

FINANCIAL PLAN 2019-2028

Campbell River, British Columbia, Canada



CITY OF CAMPBELL RIVER MAYOR AND CITY COUNCIL



From left to right: **COUNCILLOR CLAIRE MOGLOVE, COUNCILLOR RON KERR, COUNCILLOR MICHELE BABCHUK, MAYOR ANDY ADAMS, COUNCILLOR COLLEEN EVANS, COUNCILLOR CHARLIE CORNFIELD, COUNCILLOR KERMIT DAHL**

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CITY MANAGER DEBORAH SARGENT

CITY MANAGER'S REPORT

This is the fourth 10-year budget that the City has developed. It ensures funding, employees, tools and equipment, programs and services to support community development and advancement.

The Financial Plan's long-term outlook enhances the City's ability to anticipate, prepare for, respond and adapt to incremental change and unanticipated disruption in order to thrive and prosper. Focusing beyond the required five-year horizon, the budget meets the growing demands of the community while continuing the upkeep and replacement of older infrastructure – balancing current community needs with future projects and asset management.

The Financial Plan provides funding for the City's operations and new, ongoing service levels as well as one-year new operating and capital projects.

The budget is a reflection of Council's strategic priorities: [focusing on relationships, economic growth, livability, and management and governance.](#)

Within the 10-year plan, new ongoing levels of service are proposed to ensure adequate staffing to address community priorities:

- Support a significant increase in development applications (building inspector);
- Address community concerns with respect to safety and crime, and fire protection (Bylaw officer, RCMP staff, firefighters);
- Maximize the effectiveness of the Economic Development Office (operational funding);
- Manage organizational change and maintain the City as an employer of choice (Human Resource employee one-year term position);
- Maintain and enhance our urban forest (horticulturist).

ATTAINABLE AND AFFORDABLE HOUSING FOCUS

Zoocasa recently announced that Campbell River is the third most affordable community in B.C. when comparing household income against average home price. Indications are that many people are making their homes here, with hundreds of new housing units built in Campbell River over the past year and many new subdivisions and multiple housing projects currently in the approval process. We recognize that not all community housing needs are met in Campbell River. The City is working with BC Housing to provide supportive housing for our most vulnerable people. The Financial Plan provides funding for property acquisition to support such housing objectives.

CAPITAL PROJECTS

2018 marked the completion of the City's new water intake system and Campbell River water supply centre, a multi-year, \$28.1 million project. For 2019 the City has changed its focus and priorities to address aesthetic and infrastructure enhancement along the waterfront. This shift leverages both Council's strategic priority to continue enhancing livability through waterfront access as well as senior government funding through the \$6.4 million Build Canada infrastructure grant that the City was successful in obtaining.

These waterfront enhancements are part of a multi-year \$27 million series of upgrades along Highway 19A, with new sewer forcemain from the Maritime Heritage Centre to 1st Avenue and the Big Rock boat ramp in-water construction. Preliminary design on the Highway 19A road improvements from Simms Creek to Rockland Road has also been completed, and detailed design will be undertaken in 2019 with construction in 2020. The Financial Plan provides for the next phases of these upgrades.

The City of Campbell River 10-year [Financial Stability and Resiliency Program](#) has been recognized with a Distinguished Budget Presentation Award by the Government Finance Officers Association for the past three years as representing the highest standards of financial planning.

It is my pleasure to present the approved 2019-2028 Financial Plan: a plan that is focused on stability and resiliency.

DEBORAH SARGENT
City Manager

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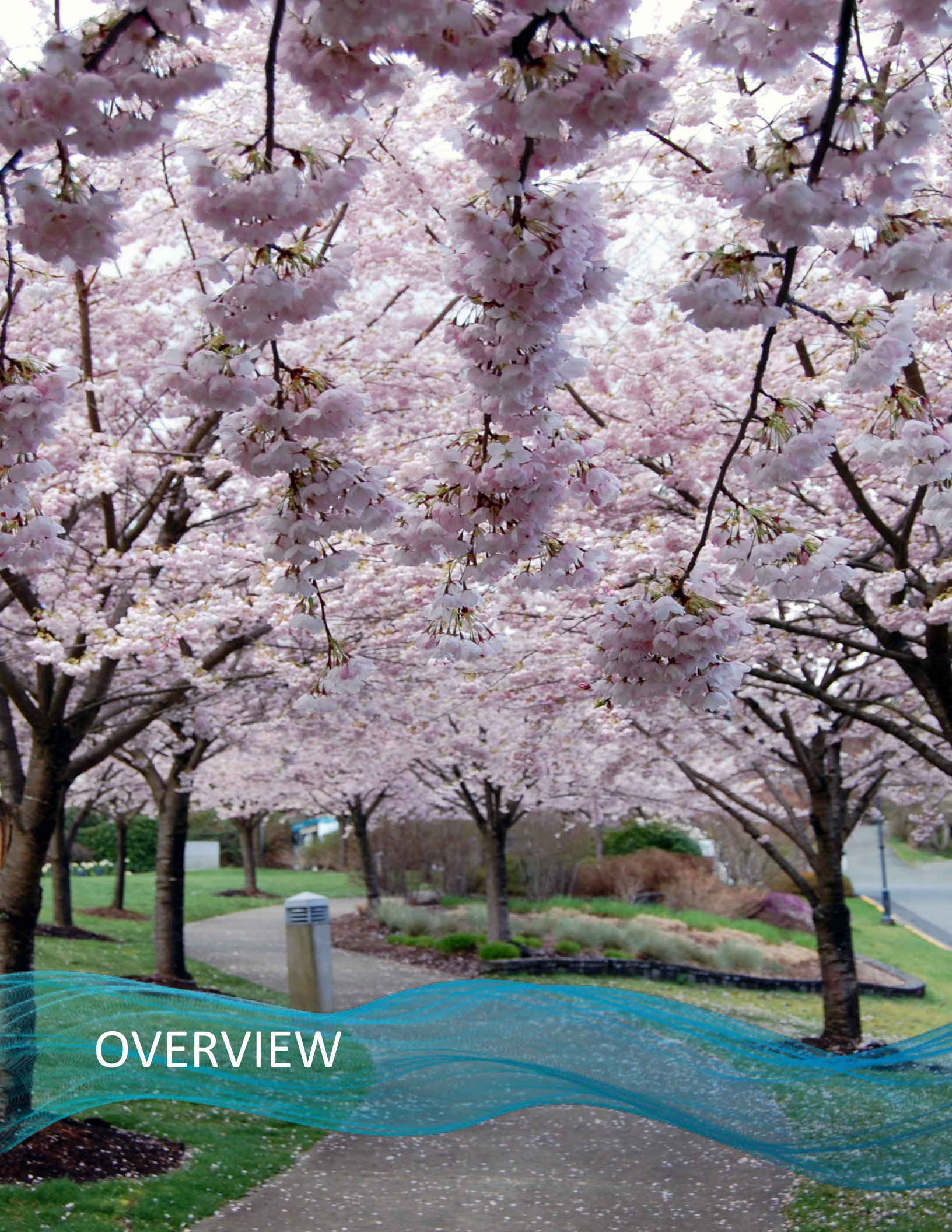
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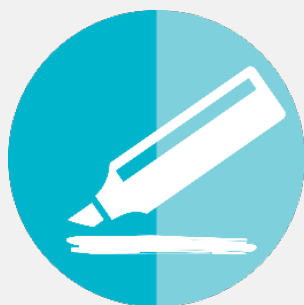
OVERVIEW



EXECUTIVE SUMMARY

The approved 2019-2028 Financial Plan is built on the award-winning *Financial Stability and Resiliency Program* established in 2016 that positions Campbell River as a city that focuses on long-term strategic planning with an eye on the bottom line. This budget delivers stability for citizens and businesses while providing adequate funding for all levels of services, today and into the future.

Providing quality services with incremental improvements while maintaining a stable property tax levy is a delicate balance, and Campbell River has found the sweet spot. Campbell River’s stable property taxes keep the levy on a home of average value in the mid-range of tax rates in other British Columbia communities of similar size.



The *Financial Stability and Resiliency Program* includes budget parameters to:

- Control property tax increases to approximately match the consumer price index (inflation rate) – between 2 to 3.5%;
- Maintain base operating service levels;
- Moderate increases to service levels;
- Fund one-time operating projects and initiatives; and
- Capital renewals and improvements.

HIGHLIGHTS OF THE FINANCIAL PLAN

The approved 2019-2028 Financial Plan includes an overall property tax increase of 2.55% in 2019, which falls in line with Council’s budget parameters.

Strong non-market change provides additional property tax revenues (estimated at \$709,850) from new construction. This additional revenue, which has been consistently high in recent years, allows the City to fund new ongoing services related to community growth, and in response to community demand. Examples include enhancements in protective services, development services, economic development and parks services.

Renewing aging infrastructure built in the 1940s and 1950s is a significant challenge for maintaining stable tax rates. The *Financial Stability and Resiliency Program’s* long-term funding plan ensures the City is able to replace or renew infrastructure when necessary through deliberate use of reserves, debt and modest incremental allocation to the capital fund.

The approved 2019-2028 Financial Plan includes a \$16,750,000 investment for aging infrastructure over the next 10 years, funded by a \$190,000 incremental tax levy each year. The City also allocates unanticipated revenue and expired debt payment commitments directly to pay for infrastructure renewal and replacement. In other words, we use this existing funding to re-invest in infrastructure without raising property tax rates higher than the budget parameters. That's stability.

After several past years of depleting capital reserves to cover infrastructure replacement, the need to borrow money for necessary infrastructure replacements is anticipated to be future community discussion. In 2017, Council adopted a revised debt policy, which 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 limit of \$65,000,000.

Proactive planning for managing infrastructure is a strategic objective of Council. Guided by the 2016 asset management strategy, the City is ahead of schedule in completing the first corporate-wide asset management plan by 2021. Asset management work to date has allowed the population of a realistic 10-year capital replacement plan, fundamental to the principles of the [Financial Stability and Resiliency Program](#). In 2019, the City will complete an [Asset Infrastructure Investment Plan](#) (asset management plan) which will further inform capital budgeting, capital funding and timely infrastructure replacement.

In the 2019 budget process, the City continues to advance strategic long-term financial planning as the new way of doing business, with the use of business case financial decision making and by improving the viability of the 10-year renewal capital plan for all asset infrastructure groups, including sewer, water, roads, storm water, facilities, fleet, information technology, fire, and airport. The 2019-2028 Financial Plan proceeds on the path of best practices in the local government industry as the City continues to fine tune the strategic decision making process with a focus on value for taxpayers for services offered today, and in the future.

A 2016 community satisfaction survey provided evidence that Campbell River citizens appreciate the level of services offered by the City. It also identified that people support paying for services and increased amenities, as long as the funding is being used strategically to enhance service levels and invest in City infrastructure.

The City of Campbell River is committed to ongoing financial stability, with incremental service level improvements and infrastructure upgrades across the community, staying within defined budget parameters.

The 2019-2028 Financial Plan reflects how Council's strategic plan delivers best value on taxes to the 36,000 citizens and 1,800 businesses in our community.

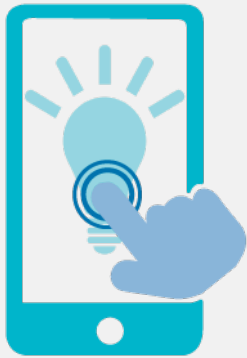
RON BOWLES

General Manager of Community Development & Chief Financial Officer

CAMPBELL RIVER'S PATH TO FINANCIAL STABILITY

The City of Campbell River faced significant financial challenges in the past after the loss of a major employer and industrial property tax base. In an attempt to hold taxation, maintain services, and invest in infrastructure, reserves were depleted with minimal annual replenishment. To manage in changing times, the City adapted its budget process to be responsive to both the economic climate and community needs. The City developed the *Financial Stability & Resiliency Program* for 2016 Financial Planning, incorporating a long-term outlook that focused on strategic decision making for the community's future.

The development of this program provides the City with a framework for stable and predictable tax rates, while responding to community growth, development, and the need for investment and management of aging infrastructure.



Key components of the *Financial Stability & Resiliency Program* include:

- A 10-year financial plan,
- Annual budget parameters for predictable property tax increases,
- Reserve restructure and net funding model,
- Reserve waterfall structure,
- long-term debt policy,
- Business case decision making, and
- Zero based operational budgeting.

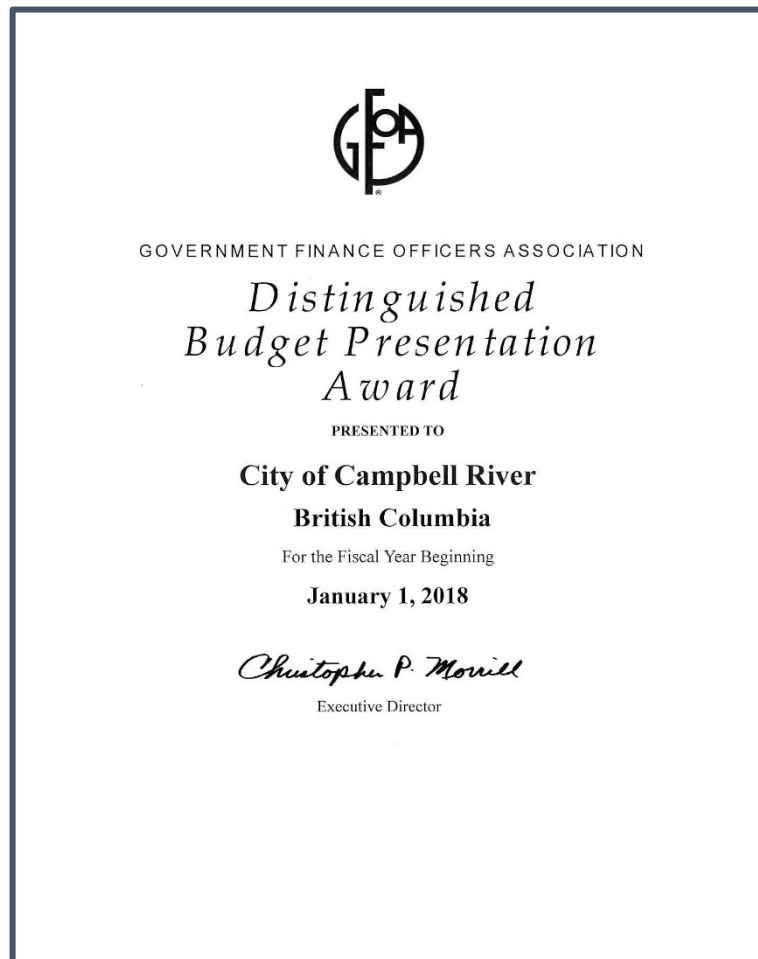
The major wins for the City are the stability provided by a long-term planning horizon, coupled with the consistency, surety and risk reduction regarding future services.

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, 2018. This was the third 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 has submitted the 2019-2028 Financial Plan to GFOA to determine its eligibility for the budget award once again and believes the approved budget continues to conform to program requirements.



READER'S GUIDE TO THE 2019-2028 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. The Financial Plan should provide information supporting decisions and serves the additional role as:

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

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

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

THE 2019-2028 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, Acting Chief Financial Officers' executive summary, community profile, population demographics, the organization structure, City's vision and mission statement, non-financial goals, strategic plan, as well as key financial policies, budget parameters and guidelines, and budget process.

FINANCIAL REPORTS

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

BASE OPERATING BUDGET

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment as detailed in Appendix 1. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2019 goals, objectives and work plans, 2018 highlights.

ONGOING NEW SERVICE LEVELS

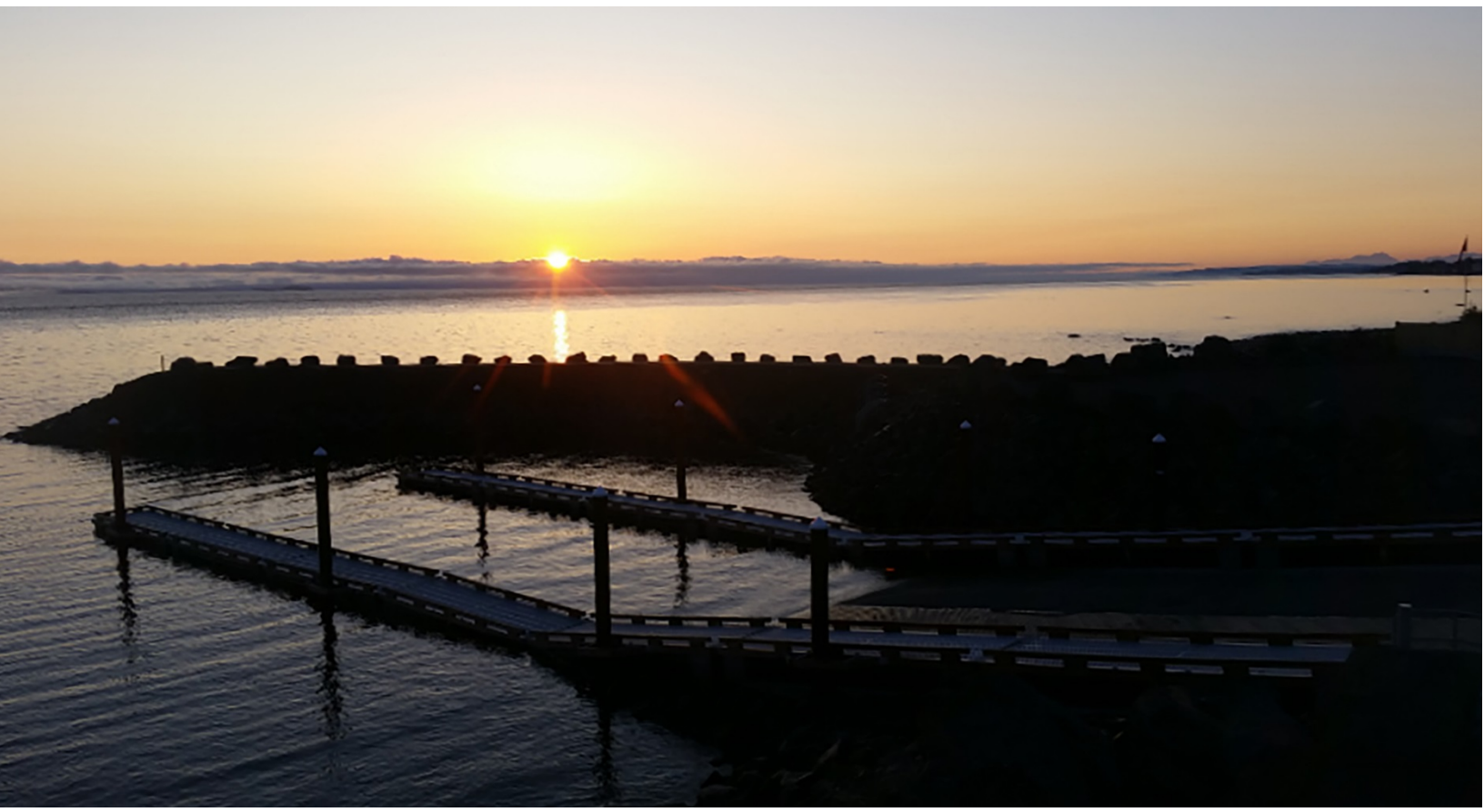
The ongoing new service levels section, including Appendix 2, includes all new/enhanced service level increases approved by Council, or for consideration in future years as funding allows.

OPERATING PROJECTS

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

CAPITAL BUDGET

The capital budget section, including Appendix 4, includes all capital projects in the 10-year capital plan. Each project details the department, budget, operating costs, funding source, project description and justification, and relation to Council’s strategic priorities.





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 third largest city on the island, with a population of approximately 36,000, 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 around the Museum and in the downtown area of the city.

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.



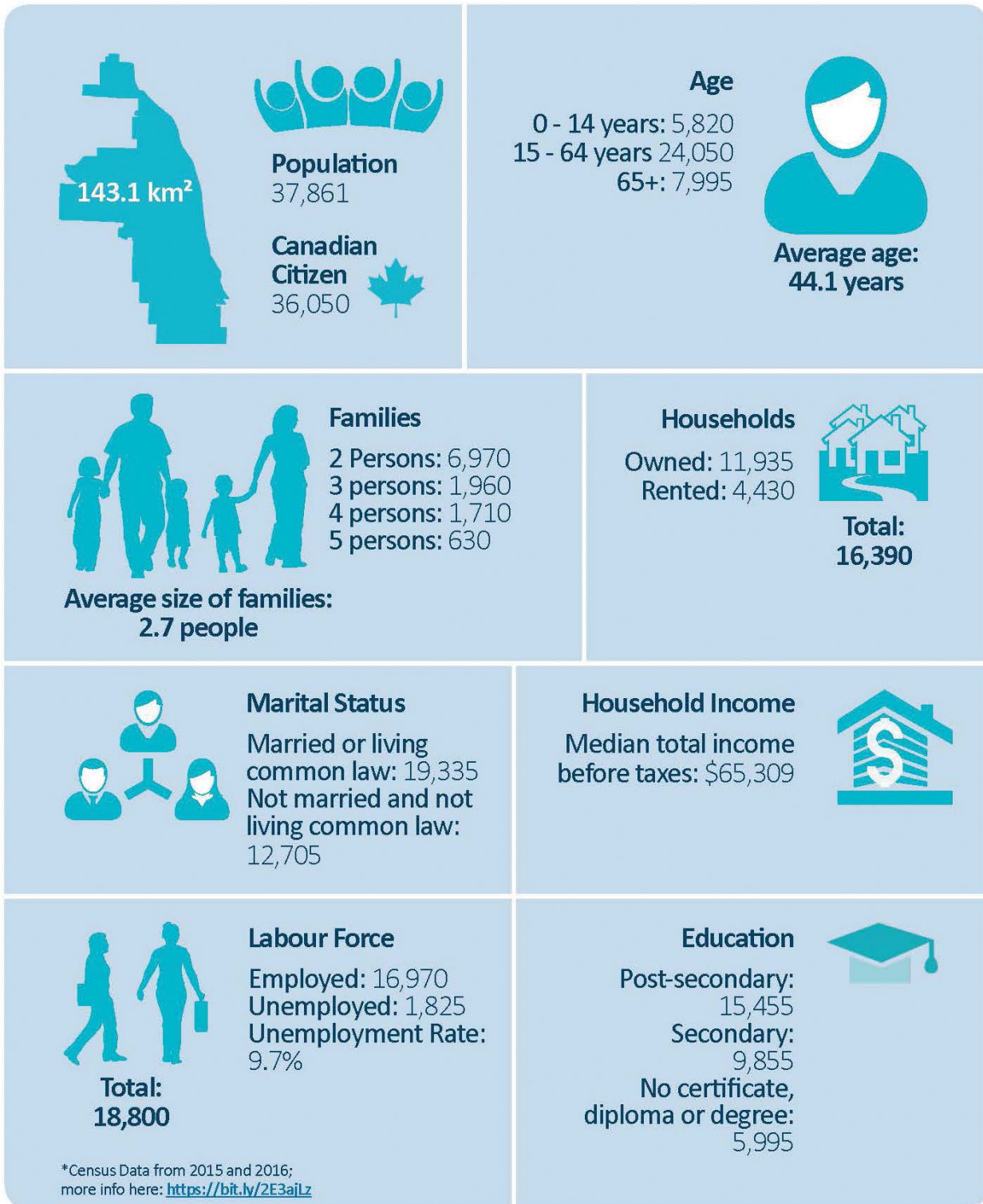
Campbell River is home to **three First Nations:**

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

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.



