- TOO COSTLY
- TOO MANY SUBDIVISIONS AND NOT ENOUGH DOWNTOWN DENSIFICATION
- TOO MUCH RED TAPE NOT LEINENT TOWARD NEW BUSINESSSES
- VERY EXPENSIVE
- WHERE IS OUR RACE TRACK

Q11 – Are there any service you would consider acceptable to reduce?

- *I WOULD LIKE TO SEE THAT WE GET THE BENEFIT OF THE TAX DOLLARS THAT WE PAY INTO THE CITY BY REDUCING FIRE FIGHTERS WAGES (OUTRAGEOUS WAGES), WAGES PAID OUT TO CITY WORKERS THAT ARE OUT OF LINE WITH TAX DOLLARS COMING IN. VALUE FOR OUR TAX DOLLARS*
- *2 WEEK GARBAGE SCHEDULE*
- *ALL EXCEPT POLICE, AMBULANCE, FIRE DEPT, WATER, SEWER*
- *ANIMAL CONTROL, THEY DONT DO MUCH ANY HOW THE COMMUNITY GROUPS DO SO MUCH MORE. STOP ALLOWING PEOPLE TO FEED THE HOMELESS AND GIVING THEM MONEY AND-OR TAX CUTS FOR DOING SO WHEN THEY PUT SUCH A NEED ON SERVICES LIKE HEALTH CARE*
- *ART GALLERY*
- *ARTS & CULTURE*
- *ARTS AND CULTURE*
- *BEAUTIFICATION*
- *BUS*
- *BUS TRANSIT*
- *BUSES*
- *BUSINESS HANDOUTS*
- *CENTER TRAFFIC LINES NEED REFLECTION*
- *CITY BEAUTIFICATION, TRAFFIC CONTROL, HWY 19A CHANGES*
- *CITY BOULEVARDS & GARDENS*
- *CITY BUSES DRIVING AROUND WITH 1 OR 2 PEOPLE ON IT*
- *CITY HALL STAFF, ESPECIALLY MANAGEMENTPARKS-RECREATION - OVERSTAFFEDFIRE DEPARTMENT - OVERSTAFFED*
- *CITY OVERSPENDING ON VEHICLES & EQUIPMENT*
- *CITY SAFETY OFFICERS ARE NOT EFFECTIVE PROBLEMS CONTINUE*
- *CITY WORKS CUT BACK CONTRACT OUT THESE SERVICES. TOO MANY WAGES PAID BY TAXES, OUR CITY WORKS DO GOT BRING ENOUGH VALUE FOR THE MONEY SPENT. CONTRACTING OUT THESE SERVICES WOULD BE THE ANSWER.*
- *CITYHALL STAFF, LIBRARY AND MEETINGS OF COUNCIL*
- *DOG PARKS*
- *DON'T NEED 10 GUYS HOLDING A SHOVEL AND ONE WORKING*
- *DOWNTOWN BEAUTIFICATION NO ROUND ABOUT*
- *DOWNTOWN PARKING*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN REVITALIZATION*
- *DOWNTOWN SAFETY OFFICE*
- *DOWNTOWN SAFETY OFFICE - STILL FEELS UNSAFE WITH DRUNKS*
- *ECONOMIC DEVELOPMENT*
- *EHAT ARE THE OPTIONS?*
- *ELECTED OFFICIALS*
- *FEWER FIREMEN & LESS MONEY SPENT ON VEHICLE*
- *FIRE DEPARTMENT*
- *FIRE DEPARTMENT*
- *FIRE DEPARTMENT - OVERSTAFFED AND OVER-EQUIPPEDCITY HALL - TOO MANY CITY MANAGERS*
- *FIRE DEPARTMENT.*
- *FIRE DEPT*
- *FIRE DEPT*
- *FIRE DEPT*
- *FIRE DEPT ATTENDING WITH AMBULANCES*
- *FIRE DEPT BRING IN VOLUNTEERS REDUCE STAFFING*