COMMUNITY AT A GLANCE





GROWTH AND DEVELOPMENT

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

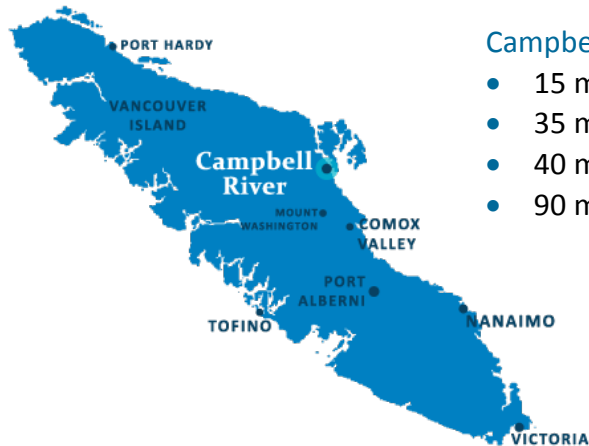


Embracing innovation and technology in a changing economy, the City has invested in a progressive Municipal Broadband Network to support the emerging opportunities in the high technology and creative industries sectors. Campbell River has modernized its airport infrastructure, increasing capacity and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

City of Campbell River | **COMMUNITY PROFILE**

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

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



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



INDUSTRY

TOTAL LABOUR FORCE POPULATION (aged 15 years and over)	18,800	9,800	9,000
	Total	Male	Female
<i>Industry labour force categories not applicable</i>	395	210	185
INDUSTRY BY CATEGORY	18,405	9,595	8,810
Agriculture, forestry, fishing and hunting	1,790 ★	1,470	315
Mining, quarrying, and oil and gas extraction	490	465	25
Utilities	135	105	30
Construction	1,760	1,525	230
Manufacturing	750	550	205
Wholesale trade	410	275	130
Retail trade	2,440 ★	1,080	1,365
Transportation and warehousing	840	675	165
Information and cultural industries	205	120	85
Finance and insurance	435	130	300
Real estate and rental and leasing	345	165	185
Professional, scientific and technical services	910	420	490
Management of companies and enterprises	30	15	20
Administrative and support, waste management and remediation services	735	430	305
Educational services	945	240	705
Health care and social assistance	2,485 ★	355	2,135
Arts, entertainment and recreation	390	185	205
Accommodation and food services	1,660	595	1,060
Other services (except public administration)	855	405	455
Public administration	795	380	420



*Source: Statistics Canada, 2012 National Household Survey

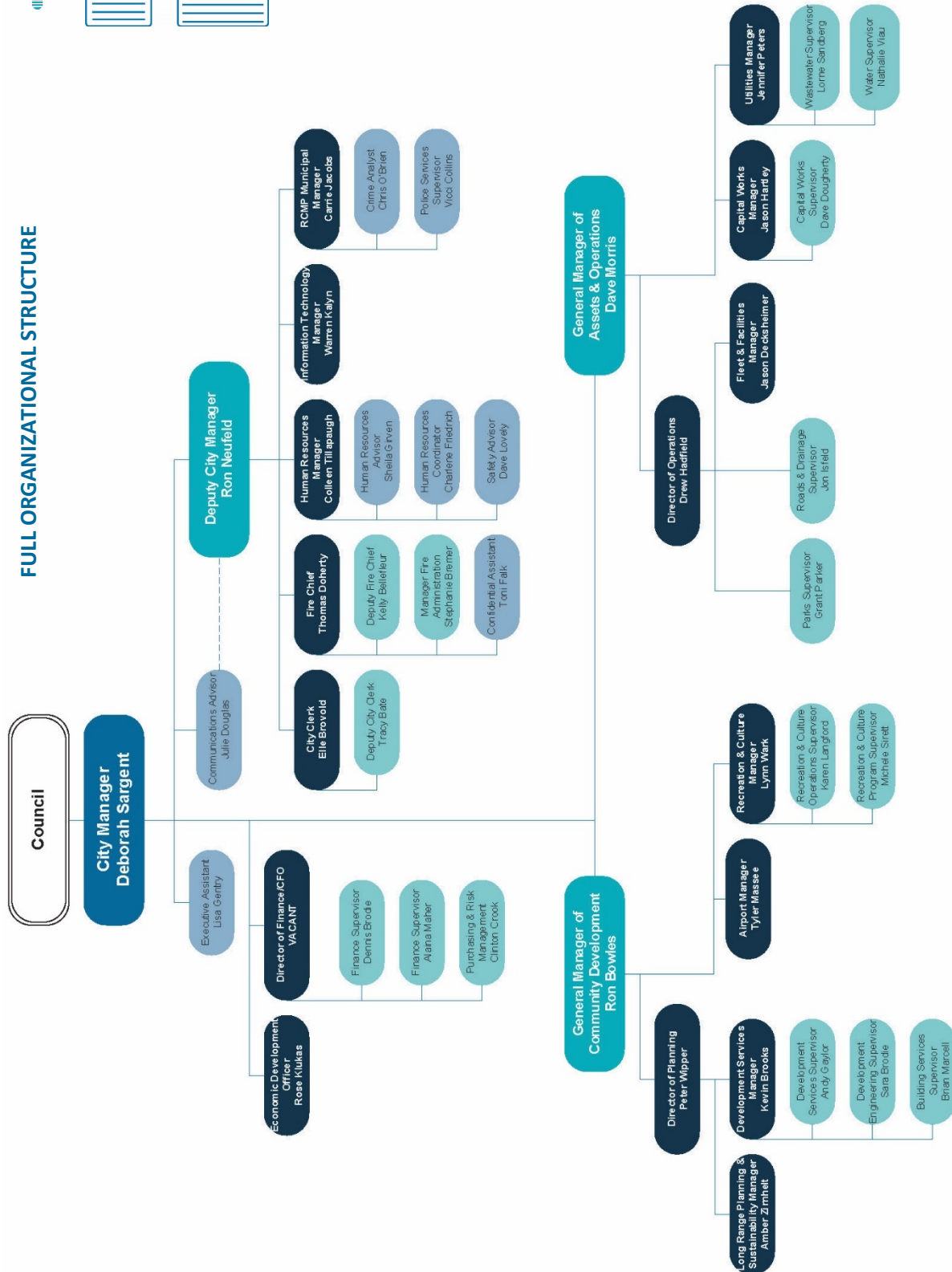
Find more info here: <https://bit.ly/2pSg0r4>



ORGANIZATION CHART



FULL ORGANIZATIONAL STRUCTURE



DEPARTMENT OVERVIEW & CONTACTS

CITY MANAGER (CHIEF ADMINISTRATIVE OFFICER)

Deborah Sargent



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DEPUTY CITY MANAGER

Ron Neufeld



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GENERAL MANAGER OF COMMUNITY SERVICES

Ron Bowles



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GENERAL MANAGER OF ASSETS & OPERATIONS

Dave Morris



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CITY CLERK

Elle Brovold



Contact Legislative Services at
250-286-5700

DIRECTOR OF PLANNING

Peter Wipper



Contact this City division at
250-286-5725

DIRECTOR OF OPERATIONS

Drew Hadfield



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250-286-4033



FIRE CHIEF

Thomas Doherty



Contact the Fire Department
at 250-286-6266

RCMP MUNICIPAL MANAGER

Carrie Jacobs



Contact the RCMP Department
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AIRPORT MANAGER

Tyler Masse



Contact the Airport
at 250-923-5012

FLEET & FACILITIES MANAGER

Jason Decksheimer



Contact Fleet & Facilities at
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CAPITAL WORKS MANAGER

Jason Hartley



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at 250-286-5756

COMMUNICATIONS ADVISOR

Julie Douglas



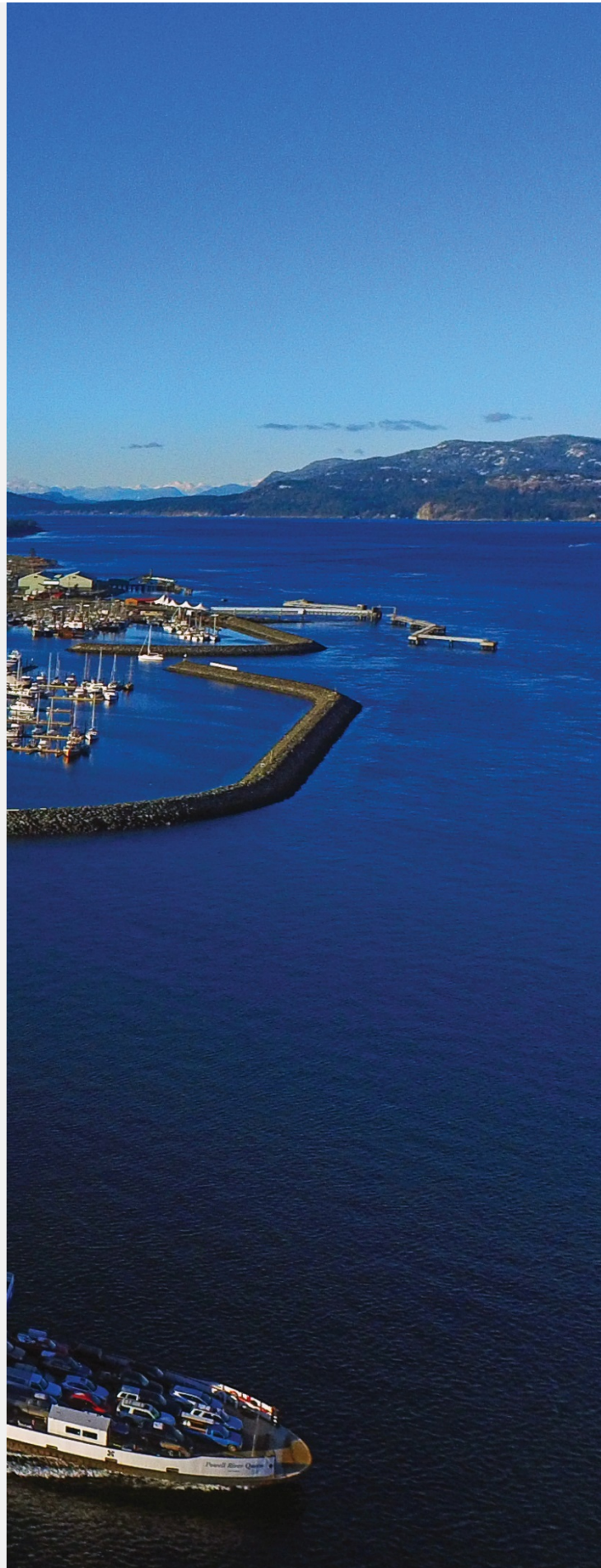
Contact the Communications Department
at 250-286-5744

DEVELOPMENT SERVICES MANAGER

Kevin Brooks



Contact Development Services
at 250-286-5725



ECONOMIC DEVELOPMENT OFFICER

Rose Klukas



Contact Economic Development
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DIRECTOR OF FINANCE

Vacant



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250-286-5715

INFORMATION TECHNOLOGY MANAGER

Warren Kalyn



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**LONG RANGE PLANNING &
SUSTAINABILITY MANAGER**

Amber Zirnhelt



Contact the Long Range Planning &
Sustainability Department at
250-286-5725

PARKS SUPERVISOR

Grant Parker



Contact the Parks Department at
250-286-7275

RECREATION & CULTURE MANAGER

Lynn Wark



Contact the Recreation & Culture
Department at [250-923-7911](tel:250-923-7911)

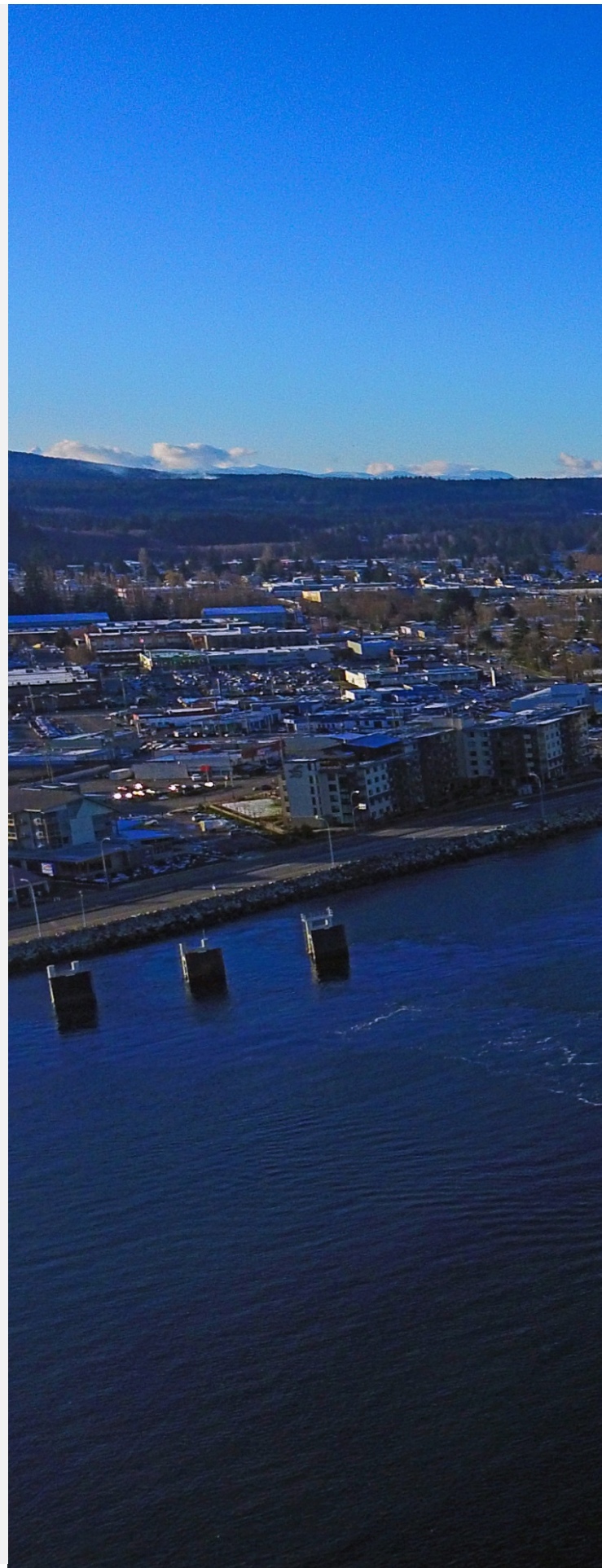
UTILITIES MANAGER

Jennifer Peters



Contact the Utilities Department
at Dogwood Operations at
250-286-4033

****SUBJECT TO CHANGES***





VISION, MISSION



VISION, MISSION, AND VALUES

AND VALUES

MISSION

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

VISION

The Corporation of the City of Campbell River is:

- Well run.
- Results oriented.
- Accountable.
- Inclusive.
- Responsive.
- Innovative
- An adaptive organization.
- A great place to work and work with.

VALUES

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

Ethics | Integrity, honesty and professionalism are valued.

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

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

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

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

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



NON-FINANCIAL GOALS

VISION 2025

ECONOMIC PROSPERITY

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

NATURAL ENVIRONMENT

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

RECREATION

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

INCLUSIVITY AND DIVERSITY

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

CULTURE AND HERITAGE

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

HEALTH AND SAFETY

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

EXCELLENCE IN LOCAL GOVERNMENT

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

DYNAMIC FAMILIES

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

“THIS IS WHAT WE STRIVE TO ACHIEVE AS WE MOVE TOWARDS 2025”



STRATEGIC PLAN 2015-2019

FOCUS ON RELATIONSHIPS

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

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

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

FOCUS ON ECONOMIC GROWTH

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

We want a vibrant and prosperous downtown core.

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

FOCUS ON LIVABILITY

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

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

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

FOCUS ON MANAGEMENT AND GOVERNANCE

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

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

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

“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.”



FINANCIAL PLANNING OVERVIEW

LEGISLATION

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



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

LONG-TERM FINANCIAL PLANNING

The City is committed to looking beyond solely the upcoming year for financial planning and is committed to a long-term strategic budgeting process. The City's budget process 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, including the development of a corporate scorecard of key financial health indicators. These additional components to the financial plan will continue the City's development of best practices, and ensure the City will stay on this path with comprehensive and complete information that will guide ongoing high-quality decision making.

The 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.



STABLE TAX RATES & USER FEES

From 2010 to 2015 the City had a volatile tax rate ranging from 13.6 to 1.7 per cent, with no 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 & Resiliency Program*, a new long-term framework 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. The 10-year Financial Plan provides for a stable annual tax rate increase 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 & Resiliency Program* was established, the tax rates have been 2.4% in 2016, 2.5% in 2017, and 2.1% in 2018, which has included sustainable funding for base services, incremental increases to service levels, and capital funding.

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



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

The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and 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

In order to ensure stable tax rates and user fees are maintained while maintaining service levels over the long-term, budget parameters have been established to ensure funding is provided for all levels of City service. This includes inflationary cost increases for base service levels, ongoing funding to maintain capital infrastructure, and moderate funding for new or enhanced service levels to meet community needs based on growth and development of the City.

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

BUDGET COMPONENT	LOW RANGE		HIGH RANGE	
	%	\$	%	\$
Base Budget	1.5	450,000	2	600,000
Capital Budget	0.5	150,000	1	300,000
Ongoing New Service Levels	-	-	0.5	150,000
ALL SERVICES	2%	\$600,000	3.5%	\$1,050,000

BASE BUDGET PARAMETERS

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.

CAPITAL BUDGET PARAMETERS

Another key component of maintaining service levels in the community is upgrading and maintaining capital infrastructure on an ongoing basis. The budget parameter for ongoing 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 \$190,000 (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.

This ongoing capital investment parameter includes increases to operating costs related to new or enhanced capital infrastructure. Therefore, increases to operating costs of new infrastructure does not increase the parameter but is included in this funding increase. The net funding available after consideration of operating costs of capital is transferred to the City's reserves for investment of capital infrastructure.

ONGOING NEW SERVICE LEVEL PARAMETERS

With the ongoing growth and development in the City, as well as a demand from the community for increased services and amenities, a moderate tax rate increase of 0 to 0.5 per cent or \$150,000 per year has been established. The budget parameter related to new or enhanced service levels has the most flexibility and possible limitation; if the City realizes an extraordinary revenue such as a high construction year and related increase in non-market change revenues or other additional revenues increased to the base budget, the parameter could be increased. Alternatively, if the base budget has a decrease in revenues or unexpected cost increases over the expected base budget forecasts, this could limit the ability to offer new or enhanced services in that year.

The City has been experiencing high construction and new development in recent years and has therefore benefited from strong non-market change (new construction) revenue, which has been offsetting base budget increases, and providing funding for new and enhanced ongoing service levels. The new ongoing service levels have been related to servicing the new growth and demand including protective services, development services, transit services, and parks services. Investment in enhanced services has focused economic development to ensure the City continues to benefit from growth and development.

OPERATING PROJECT PARAMETER

An additional budget parameter of \$150,000 is for corporate operating projects. This helps drive the organization forward and/or deal with emerging issues and is funded by the Financial Stabilization Reserve. This funding parameter ensures that strategic operating projects and initiatives can be completed without the need for an additional demand on the annual tax increase. Alternatively, if there is inadequate funding in this reserve these projects may not be possible each year.



BUDGET PRINCIPLES

BASE BUDGET PRINCIPLES

In order to maintain base service levels, annual inflationary cost increases will be funded through the annual budget parameters. 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. This core principle ensures that the base budget parameter of a 1.5 to 2 per cent annual tax increase can be maintained to ensure ongoing capital investment and new or enhanced service levels can be afforded in the budget.

CAPITAL BUDGET PRINCIPLES

The capital budget is focused on asset management, 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.

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.

OPERATING PROJECT PRINCIPLES

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. In the 2019 Financial Plan deliberations, Council decided to eliminate the reliance on Gaming funds to fund Centennial pool and City operating costs over a three-year period starting in 2020 with funding to instead come from taxation. This will free up Gaming funds for strategic projects, like the Safer Downtown initiative.

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. Community Planning and 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 maintenance activities and safety projects, which are funded by departmental 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.



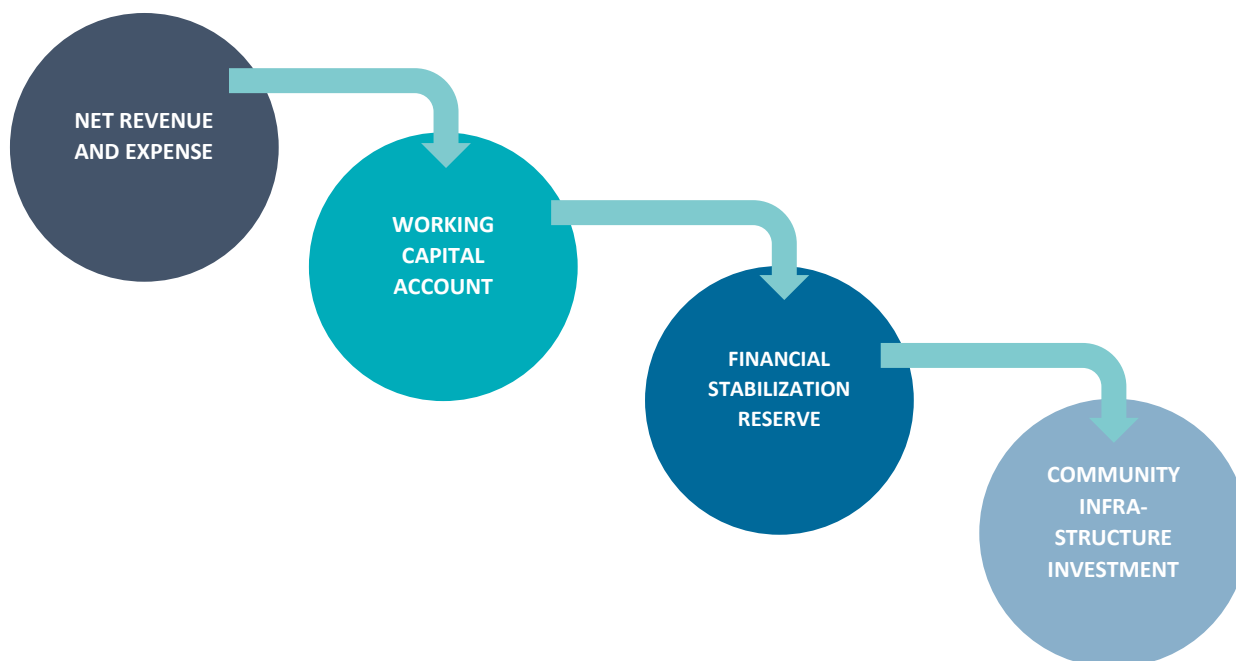
RESERVE PRINCIPLES

The City’s internal reserve funds are a key component of the City’s long-term financial outlook. The City utilizes its Reserves and Surplus Policy, as included in Appendix 7, to ensure each reserve has a specific use and purpose while any redundant reserves are eliminated. The reserve policy includes minimum and maximum balances for each reserve that ensures all funds available are used efficiently with no funds sitting idle.

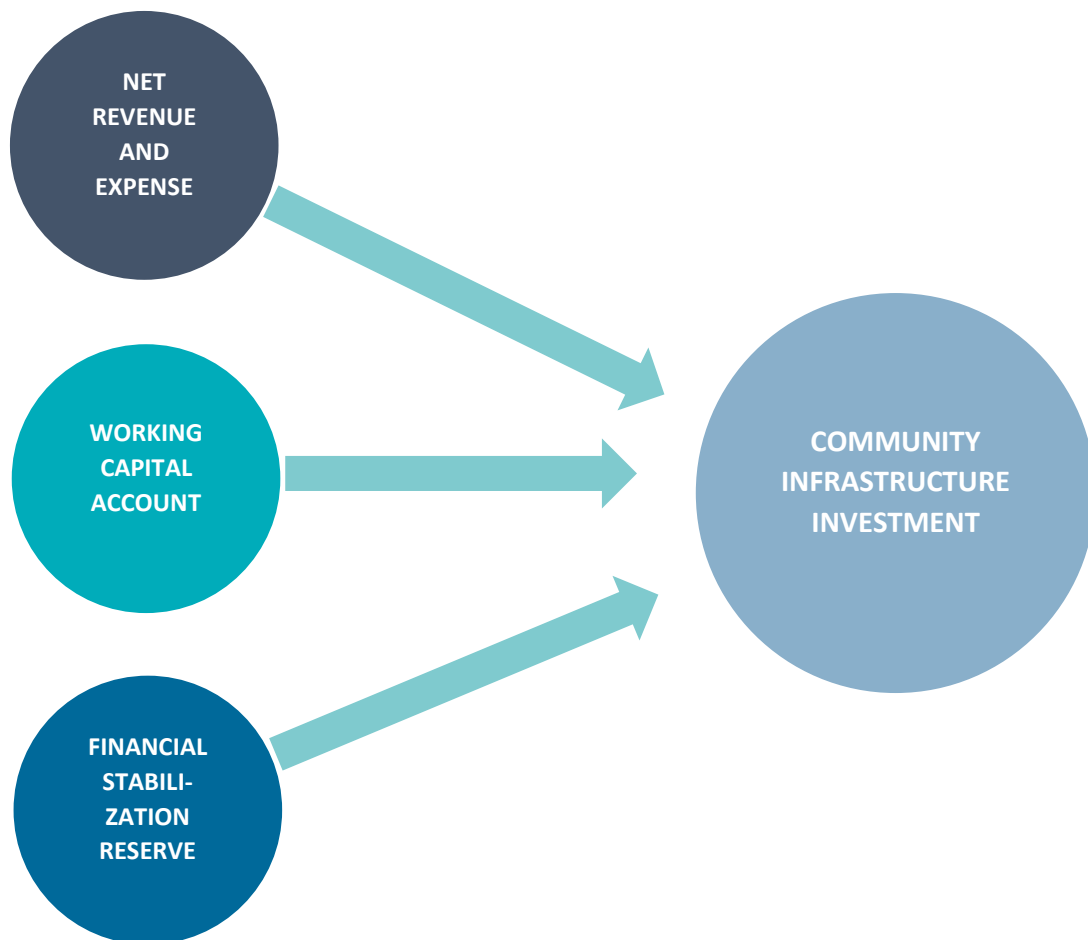
The City’s reserve policy ensures that funding is available for:

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

The City utilizes 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 funding adequate per policy, funds will then be transferred into the Financial Stabilization or “risk and opportunity reserve” and if funding adequate for policy, funds will then finally be transferred into one or more of the capital reserves. This waterfall system maximizes all funds available by ensuring that reserves are not over funded per their specific purpose and utilizes any annual surplus, reducing the need for additional increases to the annual tax increase to replenish these necessary reserves.



Another key component of maximizing all funding available is the “net funding model” within the capital reserves. Each of the capital reserves have ongoing annual funding amounts that are spent to fund the overall capital plan. Given previous capital funding cuts due to financial challenges at the time; capital funding was not adequate to meet required capital upgrade and maintenance needs. With the capital budget parameter, the capital funding has been increased incrementally and the net funding model directs these injected funds to the capital reserves annually to where it is needed rather than being directed to a reserve in perpetuity. This provides flexibility to maximize all capital funding available and the focus in building the capital plan is based on completing projects based on priority and need, versus funding available per individual reserve balance. This net funding model is included at the beginning of Appendix 5 – Reserves and has provided funding for a 10-year renewal capital plan in Appendix 4.



FINANCIAL STABILIZATION RESERVE

The Financial Stabilization Reserve has been categorized as a risk mitigation and opportunity reserve. This reserves 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 gross casino revenues and the funds are used to support Council’s strategic priorities, and invest in social and community investment initiatives primarily related to operating projects.

The annual funding received for gaming is approximately \$850,000, of which \$150,000 is held to allow Council to fund their priority projects outside of the existing staff recommended work plan needs to meet Council’s strategic plan. Additionally, \$150,000 is allocated to Council’s contingency account which allows Council to address emergent community needs throughout the year.

COMMUNITY WORKS FUND

The Community Works Fund Reserve is directed toward Council’s strategic capital projects and community enhancement projects. The City receives approximately \$1.4 million of funding each year, of which \$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.

DEBT PRINCIPLES

The City's debt policy, included in Appendix 7, provides a framework for utilizing this scarce resource in the most efficient and strategic manner. The core use of debt per the policy endorsed by Council is for asset renewal for core capital infrastructure including facilities, roads, storm water, sewer, and water assets. This ensures that the City's focus is on maintaining core service levels for the community.

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

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

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

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

FINANCIAL STABILITY & RESILIENCY PROGRAM

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. After an initial thorough review of City services and operations, which led to significant cuts in areas where some excess budget existed, the traditional decision of cut services or raise taxes was contemplated. Faced with tough choices the City began to forge an alternative path.

Following Council's 2016 Financial Planning Survey completed in July of 2015, Council was clear that they wanted to move past the City's previous financial challenges in losing a significant major industry taxpayer with the closure of the local pulp mill. There were many policies and principles introduced throughout 2016 Financial Planning; any one of these items on their own were not significant, but together they have provided a framework for a new path for the City. This path maintains service levels and provides stable, predictable tax increases, while tackling a growing infrastructure deficit. The culmination of the series of financial policies and parameters previously discussed is the City's *Financial Stability & Resiliency Program* and has accomplished this challenging directive. The success of this program is particularly astounding given the financial constraints that have been imposed on the City and its residents.

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

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

- 1) Long-Term Budgeting** – The 2016 Financial Plan was a significant year moving from a five-year, short-term focused budget, to a 10-year plan. New service levels and capital projects with long-term perspectives required managers to review their work plans and prioritize projects. The “below the line” concept was introduced which allowed managers and Council to create a realistic financial plan that put items which required additional information or were unfunded to be on the radar but not included in the financial plan.
- 2) Budget Parameters** – Moving from a short-term budget process focused on the current year tax increase to long-term stability, the City developed budget parameters as they relate to the different components of the budget. This maintains service levels and provides for investment in infrastructure on a gradual process. These parameters ensure ongoing stability in the annual tax increase and remove annual volatility and uncertainty; this in turn provides stability for citizens and investors alike to live and build businesses in our community.

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

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

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

- 4) Zero-Base Operational Budgeting** – The base operating budget provides annual funding to ongoing City services. The City had a long standing policy since 2012, to maintain base zero increase in the departmental operating budgets, excluding increases mainly related to collective agreements and other significant contractual obligations. Direction provided to management when building their budgets is to be fiscally conservative. The new way of business is to be leaner, more efficient, do more with less and to become innovative to manage costs. 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.

- 5) Capital Asset Investment Commitment** – The City had previously made limited contributions to capital reserves and infrastructure renewal. Adequate reserve contributions allow the City to provide ongoing spending to invest to maintain and upgrade our infrastructure. It is recommended that an annual 0.5 to 1 per cent increase to taxation will gradually undertake the City’s infrastructure deficit. This does not provide significant funding to the capital program in any one year but cumulatively this will result in significant ongoing investment in the capital program to ensure effective delivery of service. Additionally, any new found revenue is targeted towards the capital program.

- 6) Reserve Waterfall Structure** – In the Fall of 2015, the City developed a reserve policy (Appendix 7), which includes a waterfall system where the current year surplus is transferred into the working capital accumulated surplus account, excess balances are transferred to the financial stabilization reserve account and then any excesses flow into the capital reserves to fund the capital program. The working capital account is used to pay for operating expenses before property taxes and other revenues are collected. The Financial Stabilization Reserve’s main purpose is to stabilize the annual tax increase by buffering the impacts of emergent risk issues and offset unrealized or significant decreases in revenue in any one year. This waterfall structure ensures that funds are not sitting idle in any one account and all funds are maximized to their needed source.

- 7) Debt Policy** – In Summer 2016 the City developed a long-term debt policy (Appendix 7) that establishes borrowing limits and uses of debt as the City considers undertaking external borrowing for upcoming significant capital projects. The debt servicing will be funded within the capital budget parameter unless funding pressure requires a tax levy increase. The City will balance the use of internal reserve funds and external borrowing with the consideration of interest rates and ability to pay debt servicing. This policy ensures that this scarce resource that commits the City to long-term repayment is only used for priority core infrastructure renewal projects.
- 8) Business Case Decision Making** – All requests for new service and capital projects require a mini business case which explains what each request is and the justification or implication of not approving the request, 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 key capital projects for new or enhanced infrastructure assets and any new service request over \$50,000; see business cases for 2019 in Appendix 6. 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 for 2019, 2020 and future years in the 10-year plan in Appendix 2.
- 9) Asset Infrastructure Management Strategy** – The local government industry has recently become aware of the upward trend of the municipal infrastructure deficit. Developing an asset management plan is a common strategy to ensure science-based decisions are used to protect critical infrastructure and maximize the use of scarce financial resources.

A particular obstacle in implementing an asset management plan in Campbell River was the hierarchal culture of City's functions. To break down these barriers, the City created a staff-cross-departmental committee to develop and asset management plan. The Asset and Infrastructure Management (AIM) Committee is comprised of departments that have large capital asset responsibilities, as well as finance and GIS. In 2016, the AIM Committee created an AIM Strategy to implement a corporate-wide, integrated asset management plan and long-term financing strategy by 2021, this strategy has been approved by Council.

- A.** 2017 focused on the next step of asset management with a focus on facilities and parks inventory, condition assessments, and master plans, asset management data needs at the City, and expanding the knowledge and expertise of staff. The 2017 work of the AIM group with the financial stability plan resulted in the City building a 10-year renewal plan.

- B.** 2018 focused on developing a corporate high level asset management plan for all asset groups to drive the ongoing development of asset management at the City, to drive the completion of a fully integrated asset management plan by 2021.
- C.** The focus in 2019 will be on acquiring operations management software for the City to aid in its asset management endeavors.

This stability program has changed the outlook of the City and the annual pressure on the financial planning process and related community focus on the annual tax increase. Council and staff can now plan for the future with a positive outlook and strategically set priorities based on the vision for the community. Campbell River has had some significant financial challenges since one of its main taxpayers and employers left the community and the future of the City was unknown. The long-term Financial Planning Process and *Financial Stability & Resiliency Program* has moved the City from a backward-looking organization to a proactive and forward-looking organization and community that provides ongoing sustainable service delivery for the City's residents.

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 & timeline

Following Financial Planning deliberations, the Finance department performs outreach either at the monthly management meeting or a separate meeting to debrief the budget process, what went well and what could be improved upon. Feedback received supported 2018 timelines, therefore 2019 was modelled after this success. Budget documents were sent out June 22nd which provided management with time to plan for 2019 operations and review their ten-year plans.

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

Budget Planning & Direction

Following senior management's approval of the earlier timeline, finance spent the spring rolling over budget documents for 2019 and adjusting any changes determined necessary.

Senior management identified that 2018, an election year budget, would focus on finishing projects and initiatives already started, with no major changes or additions to the ten-year financial plan. Therefore, senior management decided that no new business cases would be introduced into the financial plan.

At the budget kick-off meeting in early August, the City Manager updated management on the direction, focus, and strategy of the 2019 budget. It was discussed that 2019 is a year of transition, with a new Council, and that the long term financial plan approved in the prior year should be upheld with very few changes. The City's *Financial Stability & Resiliency Program's* focus on a stable and strategic budget process was re-affirmed. Additionally, a summary of the budget documents and any changes to budget templates from the prior year was also discussed.

COUNCIL PRE-BUDGET COWS

The City starting holding pre-budget Committee of the Whole (COWs) sessions for Council ahead of deliberations in 2016, which provided a forum to receive strategic direction from Council to utilize in building the financial plan package and to ensure that the budget presented aligned with Council's direction. For 2019 Financial Planning, two official pre-budget COWs were held (November 6 and November 20), which focused on 2019 budget principles and another to present the recommended business cases, expected non-market change revenues for funding new services, and a summary of the budget package. The sessions were highly successful in receiving direction from Council and ensuring they were well informed to make decisions at budget deliberations in early December.

BUDGET BUILDING

September to October are core months for the Finance Department in compiling the budget documents submitted by department managers, and confirming funding sources. There are various meetings along the way to receive direction from senior management and to finalize recommended priorities for Council's consideration. The fall is when the draft information is presented to management and as a team, under senior management's leadership and direction, priorities are finalized to determine above (funded) and below (unfunded for future consideration) services and projects. These synergy meetings are key to building the budget together. This includes deciding on which business cases are to be presented at the November Pre-Budget COW.

BUDGET FINALIZATION

Following the November Pre-Budget COW, Finance finalized the budget package given any final direction from senior management and presented the proposed Financial Plan package/binder to Council on November 23rd to provide two weekends for Council to review the information ahead of deliberations. Additionally, Council open houses are held the following week to allow Council to ask questions about navigating the binder. Deliberations are held over three days covering each component of the budget with power point presentations and time for Council deliberation and questions. Council provides direction to staff to prepare the Financial Plan Bylaw based on decisions made at deliberations, and to ensure that the budget is approved before the fiscal year starts to ensure work plans are able to start January 1st, the Financial Plan Bylaw is approved at the Council meeting following financial planning in early December. There is significant preparation and lead-up to budget deliberations, including advertisements for public input during deliberations. This provides Council with the confidence and surety to approve the bylaw supporting decisions made at financial planning deliberations.

PUBLIC INPUT

Members of the public are invited to provide their comments on the proposed Financial Plan to Council by way of several newspapers ads that run during the lead up to the budget deliberations. Any member of the public can provide a written submission, which is then included on the Council agenda for budget deliberations. Members of the public can also make an in-person presentation to Council on the opening day of budget deliberations. This process ensures that community members can provide valuable feedback to Council on the budget that Council is preparing to finalize. Additionally, all decisions made at Council meeting throughout the year and leading up to deliberations are publically available on the City’s webcast of Council meetings, on the City’s website for agendas and meeting minutes, and Council meeting highlights of key decisions are posted to all media outlets after each meeting.

The budget deliberations schedule was established as follows:

DATE	TIME	TOPIC
Monday, December 3 rd	9:30-3:30pm	<ul style="list-style-type: none"> • Public Presentations (5 minutes each) • Financial Planning Overview • Base Budget/Capital Budget
Tuesday, December 4 th	9:30-3:30pm	<ul style="list-style-type: none"> • Capital Budget • Operating Projects • Ongoing New Service Levels
Wednesday, December 5 th	9:30-11:30am 1:30-3:30pm	<ul style="list-style-type: none"> • Ongoing New Service Levels • Financial Planning Summary

BUDGET TIMELINE

JANUARY – MAY	JUNE – AUGUST	SEPTEMBER
<p>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.</p> <p>April Finance prepares/updates on 2018 budget document templates. Determined to use templates as presented in package, removing duplicate or redundant forms.</p> <p>May Mid-May budget timeline for all meetings/deadlines for budgeting from June to December sent to management.</p>	<p>Jun. 22 All budget documents distributed to Management.</p> <p>Jul. 30 Last Council meeting for individual budget amendments for 2018 to be considered in budget bylaw amendment.</p> <p>Aug. 9 Management budget kick-off meeting led by City Manager and Finance. Present budget strategy and focus as directed by Council. Present strategic priority projects and service priorities for consideration when developing budget submissions and business cases. Present summary of budget documents and changes from prior year.</p> <p>Aug. 27 Financial Plan Amendment adoption by Council.</p> <p>Aug. 31 Base operating budgets, base summary narratives, and labour models are due to Finance.</p>	<p>Sep. 20 Capital, new ongoing service level, and operating project synergy meeting with management. Review 2019-2028 Financial Plan schedules and discuss changes expected and new items to be submitted for 2019. Discuss any synergy on projects between departments. Obtain preliminary feedback from senior management on priorities.</p> <p>Sept. 28 Capital plans, new ongoing service level requests, and operating projects due to Finance.</p> <p>Sept. 28 Business cases for new ongoing service levels over \$50,000 and new/strategic capital projects due to Finance.</p>

OCTOBER	NOVEMBER	DECEMBER
<p>Oct. 10 Draft budget sent to management team.</p> <p>Oct. 15 Third quarter financial report sent to management for update, with surplus projections and expected carryforward submissions.</p> <p>Oct. 22 Third quarter reporting results due to Finance.</p> <p>Oct. 26 Surplus and carryforward submissions due to Finance.</p>	<p>Nov. 1 Draft budget review with management.</p> <p>Nov. 6 1st Pre-Budget COW meeting with Council; Financial Resiliency & Stability Program overview, taxes & tax rates, funding sources.</p> <p>Nov. 19 Third Quarter Report presented to Council for information.</p> <p>Draft Budget Package Review with senior management. Final decisions and adjustments made. Finalize strategy for Nov. 20 Pre-Budget COW.</p> <p>Nov. 20 Second Pre-Budget COW meeting with Council; present update on estimated non-market change revenue figures. Present recommended business cases to Council. Present summary of budget package highlights to Council.</p> <p>Nov. 23 Proposed 2019-2028 Budget Package/Binders presented to Council.</p> <p>Nov. 27 Proposed 2019-2028 Budget Package/Binders presented on public meeting agenda and City’s website.</p> <p>Nov.28/30 Budget package Q & A open house for Council.</p>	<p>Dec. 3-5 Budget deliberations with Council.</p> <p>Dec. 17 2019-2028 Budget Bylaw first three readings.</p> <p>Dec. 19 2019-2028 Budget bylaw final adoption.</p>

BUDGET AMENDMENTS

Under [Section 165](#) Financial Plan of the Community Charter Council must annually adopt a five-year financial plan that details:

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

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

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

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

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

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

PERFORMANCE MEASURES

The City prepares a quarterly financial report to Council explaining the actuals to budget for each base operating segment, as well as actuals to budget and status on operating and capital projects. Appendix 8 includes the third quarter report for 2018, 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 used for operating and capital projects to identify the status of the project including comment narrative for additional information is summarized below. The expectation is most projects are at the C or D stage by the third quarter report, or they will be identified as a carry forward to the subsequent year with the CFWD column on the report.



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

The report also includes a **colour indicator** in the appendices, green is the project is tracking as expected including multi-year projects, yellow is the project may be delayed, and red is the project has been cancelled or delayed until next year. The delayed and cancelled projects would have been presented to Council ahead of the quarterly reporting.

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

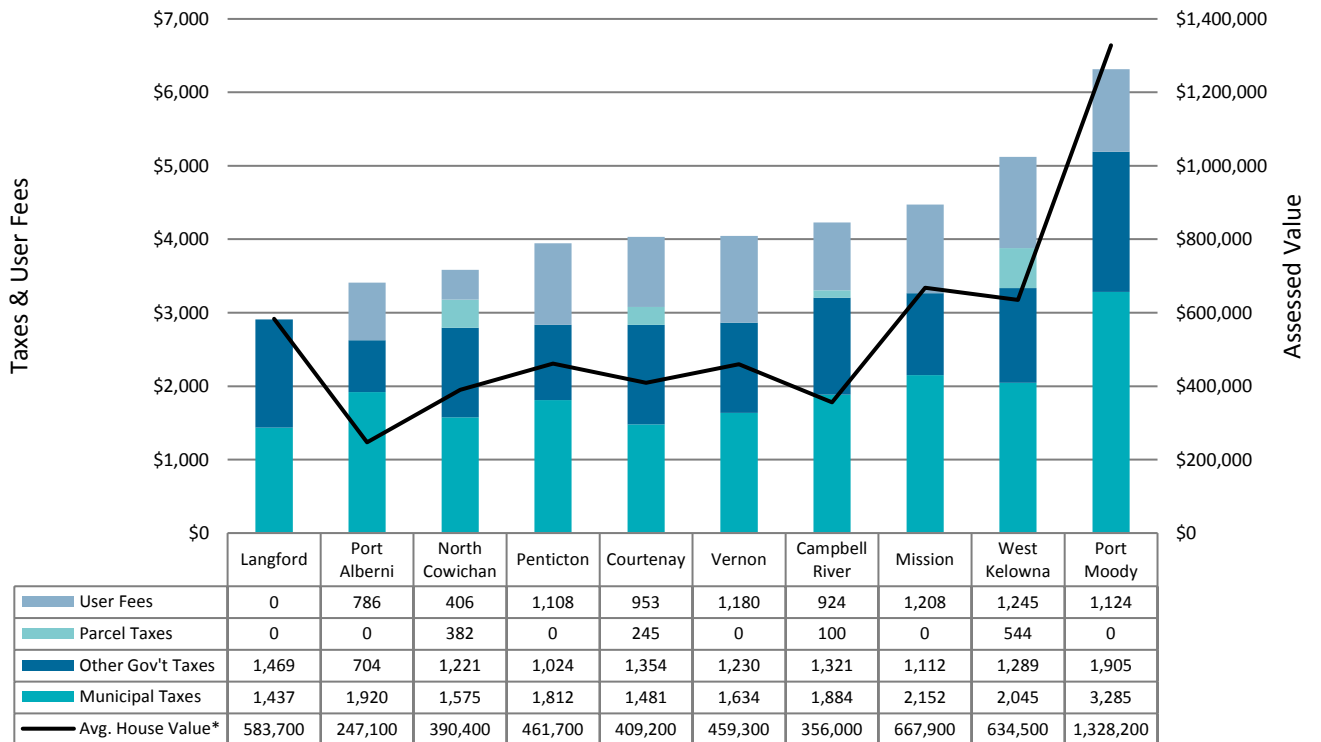


FINANCIAL REPORTS

TAXATION & USER FEES – COMPARISON TO OTHER COMMUNITIES

Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. But overall, this high level chart identifies that the City’s 2018 taxes and user fees are within average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

2018 TAXES & USER FEES ON AN AVERAGE HOUSE



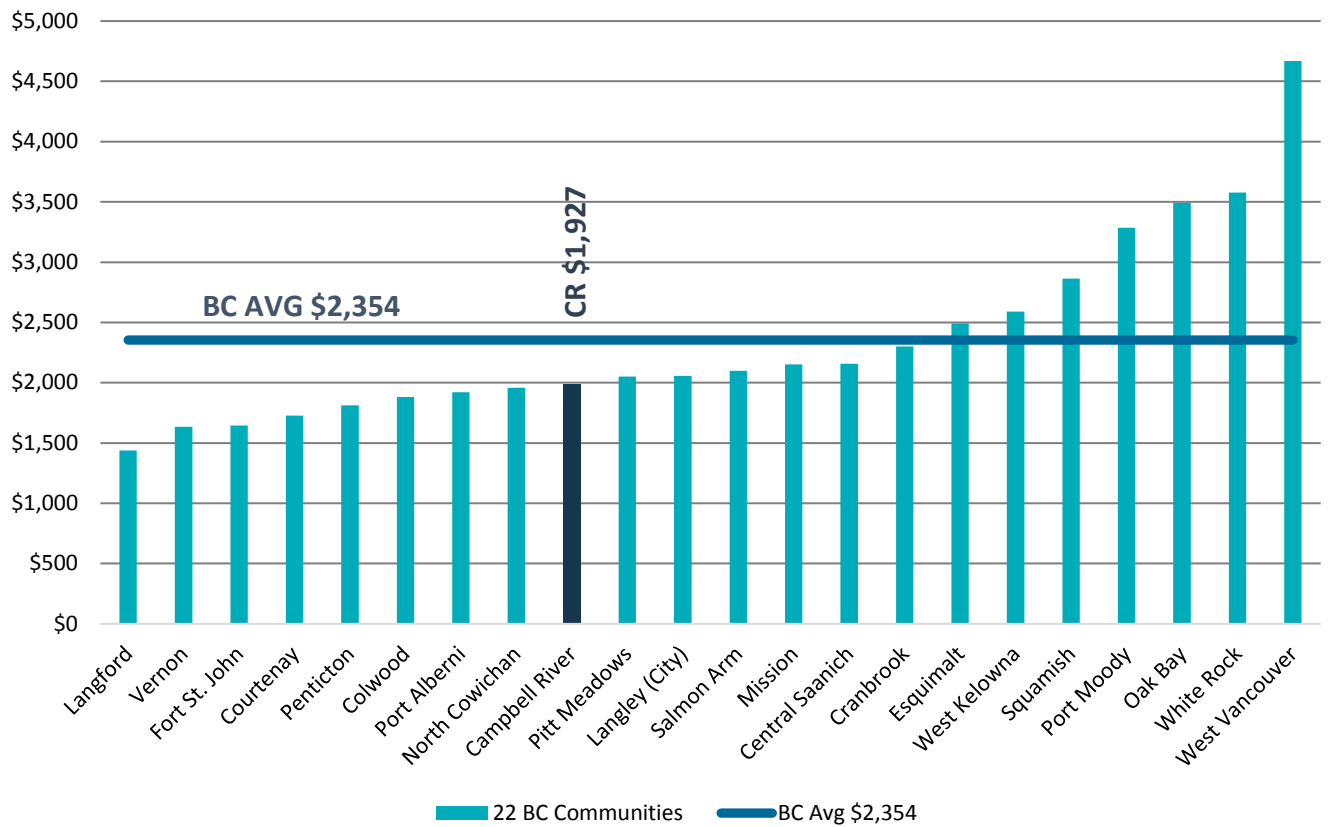
Source: Ministry of Municipal Affairs

*Average House Values have been rounded to the nearest \$100

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.