- FIRE HALL STAFFING
- FIRE PROTECTION
- FIRE RESPONSE.
- FIRE SERVICE
- FIRE SERVICE - OVERMANNED; AS IT DUPLICATES AMBULANCE CALLS IN MANY INSTANCES (WHICH GENERATES THE ILLUSION OF INCREASED USE).
- FIRE SERVICES DOWNTOWN SAFETY OFFICE
- FIRE SIRENS
- FIRE, AIRPORT, THERE ARE MANY! PLACES TO CUT BUDGETS PLANING AND A DOZEN OTHER CITY HALL EXPENSES ARE EASILY CUT OR SCRAPED ! TAX ARE WAY TO HIGH IF YOU READ THE NUMBERS CORRECTLY
- FIREFIGHTERS
- FIREMEN
- FIREMEN - LESS EMPLOYMENT AS MILLS HAVE CLOSED BUT NO REDUCTION TO FIREMEN
- FLOWERS, BOULEVARD BEAUTIFICATION. OUR PARKS & ROADWAYS ARE KEPT UP TO PERFECTION BUT EVERYWHERE ELSE, (BEACHES WITH GARBAGE, HOUSES-NEIGHBOURHOODS) LOOKS LIKE A DUMP.
- FULL TIME FIRE FIGHTERS
- FULL TIME FIRE FIGHTERS
- GARBAGE COLLECTION IN WINTER
- GARDEN SPACE IN MEDIANS ON THE ROAD WAYS. IT'S A DANGER TO THE WORKERS AND UNNECESSARY... KEEPING IT TO THE SIDES OF THE ROADS IS SAFER AND STILL PLEASING TO THE EYE
- GARDENERS
- GARDENING
- GARDENING / CITY MGRS, CITY EMPLOYEES
- GARDENS
- HARD TO PICK ONE I THINK THE CARELESS SPENDING IN ALL IS THE MOST CONCERN
- HIRE THE RIGHT CONTRACTOR TO DO PROJECTS
- IT'S NOT A MATTER OF REDUCING SERVICES BUT IMPROVING EFFICIENCY TO MAINTAIN OR INCREASE SERVICES WITHOUT INCREASING TAXES
- LANDSCAPING
- LANDSCAPING
- LANDSCAPING, PUBLIC RECYCLING, SHOULD NOT BE DONE INDIVIDUALLY
- LENGTH OF CITY WORKERS BREAKS
- LESS PAID FIRE, MORE VOLUNTEERS.
- LESS WASTE IN SPENDING AT CITY HALL. NO MORE SURVEYS AFTER THE DECISIONS HAVE ALREADY BEEN MADE. TOO MUCH MONEY SPENT ON FIREFIGHTING. TOO MANY CITY ENGINEERING MISTAKES, MAKING COSTS GO UP.
- LONG TERM PLANNING, PLANNING , ENGINEERING COULD ALL COST CONSIDERABLY LESS IF MANAGED DIFFERENTLY
- MAINTENANCE OF CITY GARDENS AND BOULEVARDS, FUNDING FOR PUBLIC ART
- MAKE GARBAGE COLLECTION EVERY TWO WEEKS (SWITCH FOR COMPOST & WEEKLY) KEEP EXISTING RECYCLING OR ALTERNATE WEEKS WITH GARBAGE.
- MANAGEMENT AT CITY HALL - THEY ARE OVERPAID.
- MID-STREET BOULEVARDS. THEY DON'T NEED COMPLETE REDOING VERY 2 MONTHS. ALSO, UNNECESSARY STUDIES FOR POTENTIAL CHANGES.
- NON - ESSENTIAL, NON - CRITICAL
- NOT NECESSARILY REDUCE, BUT RE-ALLOCATE RESOURCES TO HIGHER PRIORITIES. ELIMINATE THE NEED FOR PARKS PEOPLE TO GARDEN THE CENTER MEDIANS ON THE HIGHWAY. WASTE OF MONEY AND RISK TO THE STAFF HAVING TO PUT THEMSELVES IN THE CENTER OF THE 2 WAY ROAD. IT COSTS EXTRA JUST TO MAINTAIN THESE HORRIBLE MEDIANS AND IT PUTS YOUR STAFF AT AN UNNECESSARY RISK.
- NUMBER OF EMPLOYEES AT PUBLIC WORK SITES ALWAYS SEEMS TOO MANY