**2018 MUNICIPAL TAXES & PARCEL TAXES ON A REPRESENTATIVE HOUSE
(FOR COMMUNITIES WITH POPULATION BETWEEN 15,000 - 50,000)**



Source: Ministry of Municipal Affairs

TAXATION – TAX RATE 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 B, with different property classes paying different rates.

The City's tax rate policy for the approved 2019-2028 Financial Plan Bylaw is:

Taxation Classes:

- Class 1 Residential - The City will strive to maintain a residential tax rate that provides for an average municipal taxation change per representative household with its comparator communities of similar size and of those Vancouver Island communities with a population greater than 10,000.
- Class 2 Utilities - The City will maintain a tax rate not greater than \$40 for each \$1,000 of assessed value, and not more than 2.5 times the class 6 business rate in any taxation year as per BC Regulation 329/96.

Assessment Value Changes:

- Annually tax rates will be fully adjusted to eliminate the impact of changes in assessment due to market changes as identified by BC Assessment authority.
- Non-market change assessments will be adjusted from the general taxation levy calculations, and considered as a new revenue source for the City to balance the demand from new/enhanced services.

Overall objectives and policies:

- The City will strive to ensure all classes of property receive an equal allocation of the percentage change in the annual tax levy.
- The City will review its tax rates per 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.
- When needed, tax class rate realignments will occur incrementally over a multi-year period.
- New revenues related to the downtown revitalization tax exemption bylaw will be allocated to the capital program.

TAXATION – TAX CLASS DISTRIBUTION

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

PROPERTY CLASS TAX DISTRIBUTION	2017 BUDGET		2018 BUDGET		2019 APPROVED BUDGET	
	\$	%	\$	%	\$	%
Class 1 – Residential	21,279,152	73.1%	22,188,758	73.0%	23,146,321	73.3%
Class 2 – Utilities	1,065,642	3.7%	1,030,486	3.4%	1,056,573	3.3%
Class 4 – Major Industry	23,671	0.1%	68,459	0.2%	69,714	0.2%
Class 5 – Light Industry	303,533	1.0%	298,339	1.0%	322,423	1.0%
Class 6 – Business & Other	6,000,580	21.0%	6,451,373	21.2%	6,582,492	20.8%
Class 7 – Managed Forest	206,189	0.7%	276,985	0.9%	327,221	1.0%
Class 8 – Recreation / Non-Profit	108,845	0.4%	85,835	0.2%	88,462	0.3%
Class 9 – Farm	1,317	0.0%	1,193	0.0%	1,191	0.0%
TOTAL	\$28,988,929	100.00%	\$30,379,526	100.00%	\$31,594,397	100.0%

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 2019 and will be consideration of building the City’s tax rate bylaw with the City’s tax rates policy to be presented to Council in April 2019.

TAXATION – NON-MARKET CHANGE

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

- Properties which change assessment class – 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 revitalization tax exemption commences, there is a negative NMC generated because the formerly taxable value on construction is removed from the tax roll.
- Demolitions will result in a reduction to NMC.

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

PROPERTY CLASS	2016	2017	2018	2019
1 - Residential	190,909	280,856	415,127	532,900
1 - Residential (one-time)*	-	244,848	-	-
2 - Utilities	-	-	(579)	12,200
4 - Major Industry	-	-	-	-
5 - Light Industry	(3,636)	(10,802)	(3,935)	(1,245)
6 - Business & Other	(20,909)	(20,704)	112,653	127,450
7 - Managed Forest	(1,818)	14,403	6,783	38,400
8 - Recreation/Non-Profit	5,455	(3,601)	(21,880)	300
9 - Farm	-	-	(231)	(155)
TOTAL	\$170,000	\$505,000	\$507,000	\$709,850

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

Class 1 residential had strong non-market change for 2019 as in recent years, with ongoing residential development in the community. Significant increases in the residential sector include new multi-family residential apartments on South Dogwood Street, adjacent to the Merecroft Village shopping complex. In addition, several large plots of lands were subdivided for future development – an indication that the City may continue to see significant residential non-market change in the next several years.

Class 6 had a net increase in 2019, comprised primarily from new retail construction on 16th Ave, and future business development properties on the North side of Campbell River.

Non-market change is not considered a certainty and therefore the City’s preliminary budget in the 10-year Financial Plan is \$100,000 per year for non-market change tax revenues. This revenue is utilized to offset annual base budget increases and ongoing new service levels if the budget parameter tax increase provides this opportunity.

Any non-market change above \$100,000 can be utilized to offset base budget increases and/or ongoing new service levels approved in Appendix 2. The strong revenues the City has realized in recent years has offset some of the financial burden from previous years, however Council is ensuring that they are incremental in increasing service levels, replenishing previously cut services, and looking to ongoing service needs for the growing community to ensure sustainable service delivery in the future.

BASIS OF BUDGETING

BASIS OF ACCOUNTING

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

BASIS OF BUDGETING

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

DIFFERENCES BETWEEN THE BASIS OF BUDGETING AND THE BASIS OF ACCOUNTING

The results of a wholly owned subsidiary corporation are not included in the Financial Plan, but they are incorporated into the financial statements during consolidation. The subsidiary's final year of operation was in 2017, therefore after 2017 financial statements only the City's finances will be considered.

The City includes a budget for amortization expense, however does not tax for this expense and therefore the Financial Plan bylaw includes an operating revenue line item for "Amortization offset". The City's financial statements (Appendix 8) include the amortization expense for actuals and budget but excludes the "amortization offset" revenue as this is considered a transfer.

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

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

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

Following PSAB accounting standards, the City's financial statements in note 15 of Appendix 8.3 includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

THREE YEAR CONSOLIDATED AND FUND FINANCIAL SCHEDULES

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET
REVENUE				
Taxes & parcel taxes	29,598,161	31,245,700	32,979,545	34,116,959
Payments in lieu of taxes	624,287	695,387	617,700	635,800
Sale of services	21,026,411	24,066,511	23,027,990	23,843,518
Services provided to other governments	1,675,204	1,669,146	1,281,243	1,285,113
Transfers from other governments	9,555,306	9,538,502	2,151,105	2,224,800
Investment and other income	885,063	1,037,683	526,302	608,455
Other revenue	418,551	249,632	405,197	445,145
Development Cost Charges Recognized	369,205	43,343	-	-
Contributed tangible capital assets	1,354,840	2,699,892	-	-
Gain/(loss) on disposal of tangible capital assets	74,126	(14,626)	-	-
	65,581,154	71,231,170	60,989,082	63,159,790
EXPENSES				
Wages & Benefits	21,085,751	22,167,024	24,090,197	24,734,848
Contracted Services	15,011,472	14,800,958	16,300,065	16,410,757
Other Operating Expenses	6,867,972	5,458,567	7,056,137	7,425,854
Amortization Expense	8,828,021	8,903,210	8,798,500	8,905,000
Utilities	2,208,157	3,923,438	2,285,309	2,379,036
Insurance	440,981	485,584	608,292	690,504
Debt Servicing	332,803	301,647	680,777	505,287
	54,775,157	56,040,428	59,819,277	61,051,287

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

2019 BASE OPERATING BUDGET SUMMARY

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

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

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

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

The approved net operating budget for the general fund provides for \$764,871 of taxation funding needs, which includes \$190,000 of the 0.63% for capital funding/operating costs of capital. The net \$574,871 net base increase is related to base increases required to maintain service levels.

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

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

A summary of the consolidated operating budget by fund is summarized below. The detailed departmental base budget information before consideration of approved new service levels in Appendix 2.

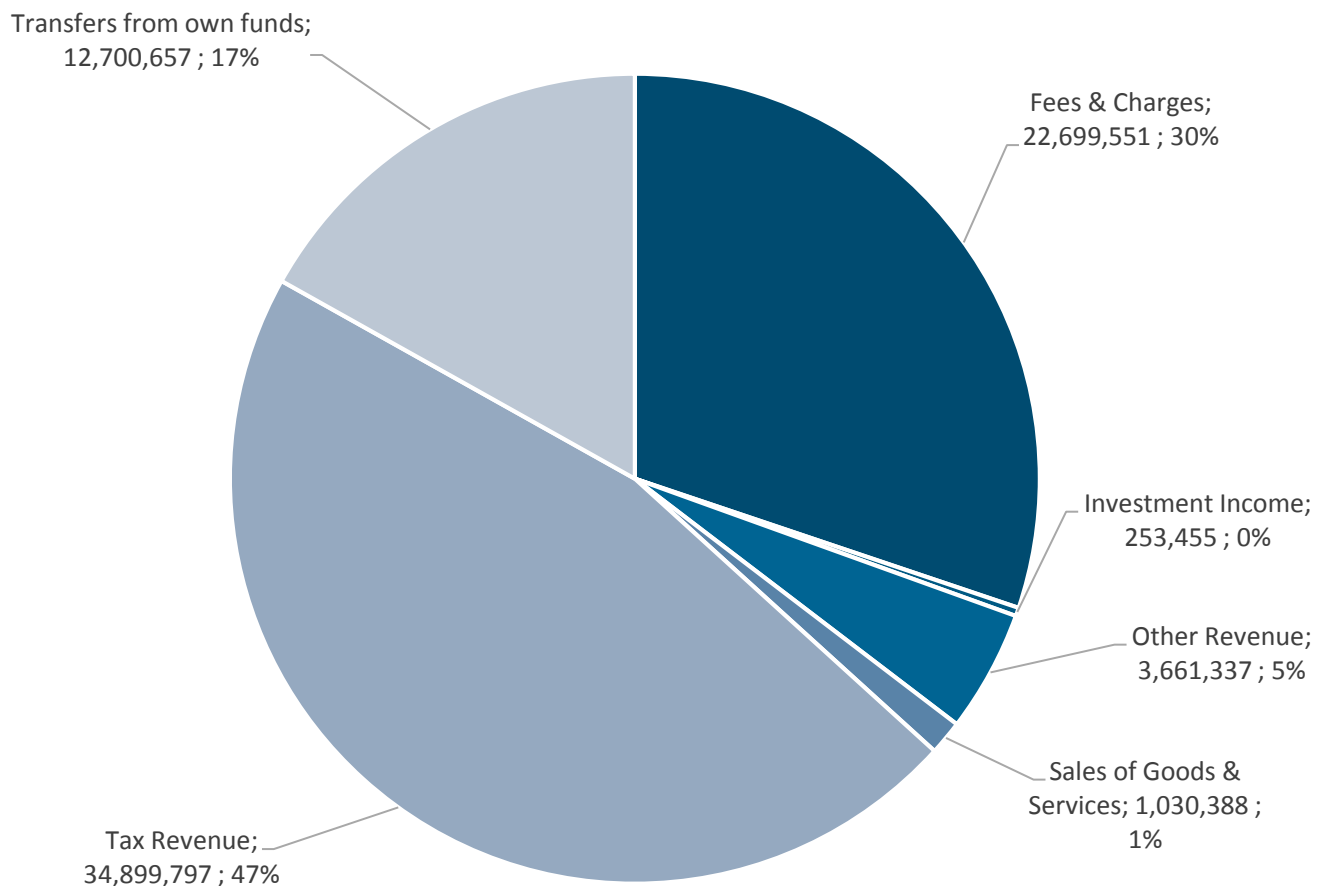
CONSOLIDATED OPERATING BUDGET BY FUND	2018 BUDGET	2019 BUDGET (APPROVED)
1 - Revenue		
AIRPORT OPERATING	(3,459,146)	(3,081,211)
GENERAL OPERATING	(51,148,109)	(55,090,591)
SEWER OPERATING	(7,812,741)	(8,149,856)
WATER OPERATING	(8,656,771)	(8,923,527)
1 - Revenue Total	(71,076,767)	(75,245,185)
2 - Expense		
AIRPORT OPERATING	3,459,146	3,081,211
GENERAL OPERATING	51,148,109	55,175,591
SEWER OPERATING	7,812,741	8,149,856
WATER OPERATING	8,656,771	8,923,527
2 - Expense Total	71,076,767	75,245,185
GRAND TOTAL	(0)	(0)

2018 BASE OPERATING BUDGET SUMMARY – REVENUES

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

- That user fees will grow by an estimated 0.5%-1% per year
- Water, sewer, solid waste and storm water user fee rates are increasing an average of 4.2% from 2018 until 2022 as per the User Fee and Charges Bylaw approved in the fall of 2017. This ensures ensure sustainable service delivery with ongoing capital renewal and enhancements across the community, particularly for storm water which has been significantly underfunded for many years.

REVENUES BY TYPE



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 taxations include:

- 0.63% for capital investment in infrastructure
- 1% of revenue from utility companies
- Parks parcel tax of \$37 per parcel
- Storm parcel tax of \$36 per parcel; Increasing to \$48 in 2020, \$60 in 2021, and \$72 in 2021
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement

FEES & 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 2019 for development services.

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

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

	2017	2018	2019	2020	2021	2022
SEWER	\$324	\$336	\$348	\$360	\$372	\$384
WATER	384	396	408	420	432	444
SOLID WASTE	189	192	198	204	210	216
	\$897	\$924	\$954	\$984	\$1,014	\$1,044

TRANSFERS FROM OWN FUNDS

Transfers from own funds includes transfers to contribute to reserves and/or from reserves which offset taxation required for services. Various services including:

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

OTHER REVENUE

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

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

- The Municipal and Regional District Tax (MRDT) for the City's hotel tax, which started in 2017, is utilized for tourism services

SALES OF GOODS AND SERVICES

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

INVESTMENT INCOME

Investment income represents a small portion of revenue for the City. The City currently has an investment policy; however, a review is planned for 2019 so that the City can maximize and leverage investment income earning opportunities.

2019 BASE OPERATING BUDGET SUMMARY – EXPENSES

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

- No new or altered services were added to the base, these are included as ongoing new service levels requests. Allowable base increases are confined to:
- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance is growing by approximately 5% per year based upon estimates provided.
- Third party contracts are increased by external projections provided.

Service levels are provided by the City’s employee group and the FTE count has been increasing in recent years to meet increased demand due to ongoing growth across the community in bylaw services, police services, development services, water services, fire services, facilities services, as well as changes in the way services are provided through employees versus contractors to enhance service levels in police and parks departments.

	2016 FTE	2017 FTE	2018 FTE	2019 FTE
TOTAL	220.5	230.4	235.4	237.4

2019 FTE by Fund:

	FTE
GENERAL	203.4
AIRPORT	8.0
WASTEWATER	8.0
WATER	18.0
	237.4

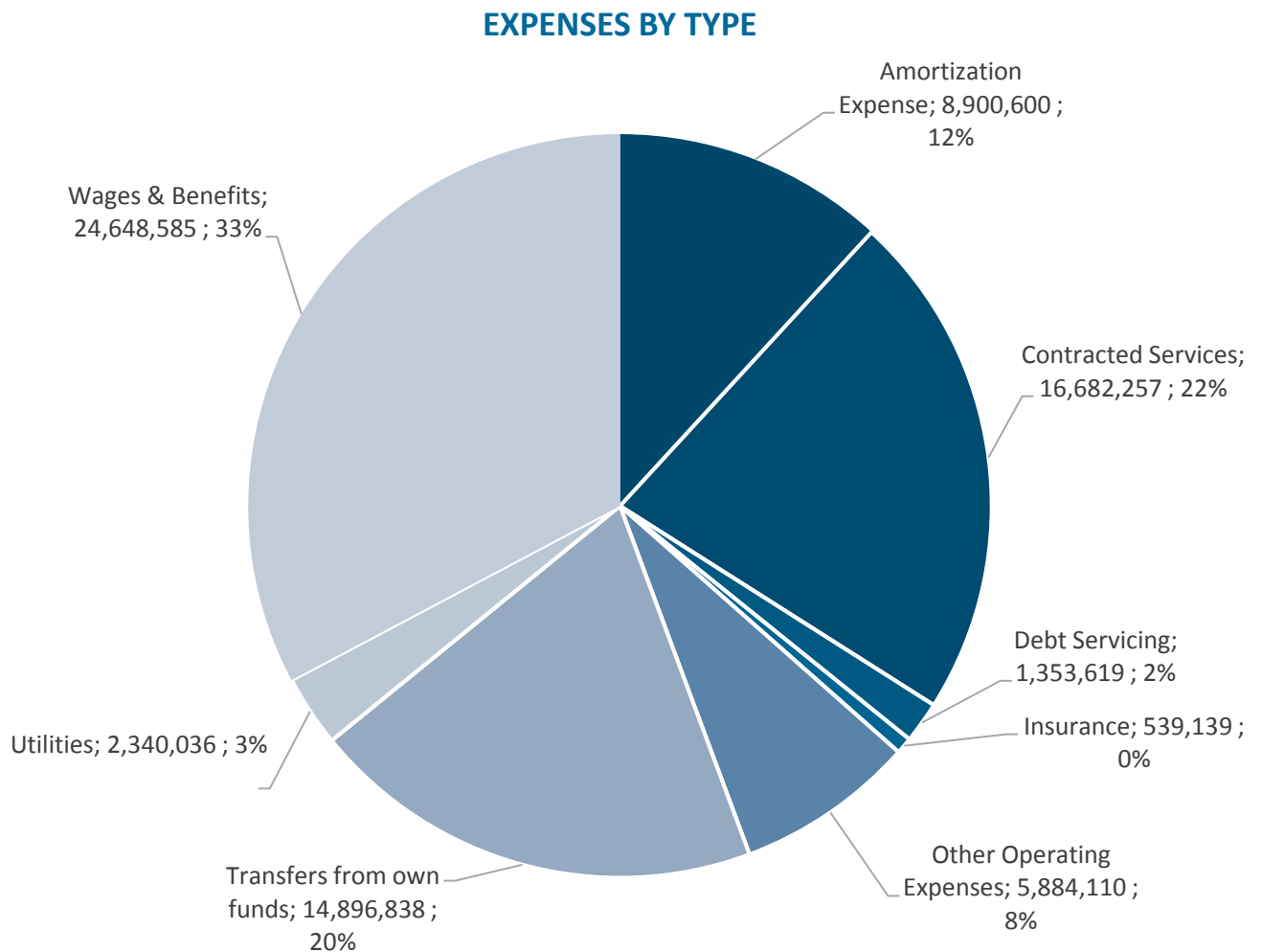
Changes for staffing levels in 2019 are for staffing positions relating to:

- 1.0 FTE for Parks Equipment Operator Specialist
- 0.8 FTE for Parks Specialist I
- 0.9 FTE for Parks Horticulturist
- -0.3 FTE for Horticulture Coordinator
- -0.5 FTE for Parks Specialist IV
- 1.0 FTE for Engineering Technician
- 1.0 FTE for Senior Planner
- 1.0 FTE for Purchasing & Risk Management Officer
- -1.0 FTE for General Manager Parks, Recreation & Culture
- -1.0 FTE for Property Manager
- -0.4 FTE for Development Engineering Supervisor
- -0.6 FTE for Clerk Technician
- 1.0 FTE for Bylaw Enforcement Officer

Changes for staffing levels in 2019 are for staffing positions relating to:

- 0.8 FTE for Firefighter
- 0.5 FTE for Facility Services Worker
- 0.2 FTE for Fitness Crew Leader
- -0.3 FTE for Preschool Leader
- -0.1 for Watch Clerks
- 1 FTE for Building Inspector
- 1 FTE for Street Tree Maintenance (Horticulturist/Arborist)

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



FUND BALANCE SUMMARY

CITY FUNDS

- **General Fund** - the general operating fund encompasses the majority of the City's services, including governance, RCMP, fire, corporate services, general fiscal services, facilities and supply management, operations and parks and recreation and culture segments. See Appendix 1 for the detailed base operating budgets which are primarily within general fund and funded mainly by taxation.
- **Airport Fund** - the Airport, supported by the Airport Commission, has been striving to become a profit driven operation and maintain its operations without the need for support from the City's general fund to balance its budget. Fuel sales are the major profit generator for the Airport. The Airport continues to focus on obtaining a balanced budget and becoming a net profit entity. General funds any deficits of the Airport, and ACAP (Transport Canada) federal grants fund the majority of the capital upgrade projects. See Appendix 1 for the detailed base operating budget for Airport.
- **Sewer and Water Funds** - Sewer and Water utilities are funded through user fees and parcel taxes levied on properties within the City's boundaries. These funds are self-balancing and segregated for purposes of carrying on specific activities in accordance with specific regulations, restrictions and limitations. See Appendix 1 for the detailed base operating budgets for Sewer and Water; these funds operate independently and are self-sustaining therefore user fees must fund ongoing operations and maintenance of these core utilities, as well as fund capital renewal and upgrades with consideration of Development Cost Charges and Long-Term Debt.

FUND BALANCE CATEGORIES

- **Unappropriated Surplus** - the Unappropriated Surpluses for each fund are available for working capital to temporarily finance operations until planned revenues including property taxes are received, or for other operating or capital purposes as determined by Council. This is defined in the City's Reserve and Surplus Policy in Appendix 7.
- **Non-Statutory Reserves** - the Non-Statutory Reserves have been set aside by decision of Council for a specified purpose. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated. The majority of the City's reserves are non-statutory as defined in the City's Reserve Policy (Appendix 7).
- **Statutory Reserves** - The Statutory Reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated. The City only has two statutory reserves, one is an internal lending reserve funded by land disposition proceeds, and the other is a parks reserve funded by the annual parcel tax for parks maintenance and enhancements.

- 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.

The history and projected 2018 closing balances for the City’s funds are summarized below in the format included on the City’s financial statements, included in Appendix 8.3. Amounts in unappropriated surplus in excess of those minimum balances were transferred into other City reserve account, to be used for capital and other purposes as can be seen in the movement between the Unappropriated Surplus and Non-statutory reserve balances from 2016 to 2018 projected closing balances. The summary indicates the City’s reserve balances are relatively stable considering incremental funding to offset annual spending, primarily infrastructure renewal and enhancement.

	2016	2017	2018 (Projected)
Unappropriated surplus			
General	4,544,765	4,501,515	4,500,000
Sewer	800,000	800,000	1,500,000
Water	850,000	850,000	1,700,000
	<u>6,194,765</u>	<u>6,151,515</u>	<u>7,700,000</u>
Non-statutory reserves			
General	8,648,894	9,642,866	13,376,722
Airport	375,777	407,055	465,598
Sewer	13,391,485	16,652,366	12,754,723
Water	8,565,828	11,414,711	4,696,804
	<u>30,981,984</u>	<u>38,116,998</u>	<u>31,293,847</u>
Statutory reserves			
Capital lending	2,382,769	2,797,795	2,021,123
Parkland acquisition & development	676,994	906,797	999,300
	<u>3,059,763</u>	<u>3,704,592</u>	<u>3,020,423</u>
Investment in tangible capital assets	<u>236,211,068</u>	<u>243,598,022</u>	<u>252,776,137</u>
Total	<u>276,447,580</u>	<u>291,571,127</u>	<u>294,790,407</u>

RESERVES AND SURPLUS SUMMARY

The primary objectives of the City's reserves as per the City's Reserve Policy (Appendix 7) are to:

A. ENSURE STABLE AND PREDICTABLE TAX LEVIES

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

B. PROVIDE FOR OPERATING EMERGENCIES

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

C. FINANCE NEW CAPITAL ASSETS

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

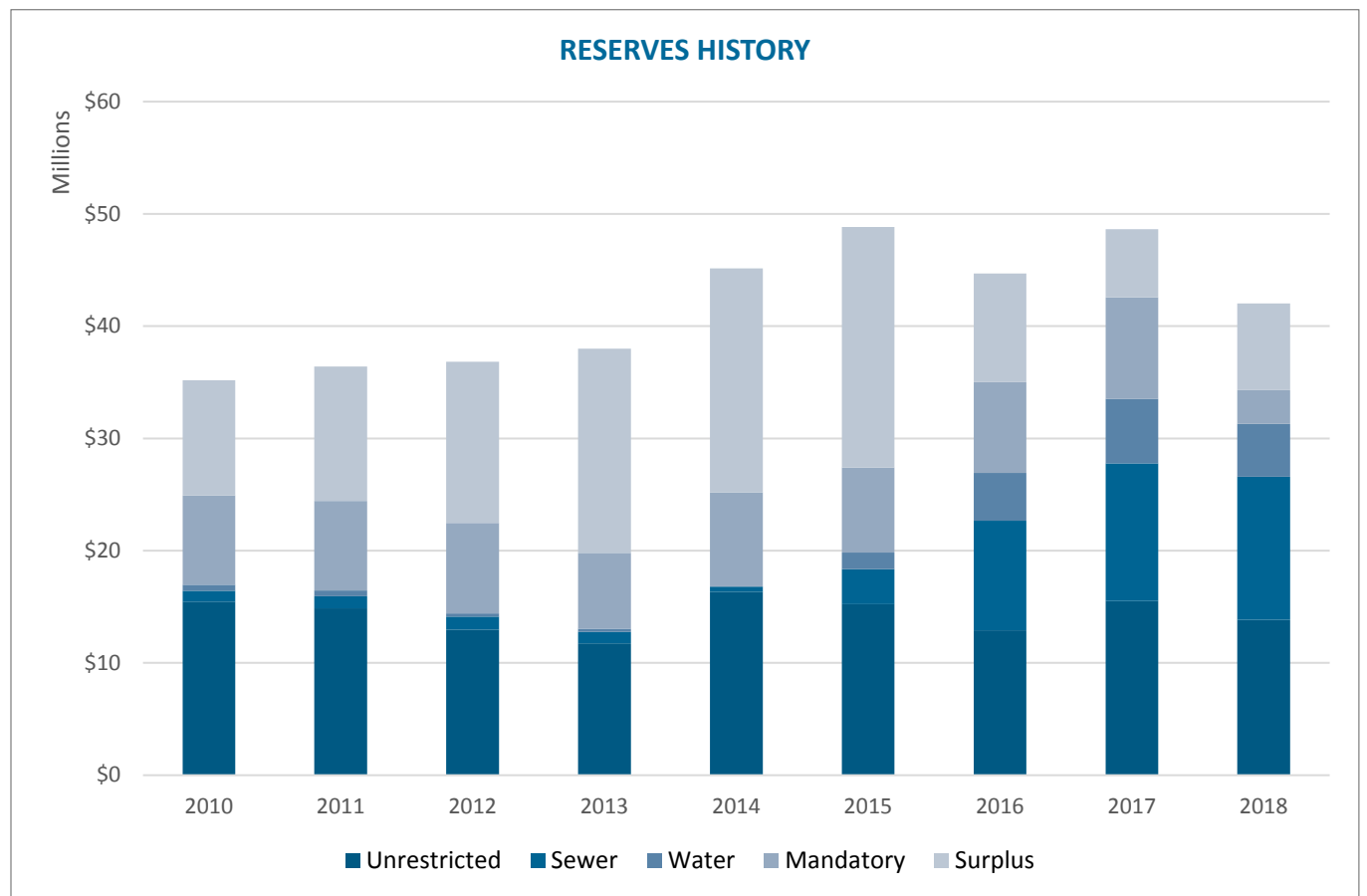
D. SAFEGUARD AND MAINTAIN EXISTING ASSETS

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

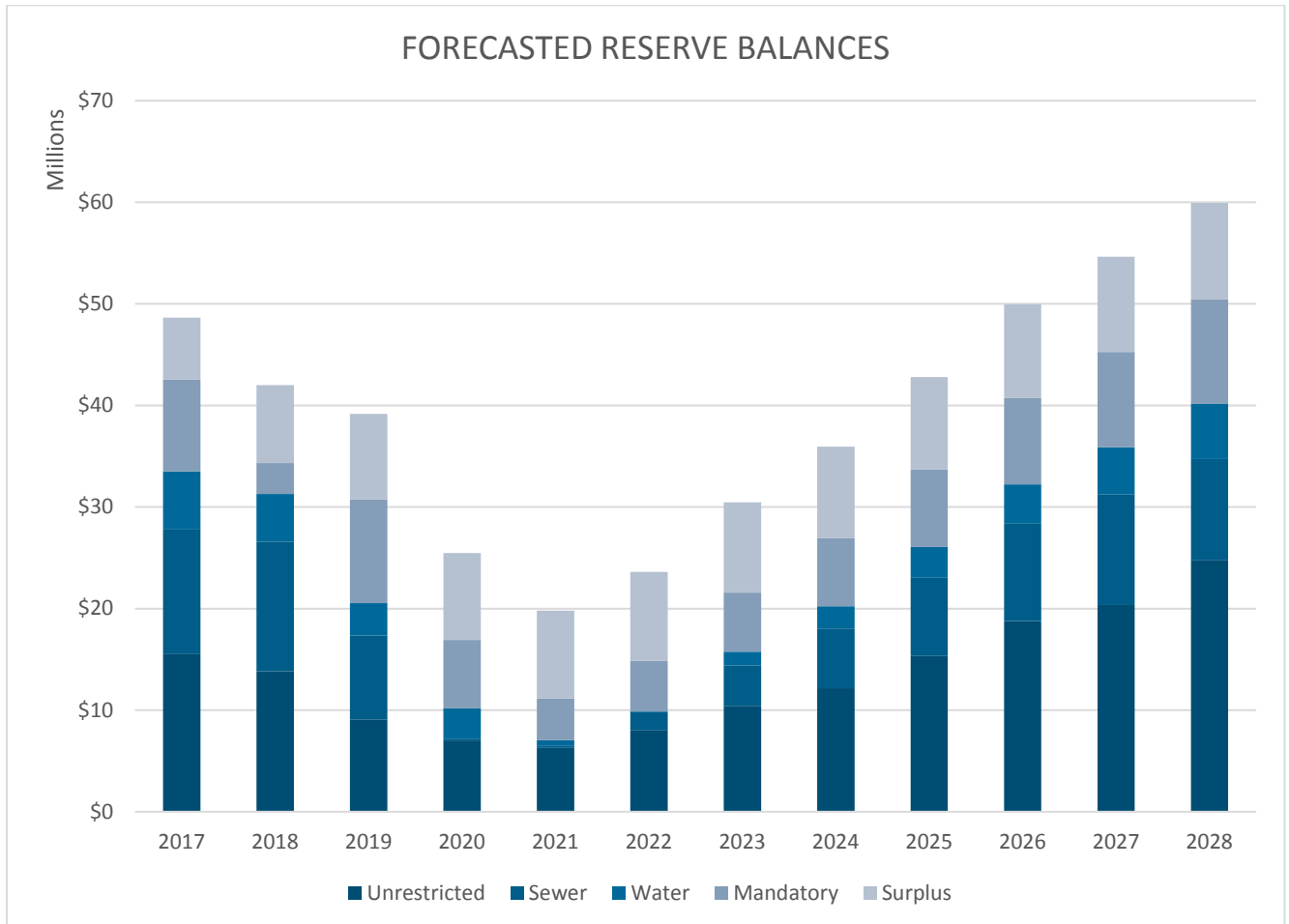
E. FOCUS ON LONG-TERM FINANCIAL STABILITY

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

The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2010 through to the end of 2018.



The below graph summarizes the projected reserve balances for 2019-2028 based on the current capital plan; note that as the future years of the capital plan for significant strategic projects are populated these balances will decrease.





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 & Resiliency Program* to provide for incremental increases to service levels with moderate overall tax rate 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 rate increase per year or \$150,000 as required. In addition, the City receives annual non-market change tax revenue due to ongoing residential and commercial growth in the community which is used to offset the need for new service levels as the growth is driving the service level increase needs.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. For 2019, estimated non-market change revenues are estimated at \$709,850.

[Appendix 2](#) summarizes all approved ongoing new service levels in the 10-year plan with a focus on police protection, fire protection, development services, economic development, and increases to parks maintenance. These new service levels are focused on dealing with ongoing increase in work plans with ongoing growth in the community putting demand on protective services and development, and demands for increased service for transit. These are presented to Council with business cases to aide decision making (Appendix 6), of the multiple priorities across the City for enhanced services.

The total approved new services in 2019 are \$458,000 or a 1.52% tax rate increase which was funded by non-market change revenues. These new ongoing service levels are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

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

Below the line items are not determined a priority of Council for 2019 Financial Planning and will be considered in future budget cycles.



OPERATING PROJECTS

OPERATING PROJECTS

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

Appendix 3 summarizes all operating projects with groupings of strategic or Council driven, corporate projects, and operational or maintenance projects. The funding of these projects follow the City’s Reserve and Surplus policy in Appendix 7.1. Gaming is to support Council initiatives, 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 strategic HR management, DCC review with ongoing development, sea level rise considerations, and development services resource for a strong growth period for the City. Many of the operational projects summarized were determined through pre-budget meetings held in the summer and fall to build the 2019 work plan and focus on Council’s strategic priorities.

There are several high priority projects are determined important for 2019 due to emerging needs of a growing community.

Operating carryforwards are projects started in 2018, but require a balance of funding to complete in 2019. There are some “below the line” operating projects included for Council’s consideration in future budget cycles.



CAPITAL & DEBT

CAPITAL

The City’s Financial Plan has a significant focus on maintaining and enhancing its asset infrastructure for service delivery to the community. The capital plan in Appendix 4 itemizes the capital projects or capital expenditures planned over the next 10 years. Projects noted on this list are defined as a capital expenditure under the City’s Tangible Capital Asset (TCA) Policy in Appendix 7.3. A capital expenditure is defined as the purchase of capital assets, construction of facilities and infrastructure, as well as the upgrade and replacement of existing capital assets. The policy defines capital as non-financial assets having physical substance that:

- Are held for use in production or supply of goods and services,
- Have useful economic lives extending beyond one year,
- Are to be used on a continuing basis, and
- 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

2019-2028 CAPITAL PLAN

The City's approved 2019-2028 Financial Plan includes a 10-year capital plan with a focus on long term planning. This creates stability for work plans and more importantly, it helps to facilitate long-term strategic decision making on project priorities. Appendix 4.1 includes a summary of all projects in the 10-year plan, as well as the project description, justifications, funding source, and alignment to Council's strategic priorities.

The 2019-2028 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. The City has started a five-year implementation path for asset management (Appendix 7.4) to ensure ongoing service delivery with the inventory, condition assessments, risk assessment and ongoing investment in its asset infrastructure on an annual basis with incremental funding increases for renewal of core assets. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation and user fee parameters. The City is strategic about the enhancements or additions to the asset infrastructure it currently has in order to ensure all service areas can be maintained in the current and long-term. The City is facing ongoing growth and development therefore a focus in the last few years has been completed 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 & Culture	Renewal/Enhancement/Strategic

For 2019, the Capital Plan totals \$35,620,454, which includes carry forward projects from 2018. This includes both strategic and renewal/other capital projects.

2019 CAPITAL PLAN	\$17,869,808
CFwds	\$17,965,737
TOTAL	\$35,835,545

CARRYFORWARDS (CFWDS)

The capital plan includes projects started in 2018 but not yet completed or multi-year projects that the budgets are carried forward or “CFwd” into 2019 to complete the project. In Appendix 4, these are noted in the “CFwd” column and have been added to the 2019 project budgets in the City’s financial system as reported to department managers and will be presented consolidated in the quarterly financial report (Appendix 8.2). Projects carried forward must have been started or have a contractual obligation in place, otherwise incomplete projects are re-budgeted for 2019. CFwds are approved by Council during the Financial Planning process. The third quarter report for 2018 identified to Council which project was expected to include a CFwd request for 2019 budget, see Appendix 8.2.

STRATEGIC PRIORITY / RENEWAL/OTHER CAPITAL PROJECTS

As 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 and then renewal/other projects which ties to the City's sustainable funding framework under the *Financial Stability & Resiliency Program*, but also highlights to Council the key work plan and community drivers.

Strategic priority projects as summarized in Appendix 4 are related to projects that are Council's strategic budget priorities as determined through the City's pre-budget planning meetings, or through their focus on their 2015-2019 strategic plan. Downtown revitalization, transportation enhancements, seawalk enhancement projects, parks amenities, economic drivers such as the airport, and fire services have been highlighted in this section. Significant capital projects that drive City work plan and community impact are also 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.

Renewal/other capital projects are to require to maintain 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 2019 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 & Resiliency Program* which provides incremental and stable taxation and user fee increases to fund the City's capital project plan. The "funding source" is identified on a column on the capital project plan in Appendix 4.1, which shows the City uses primarily reserve funds for funding the capital plan; annual taxation and user fee transfers to reserves are flowed through reserves to fund the capital plan. Debt, DCC reserves, and grants also provide a funding source for capital when needed or available. The City maintains its Community Works Funds Reserve, which is grant revenue for community enhancement projects with a focus on Council's strategic priority projects.

BELOW THE LINE

The City has been strategically increasing capital funding to build a 10-year Financial Plan with a corporate lens to maintain and enhance service levels for all departments/assets of the City. “Below the Line” projects on Appendix 1 are those that may be important however funding is not yet available to fund these projects given other priorities, or these projects may require additional analysis or consideration for priority given other work plan, service delivery, or funding availability.

OPERATING COSTS OF CAPITAL

With the City’s focus on maintaining incremental tax rate 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 do not increase costs to maintain those assets. The operating costs include expenses such as wage and benefits, licensing costs, and fleet and equipment charges,

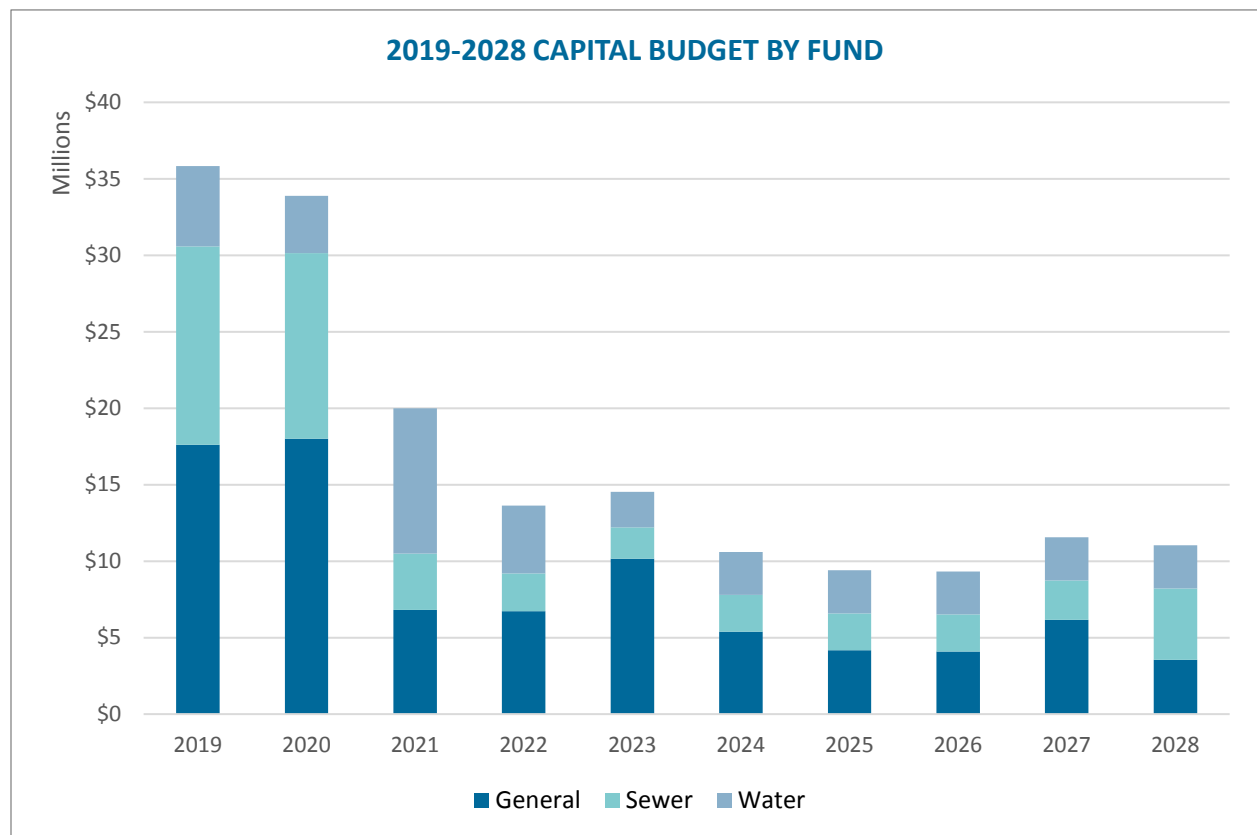
Appendix 4.1 the capital project summary includes the operating costs of capital to ensure Council is aware that project approval will require a base budget increase. Appendix 4.2 summarizes all operating costs of capital per year which is incorporated into the 10-year Financial Plan Bylaw.

The operating costs of capital for 2019 are \$54,850 for general capital, a 0.18% tax increase which is already considered in 0.75% of annual allocation to capital in the City’s stability program. The net 0.63% of funding is transferred to the net funding model to the capital reserves.

FUND	AMOUNT	TAX INCREASE %
General	\$54,850	0.18%
Sewer	\$5,000	-
Water	-	-
TOTAL	\$59,850	0.18%

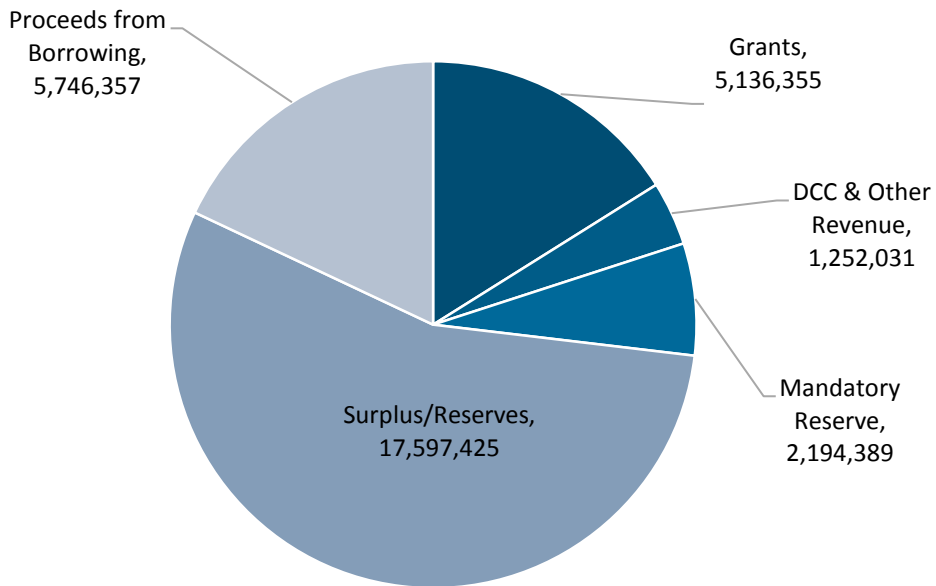
For asset renewal upgrades the general expectation is there would be no increased operating costs for these capital projects as the project is replacing “like for like”. Some asset renewal upgrades may result in a decrease to operating costs if the project results in increased operational efficiency, by reducing maintenance activities or staff time to operate these assets. The Sewer operating budget has seen some decreases in recent years as the department has been continually upgrading its infrastructure. These efficiencies are generally dealt with in updating the base operating budgets annually as efficiencies are realized, however known efficiencies will be included in Appendix 4.2 when known.

The first chart below summarizes the 2019-2028 capital plan by fund. Years 2019 to 2021 have many significant strategic capital projects as summarized at the top of Appendix 4.1, and years 2022-2028 has stable renewal plans. There will likely be additional strategic projects added to future years in the ten-year financial plan at subsequent budget cycles as grant or additional community growth occurs.

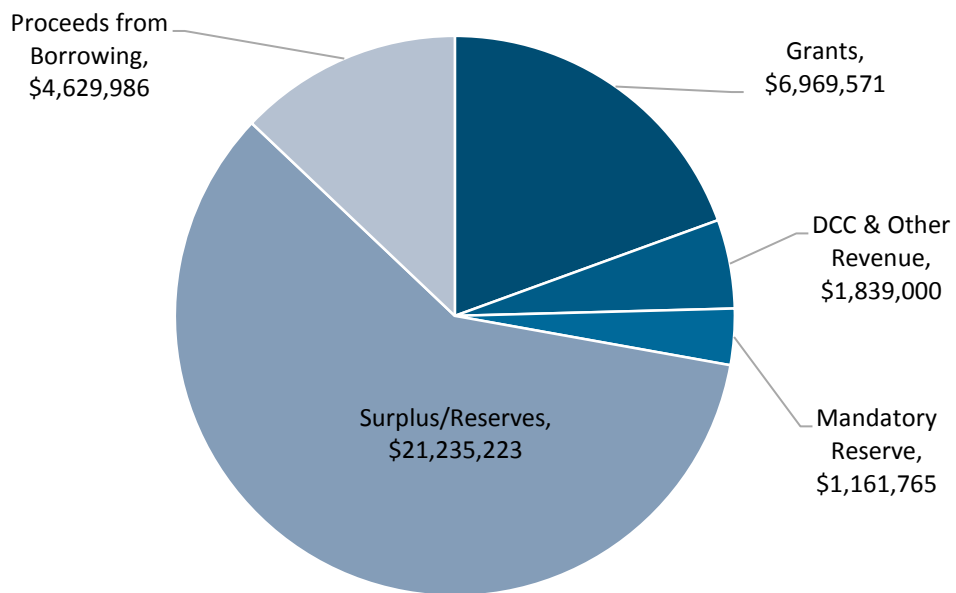


These charts highlight the funding distribution for the 2018 and 2019 capital plans; the City’s capital plan is primarily funded by reserve funds, however grants, DCCs, and debt also supplement the projects.

CAPITAL FUNDING DISTRIBUTION - 2018



CAPITAL FUNDING DISTRIBUTION - 2019



LONG-TERM DEBT

The City uses debt to fund the capital plan where necessary. As noted in the City's debt policy in Appendix 7.2, the use of debt is to provide funding for the capital plan, fairness and stability for taxpayers today and in the future, and maintain service levels. The primary purpose for the use of debt is to safeguard and replace existing core capital assets, and secondly to provide funding for growth and development upgrades to core capital assets as necessary.