- *OUR PARKS DO NOT NEED TO BE MAINTAINED TO A SUPERB LEVEL ALL THE TIME, AND WE DO NOT REQUIRE TO HAVE ALL THESE “BEAUTIFYING” WILLOW POINT AND SEA WALK AT THE EXPENSE OF PROPERTY TAX*
- *PAID FIRE FIGHTERS*
- *PARKS & RECREATION & DOWNTOWN GARDENS & PUBLIC TOILET*
- *PARKS, MONEY TO SPECIAL INTERESTS. NO CHARITY WITH TAX MONEY.*
- *PAYING \$200,000 FOR A NEW OUTDOOR WASHROOM*
- *PLANTING TREES & SHRUBS TOO CLOSE TO ROADS BLOCKING SIGHT*
- *POLICE IN THE DOWNTOWN CORE*
- *POLICING*
- *PUBLIC WASHROOM THAT COST 200,000 IS UNACCEPTABLE*
- *RECREATION FIELDS*
- *RECREATIONAL AREAS AND RECREATION CENTERS AND PLACES ARE EXCELLENT AND HIGH CLASS. MAINTAIN BUT DON'T EXPAND UNTIL OTHER AREAS THAT NEED HELP ARE IMPROVED*
- *RECYCLING & YARD WASTE PICK UP EVERY OTHER WEEK*
- *RECYCLING BLUE BOX WEEKLY COLLECTION - IT CAN BE DROPPED OFF BY HOMEOWNERS AT VARIOUS LOCATIONS*
- *REDUCE CITY EMPLOYEES*
- *REDUCE NUMBER OF REDUNDANT EXECUTIVE POSITIONS (CITY HALL/ FIREHALL)*
- *REDUCE REGULATION AND EFFICIENCY WILL FOLLOW*
- *REMUNERATION TO PUBLIC SERVANTS*
- *SENIOR MANAGEMENT*
- *SHITTY SUBDIVISIONS*
- *SPORTS AND RECREATION. USER PAY AND IF USERS CAN'T SUSTAIN SERVICE NEEDS TO BE REDUCED.*
- *START BY REDUCING THE NUMBER OF STAFF DRIVING AROUND IN CITY TRUCK DRINKING COFFEE.*
- *STREET CLEANING*
- *STREET SIGN WASHING! REALLY!*
- *STUPID PLANTS*
- *TAX NOTICE INSERTIONS*
- *THAT ANSWER REQUIRES AN IDENTIFICATION OF ALL THE SERVICES PROVIDED BEFORE A DECISION COULD BE MADE*
- *THE NARROWING OF THE ROAD*
- *THE PEOPLE WHO ARE PLANNING THE ENTRANCE ROADWAY. KEEP IT NATURAL AND SIMPLE*
- *THE SIGNAGE IN THIS CITY IS RIDICULOUS*
- *THE USELESS LEAF BLOWING TO CLEAR SIDEWALKS ON WINDY DAYS AND THE USELESS CLEANING OF THE MERIDIAN ON ISLAND HIGHWAY*
- *TOO MANY FULL TIME FIREFIGHTERS, SHOULD HAVE A SMALLER PAID GROUP AND ADD VOLUNTEERS. CUT CITY HALL STAFF, WAY TO MANY POSITIONS AT INFLATED SALARIES*
- *TOO MANY OVER PAID FIREFIGHTERS*
- *TOWN GARDENING*
- *TRAFFIC FLOW MANAGEMENT*
- *TRAFFIC PLANNING*
- *USELESS POLICE / FIRST NATIONS*
- *WAGES OF CITY EMPLOYED STAFF.*
- *WATERING PARKS/ BOULEVARDS*
- *WEED / PESTICIDE MANAGEMENT*
- *YARD WASTE COULD BE REDUCED TO BI-WEEKLY*
- *YARD WASTE PICK UP*
- *YARD WASTE PICKUP*
- *YARDWASTE PICKUP*

Q23 – What further information would you like? [PROVIDED BY THE CITY]

- COUNCILLORS DON'T TELL ALL OF CITY ENDEAVORS GOOD OR POOR
- BARELY HEAR OF ANYTHING UNTIL TOO LATE, LACK OF ADVERTISING
- BYLAWS - RESIDENTIAL
- FIND US A HOME FOR OUR RACE CARS
- GENERAL INFORMATION
- HOUSING DEV. ECONOMIC DEV. TOURISM DEV.
- LACK OF ADVERTISING
- LAND DEVELOPMENT, TOO MANY APTS ON DOGWOOD
- LET PEOPLE KNOW WHEN BUILDING NEW APARTMENTS, CONSIDER THE TRAFFIC FLOW. WILLOW PT APT IS UGLY
- LOCATION OF ROAD WORK
- MORE IN OUR LOCAL PAPER
- MORE NOTICE OF WHATS HAPPENING, MORE CONSULTATION AVENUES
- NO CLEAR INFORMATION
- POLICE REPORT, GOINGS ON
- RECYCLE OIL NOT UP TO DATE
- SYNOPSIS OF ANNUAL PRIORITIES FOR THE CITY (IF NOT ALREADY PROVIDED)
- THAT PEOPLE CUT THEIR LAWNS & GET RID OF JUNK ALL OVER THEIR PROPERTY
- WEBSITE FIRE BAN
- WHERE DO TAXES GO?