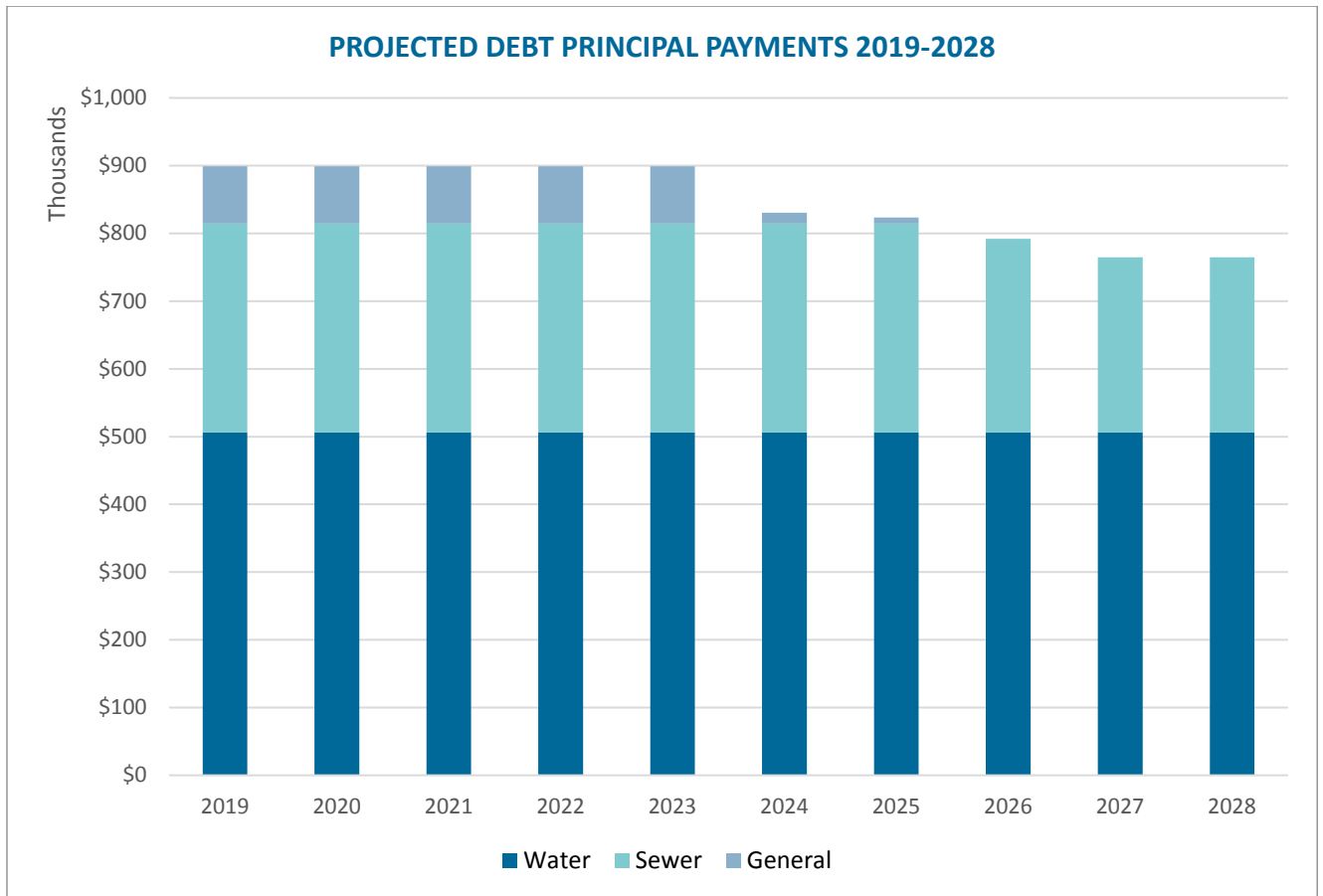
The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for water main renewal and the water supply project. The sewer debt was fully expended in 2018 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 (Development Cost Charges) and reserve funding to complete required works.

As noted in the City's policy, the City's legislated debt limit is 25% of all ongoing revenues. However, the City's debt policy limits this to 15% for general fund, and 20% 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 \$11.2 million for a new Fire Hall #1 which is currently below the line in the Capital Plan (Appendix 4.1), pending further review and discussion. The net funding model within the City's stability program is intended to fund this debt servicing within the annual capital funding increase, however this will need to be reviewed in consideration of other priority capital projects.

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 [Financial Stability and Resiliency Program](#) to fund future infrastructure needs.

The following chart outlines the projected debt principal payments for the 2019-2028 period.



There are no above-the-line (funded) capital projects in the 2019-2028 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.

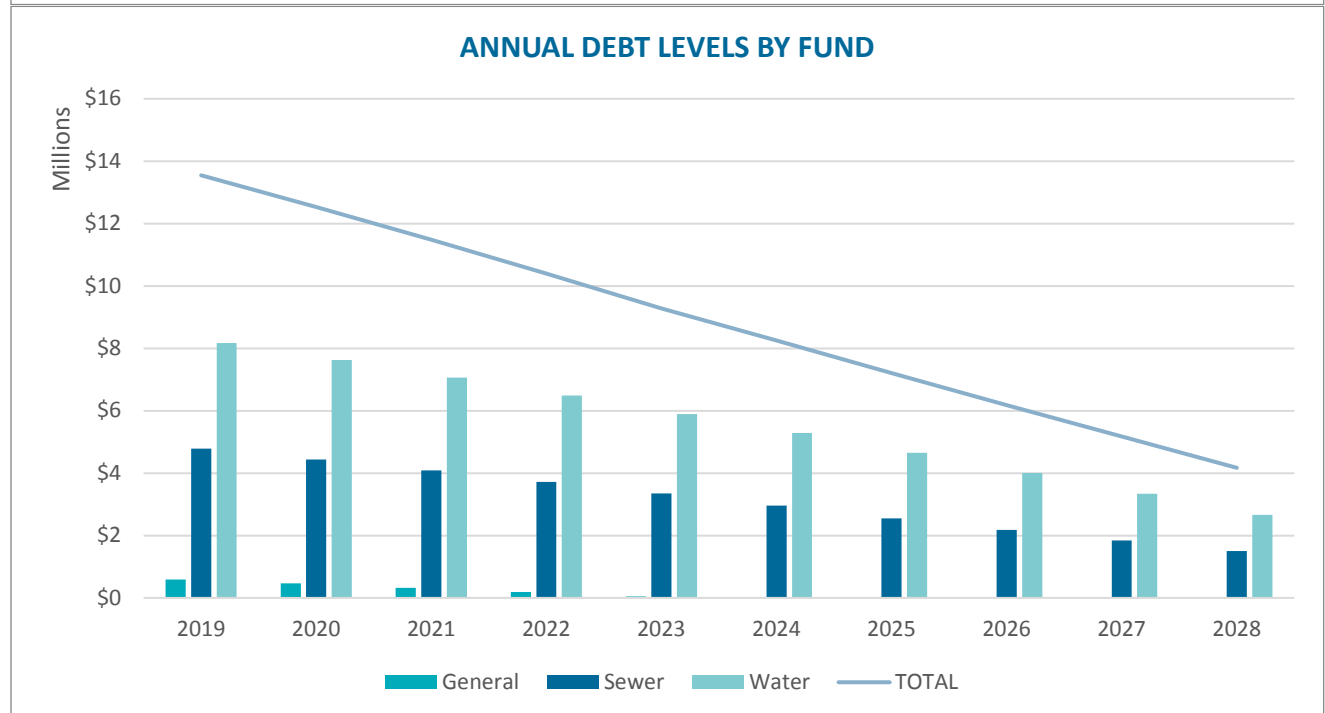
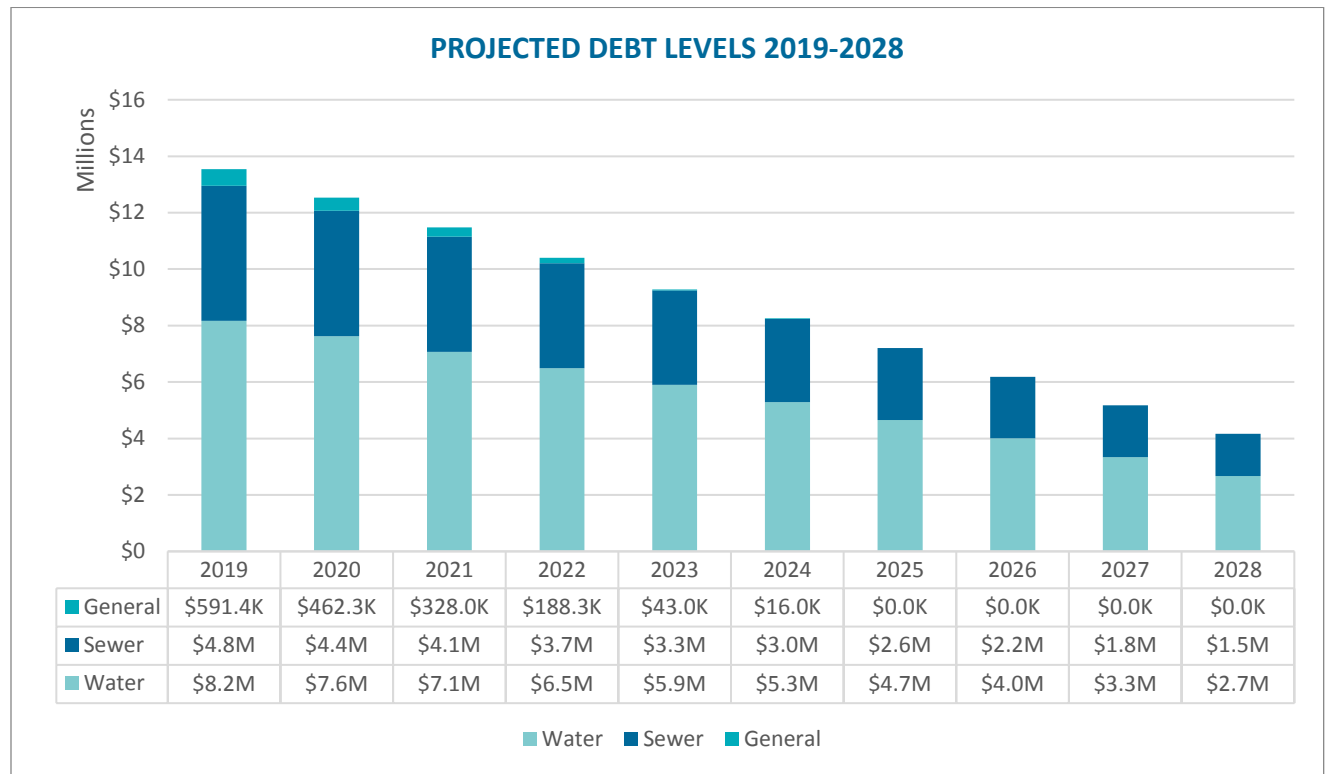
Interest payments are paid semi-annually and principal payments are paid on an annual basis. The tables below, outline the schedule of payments for the duration of the term of the various loans. These payments have been built into the base operating budget, with consideration of impacts to sewer/water 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
2018	\$209,033	\$159,314	\$368,346
2019	84,846	82,527	167,373
2020	84,846	82,527	167,373
2021	203,132	151,827	354,959
2022	203,132	151,827	354,959
2023	203,132	151,827	354,959
2024	134,215	81,730	215,945
2025	127,546	76,216	203,762
2026	118,286	69,300	187,586
2027	118,286	69,300	187,586
TO MATURITY 2035			

SEWER FUND BOND DEBT			
Year	Principal	Interest	Total
2018	\$307,971	\$176,906	\$484,877
2019	307,971	176,906	484,877
2020	307,971	176,906	484,877
2021	307,971	176,906	484,877
2022	307,971	176,906	484,877
2023	307,971	176,906	484,877
2024	307,971	176,906	484,877
2025	307,971	176,906	484,877
2026	285,497	160,121	445,619
2027	258,080	151,200	409,280
TO MATURITY 2032			

WATER FUND BOND DEBT			
Year	Principal	Interest	Total
2018	\$438,735	\$246,890	\$685,625
2019	438,735	246,890	685,625
2020	438,735	246,890	685,625
2021	438,735	246,890	685,625
2022	438,735	246,890	685,625
2023	438,735	246,890	685,625
2024	438,735	246,890	685,625
2025	438,735	246,890	685,625
2026	246,890	246,890	493,780
2027	246,890	246,890	493,780
TO MATURITY 2032			

The following chart provides a breakdown of the outstanding debt levels at the end of each respective year for the period of 2019-2028 and includes all existing and forecasted debt. The City’s debt levels are expected decline through 2023 when all current general debt is slated to be retired. Note that debt for projects such as replacement of Fire Hall #1 as noted above are not included in these graphs as this project is “below the line” for future consideration.





DEFINITIONS & 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

CARRYFORWARD (CFWD)

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

COW

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

CUPE

The Canadian Union of Public Employees.

CWF

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

DCC

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

DEBT SERVICING

Annual principal and interest payments on debt.

DM

Department Manager.

FCM

Federation of Canadian Municipalities.

FINANCIAL PLAN

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

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 nondiscretionary on the part of Council.

MFA

Municipal Finance Authority of British Columbia.

PILTs

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

PSAB

Public sector accounting board.

RESERVES

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

RESERVE FUNDS

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

SMT

Means the senior management team of the City of Campbell River; this includes the City Manager, Deputy City Manager, GM Assets & 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.



2019-2028 FINANCIAL PLAN BYLAW



City of
Campbell
River

2019 - 2028 TEN YEAR
FINANCIAL PLAN

BYLAW 3721, 2019

BYLAWS



DISCLAIMER

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

Cover photo by Toni Falk



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



2019 - 2028 Ten Year Financial Plan Bylaw 3721, 2018

ADOPTED December 19, 2018

PURPOSE

A Bylaw for the City of Campbell River to authorize the ten-year financial plan for the years 2019 to 2028.

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 **2019 - 2028 Ten Year Financial Plan Bylaw No. 3721, 2018.**

PART 2: Ten Year Financial Plan

2.0 Schedules 'A' and 'B' attached hereto and being part of this Bylaw are hereby adopted and compromise the Ten Year Financial Plan Amendment for the years 2019 to 2028. This bylaw replaces the Financial Plan Amendment for the years 2018 to 2027 adopted by Bylaw No. 3714, 2018.

PART 3: Expenses

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

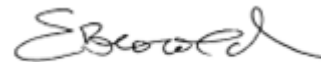
READ THE FIRST TIME this 17th day of December 2018

READ THE SECOND TIME this 17th day of December 2018

READ THE THIRD TIME this 17th day of December 2018

ADOPTED this 19th day of December 2018

Signed by the Mayor and City Clerk this 19th day of December 2018



CITY CLERK



MAYOR

SCHEDULE 'A'

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
OPERATIONAL REVENUES										
Revenue from Property Taxes	32,844,697	34,062,654	35,075,534	36,617,353	37,773,751	39,255,529	40,281,675	41,518,271	42,758,902	44,059,606
Revenue from Parcel Taxes	1,771,800	1,950,153	2,130,525	2,312,715	2,325,325	2,337,854	2,350,401	2,363,068	2,375,555	2,388,260
Revenue from Fees & Charges	22,884,586	23,603,615	24,327,799	25,070,032	25,821,698	26,128,356	26,441,642	26,761,801	27,089,086	27,423,764
Revenue from Other Sources	5,072,445	5,043,537	5,056,565	5,068,691	5,081,690	5,094,283	5,108,469	5,041,212	5,031,128	5,039,877
Surplus/Reserve Accounts	5,739,616	1,226,813	894,521	865,230	690,929	654,672	507,138	557,266	405,138	462,420
Transfers from Other Funds	265,801	314,650	304,097	323,663	343,310	343,602	386,565	409,222	432,593	486,700
Amortization Offset	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000
	77,483,945	75,106,422	76,694,041	79,162,684	80,941,703	82,770,296	83,980,890	85,555,840	86,997,402	88,765,627
OPERATIONAL EXPENSES										
General Operating Expenses	43,125,486	43,919,584	44,850,266	46,499,816	47,602,970	49,090,611	50,275,064	51,562,262	52,712,981	54,032,816
Airport Operating Expenses	2,152,913	2,276,047	2,229,827	2,298,771	2,287,843	2,418,608	2,350,092	2,422,316	2,415,302	2,549,073
Sewer Operating Expenses	2,938,126	2,898,463	2,961,389	3,013,931	3,065,945	3,043,069	3,126,770	3,157,112	3,219,156	3,300,868
Water Operating Expenses	4,111,364	4,167,529	4,220,162	4,263,588	4,322,452	4,384,461	4,447,937	4,512,919	4,579,446	4,647,562
Interest Payment on Debt	505,287	505,287	505,287	505,287	502,711	439,080	433,566	426,650	426,650	426,650
Principal Payment on Debt	848,332	848,332	848,332	848,332	848,332	779,414	772,746	763,486	763,486	763,486
Transfers to Other Funds	14,897,437	11,586,180	12,173,778	12,827,959	13,406,450	13,710,053	13,669,715	13,806,095	13,975,381	14,140,172
Amortization	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000	8,905,000
	77,483,945	75,106,422	76,694,041	79,162,684	80,941,703	82,770,296	83,980,890	85,555,840	86,997,402	88,765,627
Annual Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL FUNDING										
Grants	6,969,571	7,851,332	1,086,000	1,357,500	6,435,000	725,000	710,000	620,000	785,000	695,000
DCC & Other Revenue	1,839,000	4,463,668	3,625,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Statutory Reserves	1,161,765	1,521,000	2,380,000	680,000	470,000	380,000	270,000	180,000	1,180,000	180,000
Surplus/Reserves	21,235,223	19,844,544	12,902,475	11,682,105	7,498,937	9,372,475	8,293,225	8,408,189	9,470,189	10,043,373
Proceeds from Borrowing	4,629,986	-	-	-	-	-	-	-	-	-
	35,835,545	33,680,544	19,993,475	13,844,605	14,528,937	10,602,475	9,398,225	9,333,189	11,560,189	11,043,373
CAPITAL EXPENSES										
General Capital Expenses	16,926,004	14,757,618	6,699,589	6,949,643	4,162,775	5,379,989	4,169,289	3,597,675	6,174,675	3,001,149
Airport Capital Expenses	690,166	3,025,000	115,000	-	6,000,000	-	-	500,000	-	550,000
Sewer Capital Expenses	12,971,919	12,153,963	3,676,943	2,459,981	2,058,081	2,411,243	2,414,468	2,417,757	2,567,757	4,671,112
Water Capital Expenses	5,247,456	3,743,963	9,501,943	4,434,981	2,308,081	2,811,243	2,814,468	2,817,757	2,817,757	2,821,112
	35,835,545	33,680,544	19,993,475	13,844,605	14,528,937	10,602,475	9,398,225	9,333,189	11,560,189	11,043,373
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 2019.

Table 1: Funding Sources, Fiscal 2019

Property taxes	32,844,697	42.5%
Parcel taxes	1,771,800	2.3%
Fees & charges	22,884,586	29.5%
Other sources	5,072,445	6.5%
Surplus/reserve accounts	11,552,616	14.9%
Transfers from other funds	265,801	0.3%
Amortization Offset	3,092,000	4.0%
	<u>77,483,945</u>	<u>100.0%</u>

Objectives and Policies:

- Provide stable funding for base services, incremental increases or enhancements to service levels, operating projects, and capital plan through stable and incremental increases to tax rates and user fees under the City's Financial Stability & Resiliency Program.

B. Distribution of Municipal Property Taxes Across Property Classes

Over the term of the plan municipal property taxes are distributed across eight property tax classes as shown in Table 2; amounts and proportions shown for fiscal 2019.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2019

Class 1 - Residential	24,106,830	73.4%
Class 2 - Utilities	1,083,875	3.3%
Class 4 - Major Industry	65,689	0.2%
Class 5 - Light Industry	328,447	1.0%
Class 6 - Business & Other	6,831,697	20.8%
Class 7 - Managed Forest	328,447	1.0%
Class 8 - Recreation/Non-Profit	98,534	0.3%
Class 9 - Farm	1,178	0.0%
	<u>32,844,697</u>	<u>100.0%</u>

Objectives and Policies:

-Classes:

- Class 1 Residential - The City will strive to maintain a residential tax rate that provides for an average municipal taxation change per representative household with its comparator communities of similar size and of those Vancouver Island communities with a population greater than 10,000.
- Class 2 Utilities - The City will maintain a tax rate not greater than \$40 for each \$1,000 of assessed value, and not more than 2.5 times the class 6 business rate in any taxation year as per BC Regulation 329/96.

-Assessment Value Changes:

- Annually tax rates will be fully adjusted to eliminate the impact of changes in assessment due to market changes as identified by the BC Assessment Authority.
- Non-market change assessments will be adjusted from the general taxation levy calculations, and considered as a as a new revenue source for the City to balance the demand from new/enhanced services.

-Overall Objectives:

- The City will strive to ensure all classes of property receive an equal allocation of the percentage change in the annual tax levy.
- The City will review its tax rates per 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.
- When needed, tax class rate realignments will occur incrementally over a multi-year period.
- New revenues related to the downtown revitalization tax exemption bylaw will be allocated to the capital program.

C. Permissive Tax Exemptions

The Annual Report for 2019 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.



City of
**Campbell
River**

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2019 FINANCIAL OPERATING BUDGET

2019 BASE OPERATING BUDGET

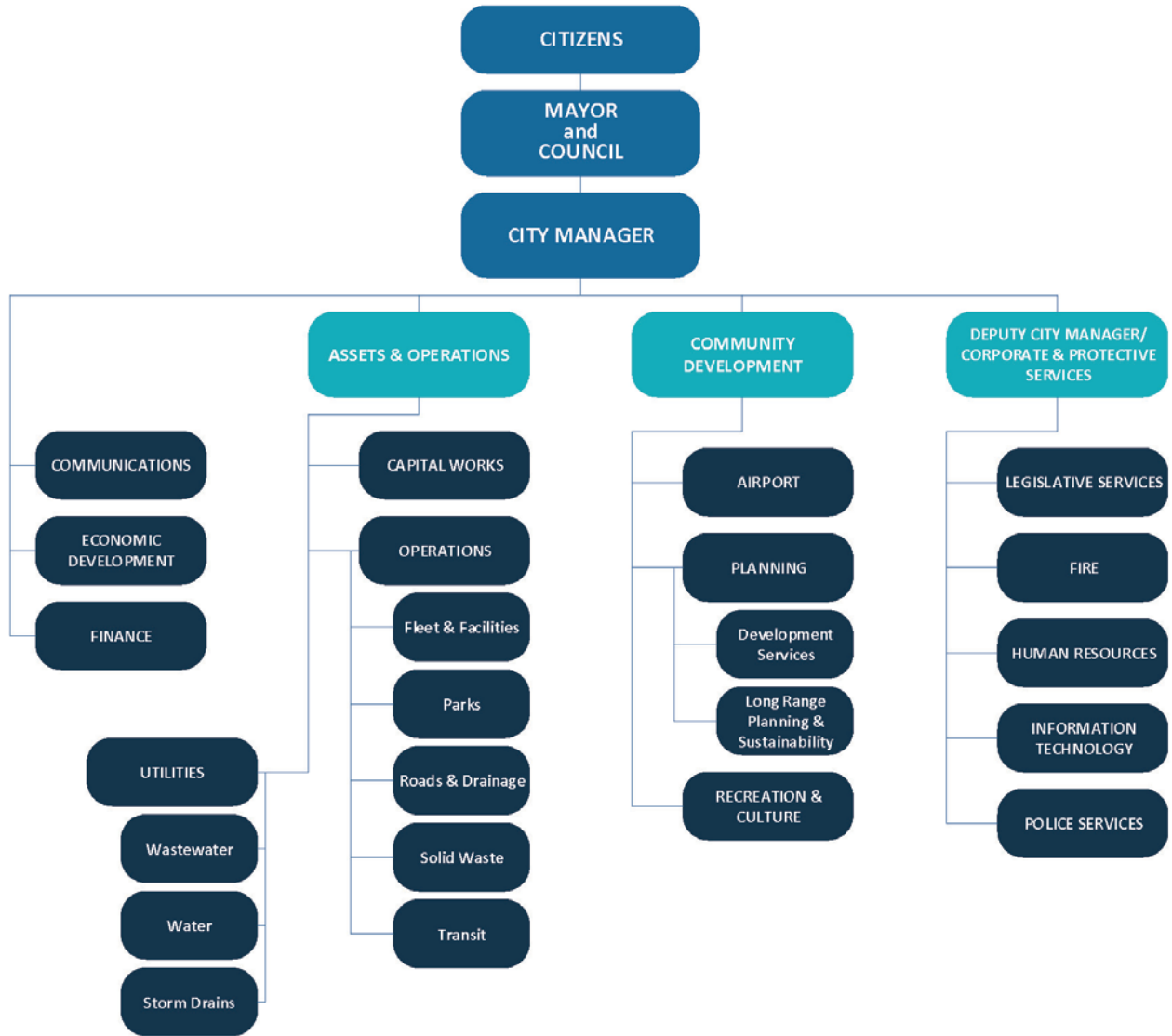
GOVERNANCE	Mayor & Council City Manager
CORPORATE SERVICES	Deputy City Manager Legislative & Property Services Communications Human Resources Information Technology Finance Risk & Supply Management
RCMP	RCMP Police Protection Victim Services
FIRE	Fire Protection E911
ASSETS & OPERATIONS	GM Assets & Operations Capital Works Stores Fleet Facilities Transportation & Roads Public Transit Parks Cemeteries
UTILITIES	Water Sewer Storm Drains Solid Waste
COMMUNITY DEVELOPMENT	GM Community Development Long Range Planning & Sustainability Development Services Bylaw Enforcement Animal Control Recreation & Culture
ECONOMIC DEVELOPMENT & TOURISM	Economic Development & Tourism
AIRPORT	Airport
FISCAL SERVICES	Reserves Fiscal Services Debt Principal & Interest Taxation Miscellaneous Other



GOVERNANCE SEGMENT

GOVERNANCE SEGMENT

FULL STRUCTURE



GOVERNANCE SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
GOVERNANCE					
2 - Expense					
Contracted Services	26,684	164,000	164,000	-	0.0%
Other Operating Expenses	126,777	118,500	118,500	-	0.0%
Utilities	19,051	22,560	22,560	-	0.0%
Wages & Benefits	515,864	533,649	601,324	67,675	12.7%
2 - Expense Total	688,376	838,709	906,384	67,675	8.1%
GOVERNANCE Total	688,376	838,709	906,384	67,675	8.1%

2019 VARIANCE:

Increase in wages and benefits	\$67,675
OVERALL SEGMENT VARIANCE	\$67,675
VARIANCE %	8.1%

MAYOR AND COUNCIL

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
310 - MAYOR & COUNCIL					
2 - Expense					
101725 - COUNCIL REPRESENTATION	65,439	70,900	70,900	-	0.0%
101755 - COUNCILLORS	178,245	178,113	205,392	27,279	15.3%
104500 - MAYOR	82,697	76,070	96,325	20,255	26.6%
111690 - COMMUNITY LAND DEV	-	100,000	100,000	-	0.0%
2 - Expense Total	326,380	425,083	472,617	47,534	11.2%
310 - MAYOR & COUNCIL Total	326,380	425,083	472,617	47,534	11.2%

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

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.

CITY MANAGER

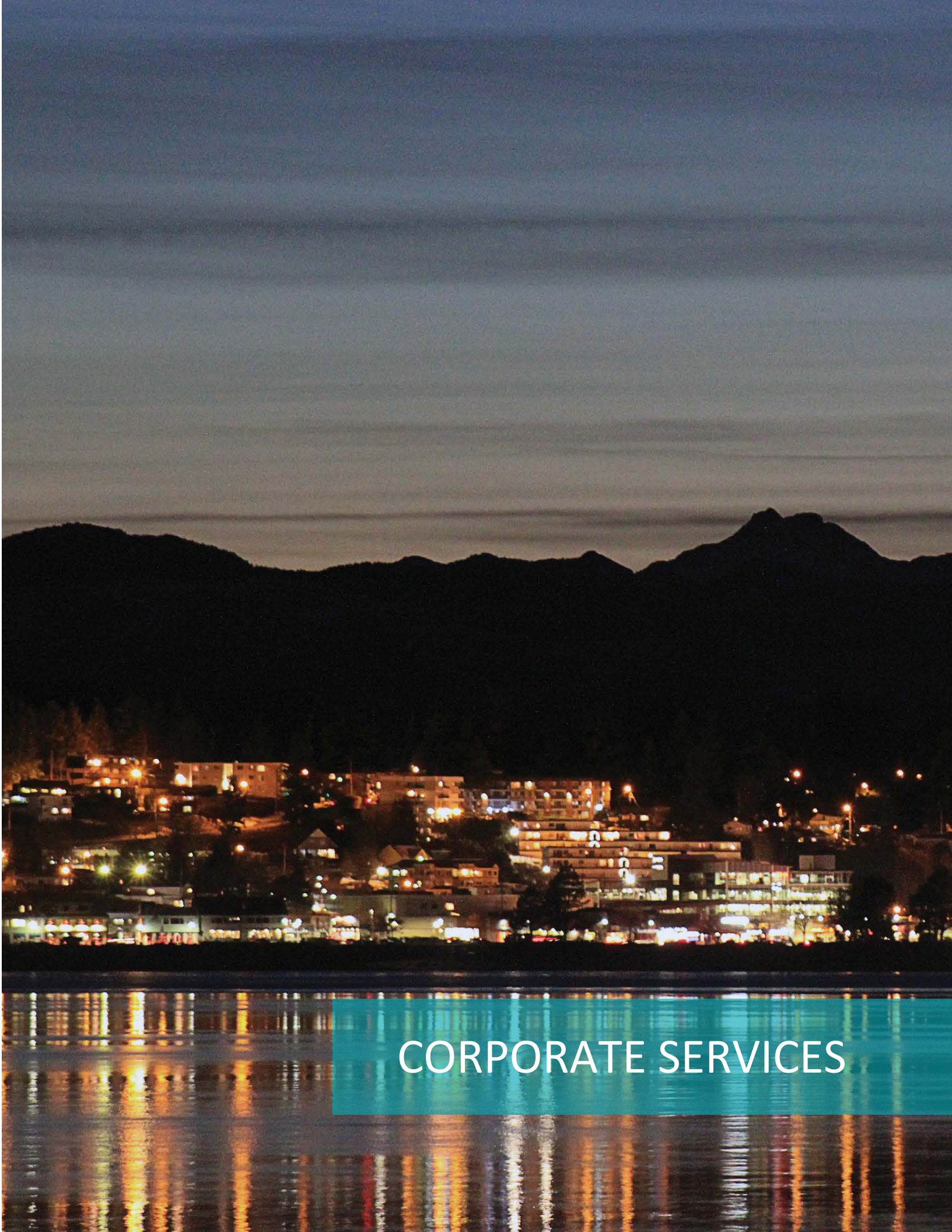


The City Manager assists Council in establishing the City’s strategic direction, provides recommendations that reflect relevant facts, options and professional opinion on issues considered by Council and takes the lead in managing implementation of policy direction established by Council. The City Manager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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
101 - CITY MANAGER					
2 - Expense					
111395 - CITY MANAGER	361,996	413,626	433,767	20,141	4.9%
2 - Expense Total	361,996	413,626	433,767	20,141	4.9%
101 - CITY MANAGER Total	361,996	413,626	433,767	20,141	4.9%

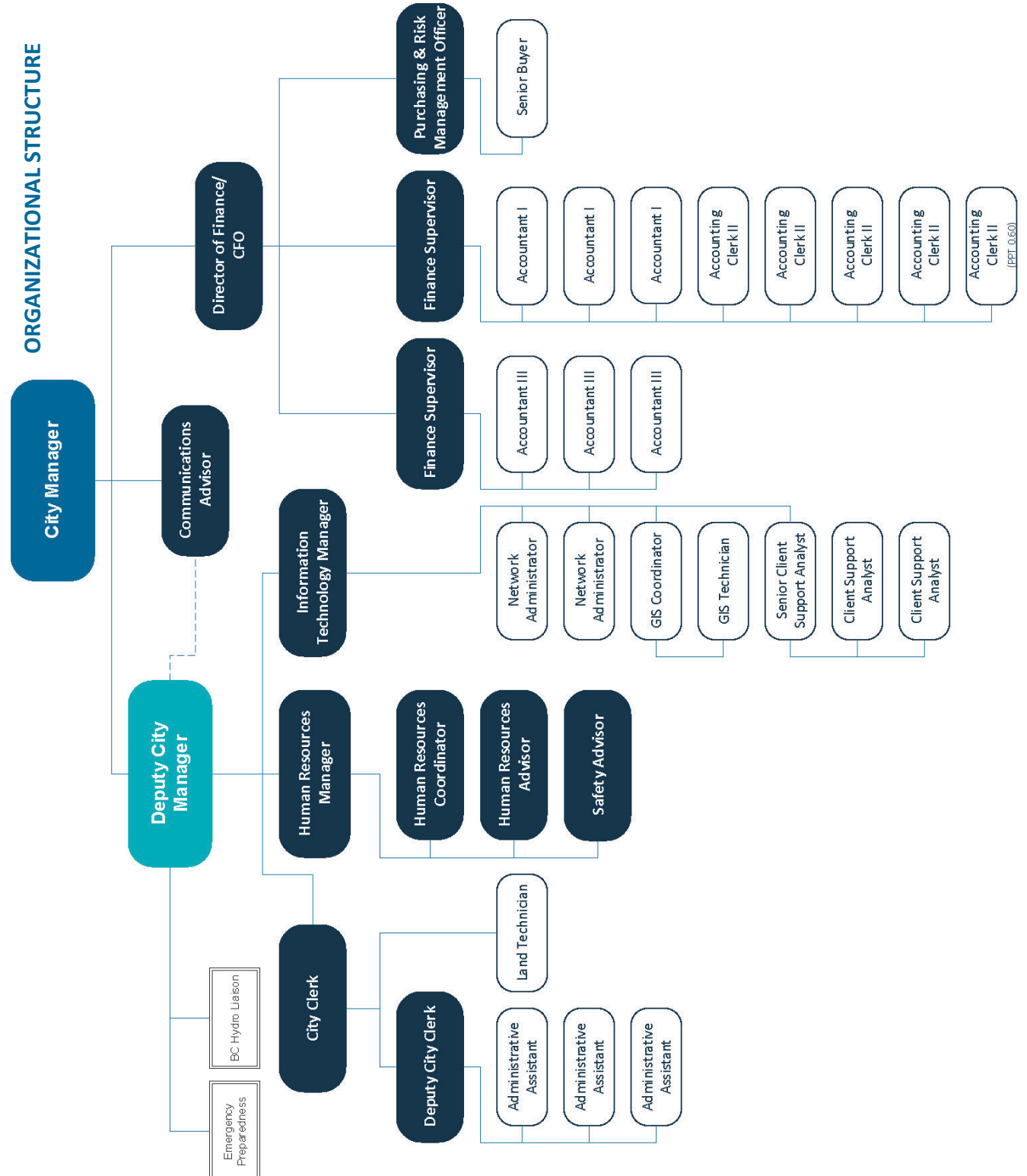
SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.



CORPORATE SERVICES

CORPORATE SERVICES



CORPORATE SERVICES SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
CORPORATE SERVICES					
1 - Revenue					
Investment Income	(12,408)	(15,302)	(15,455)	(153)	1.0%
Other Revenue	(357,355)	(390,935)	(402,958)	(12,023)	3.1%
1 - Revenue Total	(369,763)	(406,237)	(418,413)	(12,176)	3.0%
2 - Expense					
Contracted Services	116,897	162,139	157,200	(4,939)	-3.0%
Insurance	159,836	162,200	167,066	4,866	3.0%
Other Operating Expenses	740,960	857,103	877,248	20,145	2.4%
Utilities	84,184	84,200	84,139	(61)	-0.1%
Wages & Benefits	3,225,787	3,323,621	3,364,413	40,792	1.2%
2 - Expense Total	4,327,663	4,589,263	4,650,066	60,803	1.3%
CORPORATE SERVICES Total	3,957,900	4,183,027	4,231,653	48,627	1.2%

2019 VARIANCE:

Increase in wages and benefits	\$40,792
Increase in MIA insurance premium	4,866
Increase in Seniors' Centre rental	5,000
Increase in software license fees	6,100
Increase in training & development	8,250
Decrease in business applications contracted services	(3,000)
Increase in Library property lease revenue	(1,400)
Increase in CRadvantage revenue	(10,605)
Other changes	(1,376)
OVERALL SEGMENT VARIANCE	\$48,627
VARIANCE %	1.2%

DEPUTY CITY MANAGER

Working directly with the City Manager, the Deputy City Manager assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for corporate services (human resources, legislative services, information technology, corporate communications), protective services (fire services, police services, emergency preparedness), and strategic corporate relationships (BC Hydro, First Nations, Strathcona Regional District, senior governments).

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
500 - GM CORP & PROTECTIVE SERVICES					
2 - Expense					
303500 - GM CORP & PROTECTIVE SVC	116,912	126,858	142,362	15,504	12.2%
2 - Expense Total	116,912	126,858	142,362	15,504	12.2%
500 - GM CORP & PROTECTIVE SERVICES	116,912	126,858	142,362	15,504	12.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.



LEGISLATIVE SERVICES

Oversees City Hall Reception, Clerks, Corporate Records Management, Freedom of Information requests and the Property Services function. Legislative Services acts as the communication hub between Council, its advisory bodies, staff and the public.

Legislative Services staff are responsible for the preparation, maintenance and execution of agendas and minutes, bylaws, contracts, policies and procedures, corporate records management and access to information. Staff provide support for an average of 43 Council and Committee of the Whole meetings and 44 Council commission and committee meetings annually, including the Airport Committee, Advisory Planning & Environment Commission, Community Services, Recreation & Culture Commission, Community Partnership Commission, Public Safety Sub-Committee and School Board/City Joint Liaison Committee.

The Property Services function is responsible for the management of real estate assets and civic properties, including; city facilities, road closures, leases, purchase and sale negotiations, rights-of-way, and acquisition of and disposal of real estate. This department acts as a liaison to both internal customers and the public to provide expertise on matters affecting land.

The department also serves as the City’s historian, responsible for maintaining the City’s official records.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
311 - LEGISLATIVE SERVICES					
2 - Expense					
111365 - CLERK	243,372	240,043	253,159	13,116	5.5%
114150 - LEGAL	17,162	52,000	52,000	-	0.0%
150130 - ADMIN SUPPORT	244,116	257,836	203,182	(54,654)	-21.2%
151440 - CIVICSHARED SERVICES	61,958	59,700	59,700	-	0.0%
2 - Expense Total	566,608	609,579	568,041	(41,538)	-6.8%
311 - LEGISLATIVE SERVICES Total	566,608	609,579	568,041	(41,538)	-6.8%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Net decrease in wages and benefits due to 2018 restructuring (Bylaw was moved to Community Development segment).

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
446 - PROPERTY MANAGEMENT					
1 - Revenue					
211425 - ENTERPRISE LEASE	(16,158)	(16,387)	(16,387)	-	0.0%
213500 - ADMIN FEE - GENERAL	(25,555)	(7,645)	(7,645)	-	0.0%
228065 - TYEE SPIT LEASES	(119,366)	(119,366)	(119,366)	-	0.0%
266210 - RENTAL HOUSING	(32,522)	(74,400)	(74,400)	-	0.0%
271575 - COMMUNITY CENTRE	-	(3,750)	(3,750)	-	0.0%
271895 - DISCOVERY PIER	(17,000)	(18,000)	(18,000)	-	0.0%
273500 - LIBRARY	(140,403)	(141,807)	(143,225)	(1,418)	1.0%
1 - Revenue Total	(351,006)	(381,355)	(382,773)	(1,418)	0.4%
2 - Expense					
155210 - PROPERTY ADMIN	277,854	154,069	160,899	6,830	4.4%
2 - Expense Total	277,854	154,069	160,899	6,830	4.4%
446 - PROPERTY MANAGEMENT Total	(73,152)	(227,286)	(221,874)	5,412	-2.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Small increase to Library property lease revenue.
- Increase in contractual rate for Seniors' Centre rental fees.
- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Provide ongoing support for Council's Commissions, Committees and Task Forces.
- Implement Council policy and procedures.
- Implement recommendations for the City's corporate records management review as funding permits.
- Implement recommendations of Privacy Assessment as funding permits.
- Continue transition of records to an electronic format to streamline department workflow.

2018 HIGHLIGHTS:

- Provided ongoing support for Council's Commissions, Committees and Task Forces
- Administered the 2018 Local General Election
- Reviewed/amended the City committee structure
- Assisted various departments with the preparation of bylaws and legal agreements.
- Coordinated 3 land acquisitions in support of the Waterfront Acquisition Strategy.
- Continue to negotiate property agreements to facilitate a variety of capital projects.

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.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
111 - COMMUNICATIONS					
2 - Expense					
111514 - COMMUNICATIONS	144,050	148,490	158,838	10,348	7.0%
2 - Expense Total	144,050	148,490	158,838	10,348	7.0%
111 - COMMUNICATIONS Total	144,050	148,490	158,838	10,348	7.0%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN

- City Scorecard – increase use of key performance indicators in reporting
- Develop animated videos to highlight City services
- Plan for website content refresh and stock photo library

2018 ACCOMPLISHMENTS

- City Scorecard – template developed, departmental data in progress, researching software options for ongoing data management/reporting
- A series of animated videos developed for:
 - How to Report a Problem
 - City Services
 - City Budget
 - City Property Taxes
 - Home Energy Efficiency Incentives and BC Energy Step Code
 - In progress: Info series for quick info on garbage/recycling/yard waste

HUMAN RESOURCES

The Human Resources (HR) Department plays a central role in delivering people focused solutions that meet the City’s current and future human capital needs. The HR function plays an essential and instrumental role in partnering and supporting senior leaders, managers and, directly or indirectly, all other employees in the organization to maximize their contribution to the delivery of the City’s corporate strategy.

The primary goals of the Human Resource department are to develop and support people-centric initiatives to:

- Build capacity – grow and strengthen our leadership capacity to sustain a high-performing public service.
- Recruit for tomorrow – modernize recruitment and position the City of Campbell River as an employer of choice that offers attractive career opportunities.
- Retain and engage – create a vibrant work environment that is open, fair, inclusive, supportive and rewarding.

Providing professional services to attract, retain, support, and develop City employees so that they can serve the public in a way that earns the trust, respect and confidence of our community is HR’s top priority. Key human resource services include strategic workforce planning; talent management; labour and employee relations; compensation and benefits administration; focus on health and safety; ability management; learning and development; policy development; records management; and organizational relationships.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
114 - HUMAN RESOURCES					
2 - Expense					
140115 - HUMAN RESOURCES	475,400	457,870	477,605	19,735	4.3%
143085 - EMPLOYEE PROGRAMS	41,361	53,000	53,000	-	0.0%
146430 - SAFETY	4,896	6,500	6,500	-	0.0%
148110 - LABOUR RELATIONS	29,625	93,380	93,380	-	0.0%
2 - Expense Total	551,282	610,750	630,485	19,735	3.2%
114 - HUMAN RESOURCES Total	551,282	610,750	630,485	19,735	3.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Focus on strategic human resource management with emphasis on organizational development, talent management and workplace analytics.
- Collaborate actively with all departments to optimize organizational structure and performance.
- Continue to enhance workplace health & safety programs, utilizing Certification of Recognition (COR) framework.
- Identify employee value proposition, including a thorough review of employee benefits plans.
- Conduct a survey of exempt compensation to ensure compliance with 50th percentile of market comparators.
- Successfully negotiate renewal of CUPE collective agreement that expires Dec. 31, 2018.

2018 HIGHLIGHTS:

- Key role in strategic management plan development and implementation.
- Modernized and implemented exempt job evaluation system.
- Talent management: There have been 84 vacancies YTD (August 31, 2018) compared with 62 for the same period in 2017. Ongoing focus on staff development has resulted in 53% of positions being filled internally.
- Staff turnover is 7% and the City has welcomed 27 new people to its permanent staff complement at the end of August 2018.
- Continued emphasis on building positive labour relations has been successful in grievance reduction and more collaborative working relations.
- Successful renewal of the City of Campbell River and IAFF Local 1668 collective agreement.



INFORMATION TECHNOLOGY

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

- Provides strategic planning and coordination for all City of Campbell River technology initiatives.
- Keeps all network services operational so that staff can communicate internally and with residents.
- Keeps major business applications operational to meet City’s business requirements.
- Manages and supports the City of Campbell River Municipal Broadband Network – *CR advantage*.
- Keep current with new technology and implement to improve efficiency and cost-reduction.
- Supports City websites and interactive maps.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
213 - INFORMATION TECHNOLOGY					
1 - Revenue					
213900 - ADMIN FEES - IT	(3,763)	(7,080)	(7,080)	-	0.0%
213910 - CR ADVANTAGE	(2,587)	-	(10,605)	(10,605)	0.0%
215900 - RECOVER WORK ORDER	-	(2,500)	(2,500)	-	0.0%
1 - Revenue Total	(6,350)	(9,580)	(20,185)	(10,605)	110.7%
2 - Expense					
130115 - IT ADMIN	469,316	451,470	457,933	6,463	1.4%
130820 - BUSINESS APPLICATIONS	7,470	8,000	5,000	(3,000)	-37.5%
133560 - GIS SUPPORT	160,573	180,716	187,445	6,729	3.7%
134700 - NETWORK SUPPORT	516,680	523,412	539,065	15,654	3.0%
135900 - RECOVER WORK ORDER	-	660	660	-	0.0%
2 - Expense Total	1,154,039	1,164,258	1,190,103	25,846	2.2%
213 - INFORMATION TECHNOLOGY Total	1,147,689	1,154,678	1,169,918	15,241	1.3%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in Municipal Broadband services revenue.
- Increase in wages and benefits.
- Increase in software and license fees.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Implement Phase Two of the Municipal Broadband Network.
- Continue implementation of network security hardening as defined in 2017 audit.
- Install new Malware defense appliance
- Upgrade Staffweb intranet platform
- Upgrade Microsoft Exchange and Outlook
- Investigate Cloud based storage and application support options
- Renew Microsoft Enterprise Agreement
- Create 3D water model interactive web map of downtown core area.
- Expand Access to Internet Mapping and Services (i.e. Public Art Installations webmap)
- Improve GIS open data catalog
- Support sea level rise action plan
- Develop UAV data management plan
- Support development of Asset Management Plan and committee

2018 HIGHLIGHTS:

- CRadvantage – SMART50 Award.
- CRadvantage – Open for Business Award.
- Implemented extension of CRadvantage Phase One Municipal Broadband Network.
- Submission of 2019 CRadvantage Phase 2 budget.
- Extended desktop virtualization to 65 workstations.
- Replaced Citrix remote desktop with VM Horizon
- Dogwood Operations Centre phone system replaced
- Workstations upgraded to Windows 10
- Expanded Access to Internet Mapping and Services (ie Public Art Installations webmap)
- Developed Additional Data Collection Applications
- Implemented 2018 airphotos (10cm for entire municipal boundary)
- Developed UAV data management plan
- Created Request for Proposal for Asset Management Investment Plan
- Completed Vadim and Tempest major software upgrades.
- Completed Mobility RFP and selected new city cell phone service provider
- Developed and implemented technology requirements for municipal election
- Implemented enhanced network security hardening

FINANCE

The Finance 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 50 City departments.

The department oversees a \$73 million annual operating budget and the \$31.8 million annual capital budget of 110 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. Payroll and benefit administration totaled \$23.6 million in 2017.

The department manages approximately 29 grant files each year for funds received from external organizations, including monitoring federal and provincial grants, for all City departments to maximize grant funding opportunities for the City. Finance also manages the treasury function of the City which includes reserve, debt, and investment funds. Tangible Capital Asset ledger maintenance is under the responsibility of finance.

The City is the tax collector for many other governments such as the regional district, school and hospital resulting in 15,000 tax notices prepared, mailed, and payments collected each year. The department administers the provincial tax deferral program and provincial Home Owner Grant programs.

People served at the Finance front counter average 150-200 per week, and up to 1,500-2,000 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 2500 general receivable invoices annually, and processes approximately 10,000 accounts payable annually.

THE CORE SERVICES PROVIDED BY THE DEPARTMENT ARE:

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
212 - FINANCE					
2 - Expense					
123185 - EXTERNAL AUDIT	42,526	50,600	49,600	(1,000)	-2.0%
123255 - FINANCE ADMIN	1,145,505	1,286,039	1,301,875	15,836	1.2%
2 - Expense Total	1,188,031	1,336,639	1,351,475	14,836	1.1%
212 - FINANCE Total	1,188,031	1,336,639	1,351,475	14,836	1.1%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.
- Small decrease in external audit fees.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2019-2028 budget.
- Lead a multi-department team to undertake a Development Cost Charge review; last review and update in 2010.
- Develop a user fee framework policy for ongoing user fee reviews, and undertake fee reviews for all City fees including development services, recreation and parks, and police information.
- Continue leadership for asset management activities including data review, asset inventory, condition assessments, and policy development. The 2018 focus is a corporate wide plan framework to guide ongoing asset management activities to ensure synergy between asset groups.
- Lead the asset management multi-department data committee including review of where asset data is stored, how it is used, synergy between departments and consideration of asset management operational software upgrade.
- Provide support and leadership for the key performance indicator multi-department team and the creation of a corporate scorecard to communicate service levels to the community.
- Complete the City’s social grant policy development and manage process with community groups for Council approval.
- Undertake an income statement general ledger restructure on more than 3,000 accounts for all City departments to streamline financial reporting and focus on service level delivery.
- Review cost allocations for internal charges between departments for fleet and equipment use, general administration, stores and utilities.
- Review the existing investment policy to ensure that it follows the City’s long-term financial stability and resiliency program.
- Add additional, more flexible options for tax payers to participate in the City’s pre-authorized withdrawals system for property tax payments.

2018 HIGHLIGHTS:

- The 2018-2027 budget was awarded the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award which is the highest award in North America for governmental budgeting; this is the third year following the first year for the City in 2016.
- Continued to streamline the budget process for the 10-year Financial Planning with a goal to further stabilize the City's financial position.
- Remained focused on Council's strategic priorities given the established funding parameters.
- Continued to streamline quarterly financial reporting to Council.
- Implemented a comprehensive and holistic tax rate policy.
- Worked with departments to start implementation of asset management activities including data review, asset inventory, condition assessments, and policy development.
- Actively participated and assisted with the new key performance indicator and performance measurement reporting model for the City.



RISK MANAGEMENT

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

RISK CLAIMS MANAGEMENT

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
316 - RISK MANAGEMENT					
1 - Revenue					
415670 - LIABILITY INSURANCE	(12,408)	(15,302)	(15,455)	(153)	1.0%
1 - Revenue Total	(12,408)	(15,302)	(15,455)	(153)	1.0%
2 - Expense					
155670 - PUBLIC LIABILITY INSURANCE	228,180	232,200	237,066	4,866	2.1%
2 - Expense Total	228,180	232,200	237,066	4,866	2.1%
316 - RISK MANAGEMENT Total	215,772	216,899	221,611	4,713	2.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

SUPPLY MANAGEMENT

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
445 - SUPPLY MANAGEMENT					
2 - Expense					
155850 - PURCHASING OPS	100,707	206,421	210,797	4,376	2.1%
2 - Expense Total	100,707	206,421	210,797	4,376	2.1%
445 - SUPPLY MANAGEMENT Total	100,707	206,421	210,797	4,376	2.1%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

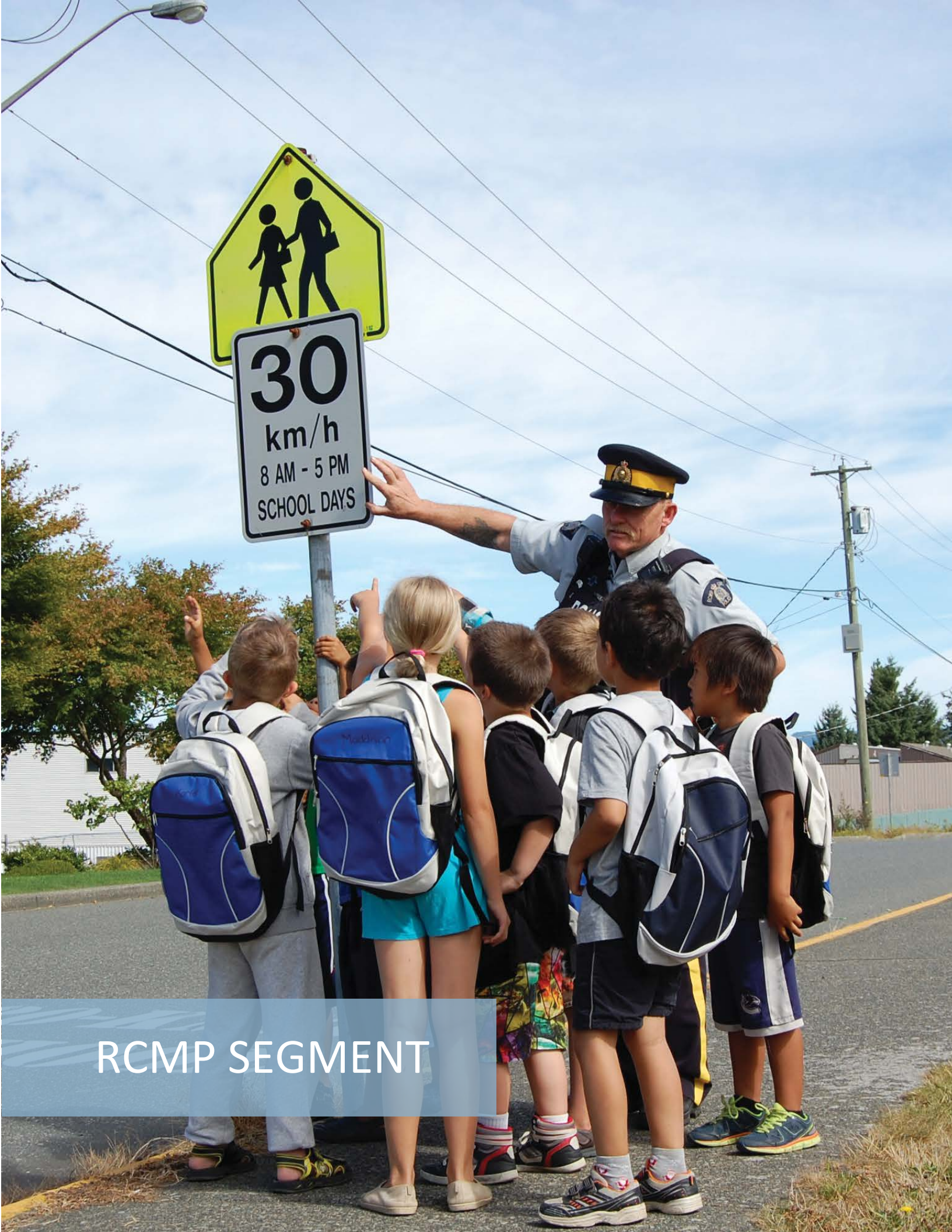
- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Complete a purchasing process and policy review and update.
- Complete comprehensive financial risk matrix.
- Updating the corporate-wide risk management framework and policy.
- Expand participation with other government organizations in joint purchasing processes to maximize cost savings and efficiencies.
- Examine and develop potential Social Procurement practices to best complement City services.
- Implement a vendor performance evaluation process.

2018 HIGHLIGHTS:

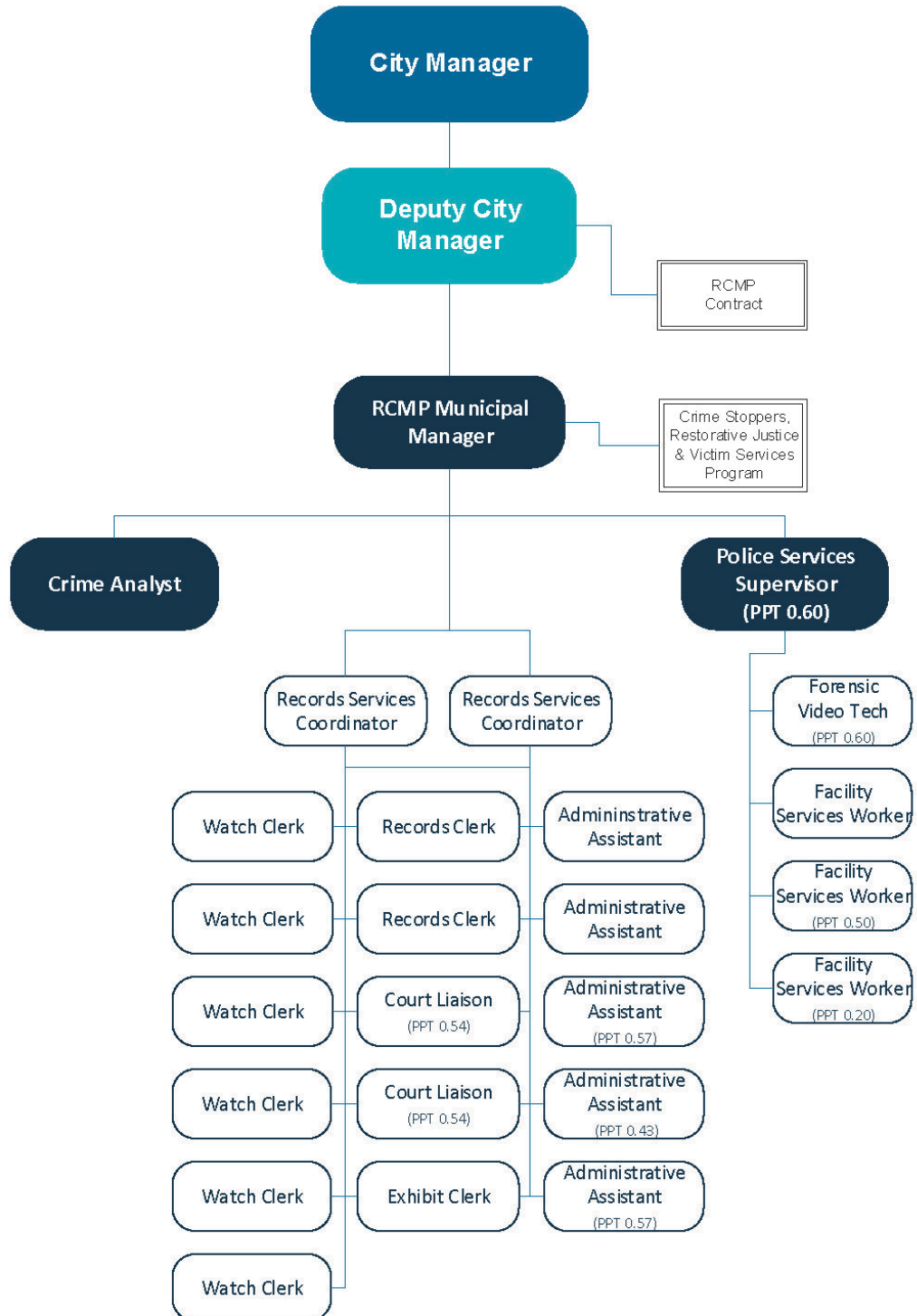
- Reviewed project requirements with staff members to ensure purchasing procedures deliver best value to all departments.
- Conducted over 69 major public competitions, receiving over 130 bid submissions.
- 2018 project awards amounted to a value of approximately \$11 million.
- Conducted major acquisitions, including: highway 19A phase 3 design services, waterfront sewer upgrades phase I, Big Rock Boat Ramp reconstruction, Larwood Erickson sewer upgrade, sewermain rehabilitation, sea Level rise assessment Study, and small compacting waste hauling vehicle.
- Enhanced the City's purchasing bid competitions webpage.



RCMP SEGMENT

RCMP SEGMENT

ORGANIZATIONAL STRUCTURE



RCMP SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
RCMP					
1 - Revenue					
Fees & Charges	(75,542)	(70,593)	(89,463)	(18,870)	26.7%
Other Revenue	(667,091)	(666,150)	(643,800)	22,350	-3.4%
Sales of Goods & Services	(29,800)	(28,000)	(28,000)	-	0.0%
1 - Revenue Total	(772,433)	(764,743)	(761,263)	3,480	-0.5%
2 - Expense					
Contracted Services	6,862,801	7,809,061	7,712,695	(96,366)	-1.2%
Insurance	12,734	12,500	13,125	625	5.0%
Other Operating Expenses	81,694	115,007	119,727	4,720	4.1%
Utilities	63,311	57,720	60,057	2,338	4.0%
Wages & Benefits	1,518,109	1,763,880	1,788,362	24,482	1.4%
2 - Expense Total	8,538,649	9,758,167	9,693,966	(64,202)	-0.7%
RCMP Total	7,766,216	8,993,424	8,932,703	(60,721)	-0.7%

2019 VARIANCE:

Increase to information requests, fingerprinting fees and prisoner detention reimbursement	(28,000)
Decrease to property lease revenue (prior year included capital cost reimbursement)	39,150
Increase to Provincial traffic fine sharing revenue (SCIF)	(3,800)
Decrease to RCMP contract (to realign budget)	(175,366)
Increase to Commissionaires contract	79,000
Increase for non-RCMP staff wages and benefits	24,482
Other changes	3,813
OVERALL SEGMENT VARIANCE	(\$60,721)
VARIANCE %	(0.7%)

RCMP

The City funds 42 RCMP Members in the Campbell River Detachment. The RCMP, through policing and protective services initiatives, address crimes related to substance abuse, property and traffic law enforcement, as well as crime reduction strategies.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
320 - RCMP					
1 - Revenue					
323621 - SCIF	(380,250)	(380,000)	(383,800)	(3,800)	1.0%
1 - Revenue Total	(380,250)	(380,000)	(383,800)	(3,800)	1.0%
2 - Expense					
215275 - POLICE OPS SUPPORT	2,500	10,500	10,500	-	0.0%
215285 - POLICE PROTECTION	6,562,325	7,490,411	7,315,045	(175,366)	-2.3%
2 - Expense Total	6,564,825	7,500,911	7,325,545	(175,366)	-2.3%
320 - RCMP Total	6,184,575	7,120,911	6,941,745	(179,166)	-2.5%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

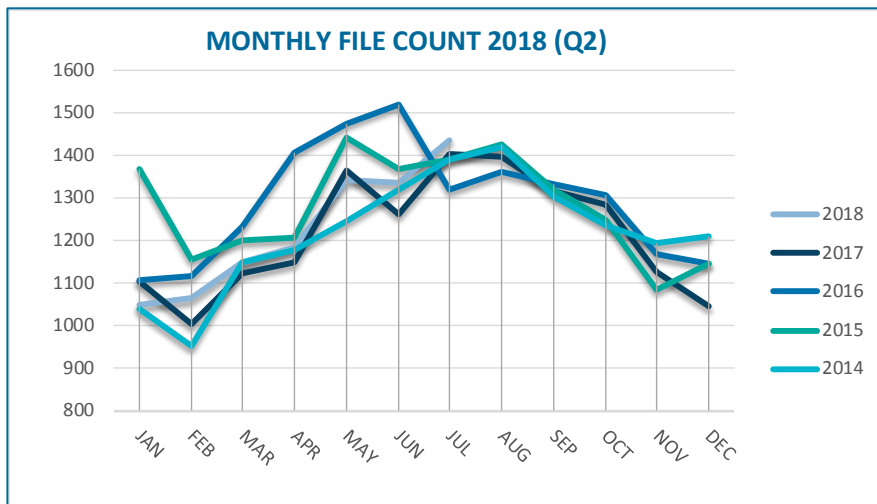
- Small decrease in SCIF traffic fine revenue sharing with the Province.
- Decrease to RCMP contract (to realign budget).

2019 GOALS, OBJECTIVES AND WORK PLAN:

- The RCMP will continue to address strategic initiatives through development of the Annual Performance Plan in consultation with Mayor and Council.
- Recruit Regular Members to fulfill the budgeted establishment.
- Police/Community Relations: Continue to actively participating 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 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.

2018 HIGHLIGHTS:

- The annual file count for 2017 was 14,576. As at Q2 of 2018, the file count was 7,127 and trending to be higher than 2017 numbers.
- The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.



POLICE PROTECTION

The Police Services Department provides services to the RCMP, supporting their administrative and operational needs to provide effective police services to the citizens of Campbell River. The department also provides and maintains jail and lock-up facilities for the care and keeping of Municipal, Provincial, and Federal prisoners, inclusive of custodial services, as well as supporting their custodial and overall building maintenance needs.

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.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
321 - POLICE PROTECTION					
1 - Revenue					
225285 - POLICE PROTECTION	(331,710)	(324,150)	(313,000)	11,150	-3.4%
1 - Revenue Total	(331,710)	(324,150)	(313,000)	11,150	-3.4%
2 - Expense					
210115 - POLICE PROTECT ADMIN	1,254,235	1,443,927	1,462,391	18,464	1.3%
211605 - COMMUNITY POLICING	110,004	110,785	113,209	2,424	2.2%
215296 - POLICE BLDG OP & CUSTODY	257,653 306,860	289,936 308,650	295,338 387,650	5,402 79,000	1.9% 25.6%
2 - Expense Total	1,928,752	2,153,298	2,258,588	105,289	4.9%
321 - POLICE PROTECTION Total	1,597,042	1,829,148	1,945,588	116,440	6.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase to information requests, fingerprinting fees and prisoner detention reimbursement
- Decrease to property lease revenue (prior year included capital cost reimbursement)
- Increase in wages and benefits.
- Increase in Commissionaires contract.

2019 GOALS, OBJECTIVES AND WORK PLAN:

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

2018 HIGHLIGHTS:

- The department processed 3,059 police information checks for 2017. As at Q2 of 2018, the department processed 28% less PICs than the same reporting period for 2017.
- In 2017 the department processed 512 fingerprint submissions. As at Q2 of 2018, fingerprint submissions were 278 and trending to be higher than 2018 numbers.
- The annual prisoner count for 2017 was 1,588. As at Q2 of 2018, the prisoner count was 734 and trending to be less than 2017 numbers. The ratio of prisoners is 82.4% municipal, 17.5% provincial, and 0.1% federal.

2018 HIGHLIGHTS CONTINUED:

- The City recovered \$166,943 from the provincial Keep of Prisoners program in 2017 for the keep of provincial prisoners in the Campbell River lock-up facility. Revenues as at Q2 of 2018 were \$87,637 and are expected to be above budget by year end.

VICTIM SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
356 - VICTIM SERVICES					
1 - Revenue					
258205 - CONTRACT FEES	(60,473)	(60,593)	(64,463)	(3,870)	6.4%
1 - Revenue Total	(60,473)	(60,593)	(64,463)	(3,870)	6.4%
2 - Expense					
568205 - VICTIM SERVICES	45,071	103,958	109,833	5,875	5.7%
2 - Expense Total	45,071	103,958	109,833	5,875	5.7%
356 - VICTIM SERVICES Total	(15,402)	43,365	45,370	2,005	4.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Provide crisis intervention and immediate and follow-up assistance to victims and witnesses of crime and trauma.

2018 HIGHLIGHTS:

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

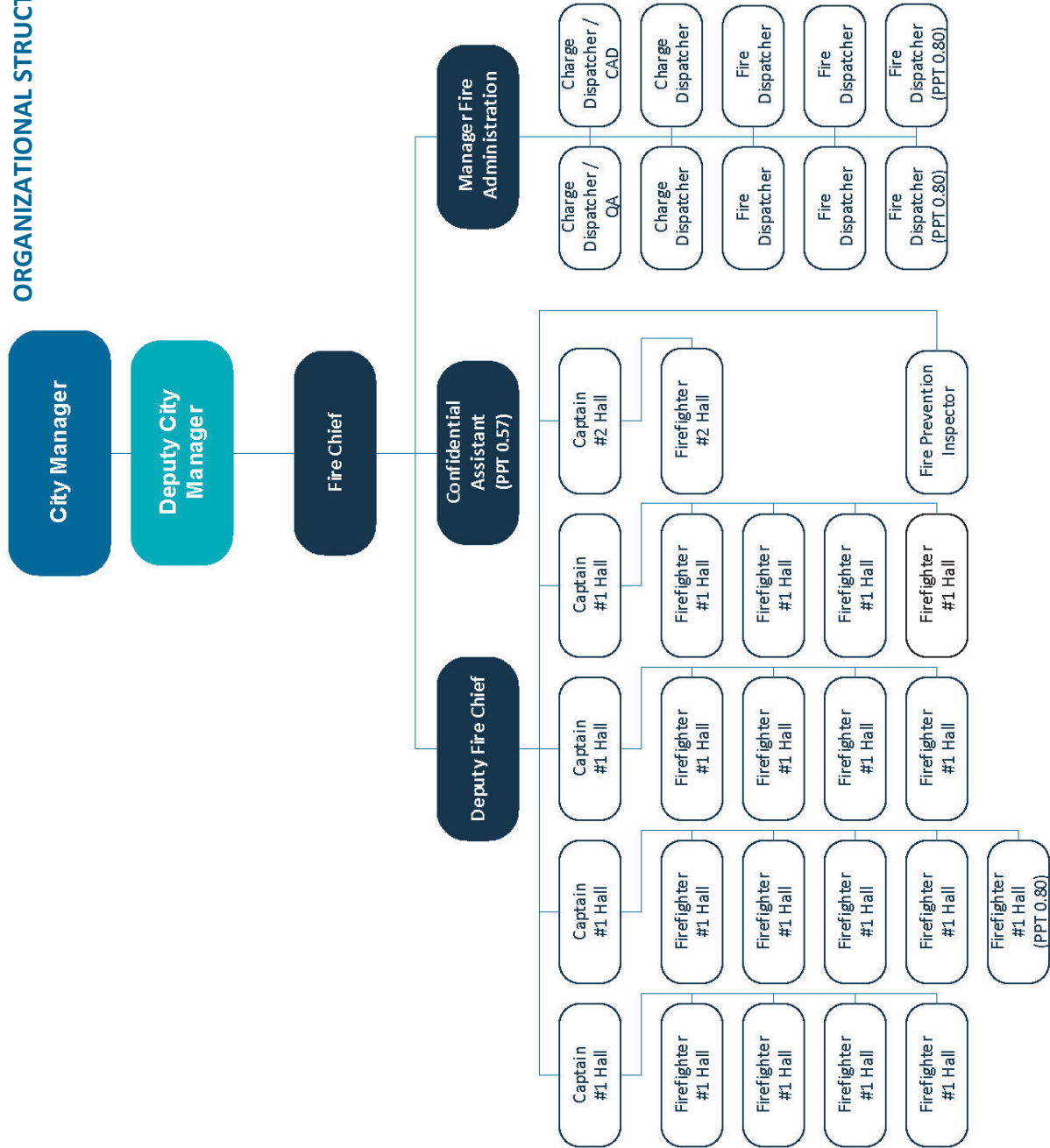


FIRE SEGMENT

FIRE SEGMENT



ORGANIZATIONAL STRUCTURE



FIRE SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
FIRE					
1 - Revenue					
Fees & Charges	(1,338,952)	(1,765,400)	(1,825,500)	(60,100)	3.4%
Other Revenue	(28,295)	(15,268)	(20,473)	(5,205)	34.1%
1 - Revenue Total	(1,367,247)	(1,780,668)	(1,845,973)	(65,305)	3.7%
2 - Expense					
Contracted Services	307,459	301,697	301,697	-	0.0%
Insurance	36,886	36,400	38,220	1,820	5.0%
Other Operating Expenses	540,971	551,290	557,775	6,485	1.2%
Utilities	19,687	17,406	17,412	6	0.0%
Wages & Benefits	4,642,607	5,193,121	5,272,479	79,357	1.5%
2 - Expense Total	5,547,610	6,099,914	6,187,583	87,669	1.4%
FIRE Total	4,180,363	4,319,246	4,341,610	22,364	0.5%

2019 VARIANCE:

Increase to E911 fixed contract revenue, including addition of Peace River RD	(42,000)
Increase to Fire revenue for services rendered to SRD, First Nations and Provincial Emergency Program	(19,900)
Increased wages and benefits	79,357
Increased employee training and development costs	4,700
Other changes	207
OVERALL SEGMENT VARIANCE	\$22,364
VARIANCE %	0.5%

FIRE PROTECTION

The Campbell River Fire department delivers quality efficient services that promote a safe and vibrant community. These services are delivered to the citizens of Campbell River, including three First Nation communities and Area D of the Strathcona Regional District south of Campbell River.

SERVICES PROVIDED:

- Fire Suppression, Emergency Management, Vehicle Extrication, Hazardous Material Response, Environmental Protection, Pre-Hospital Emergency Medical Care, Confined Space Rescue, Technical High Angle Rope Rescue and Shore-based Swift Water Rescue.
- Fire Inspections & Code Enforcement.
- Fire & Life Safety Education to the Public.
- Enforcement of Fire Services Bylaw 2612, Clean Air Bylaw 3293, and Fireworks Regulation Bylaw 3297.
- Fire Protection Services are maintained 24 hours a day and are currently handled by 23 Career Firefighters, 52 Auxiliary Firefighters and 1 Fire Prevention Officer.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
322 - FIRE PROTECTION					
1 - Revenue					
223285 - FIRE PROTECTION	(470,247)	(533,668)	(556,973)	(23,305)	4.4%
1 - Revenue Total	(470,247)	(533,668)	(556,973)	(23,305)	4.4%
2 - Expense					
220115 - FIRE PROTECT ADMIN	498,195	488,048	454,305	(33,743)	-6.9%
221515 - FIRE COMM & DISPATCH	197,673	192,451	34,600	(157,851)	-82.0%
223215 - FIRE TRAINING FACILITY	3,014	3,606	3,612	6	0.2%
223285 - FIRE SUPPRESSION	3,138,685	3,349,491	3,438,581	89,090	2.7%
223295 - FIRE FIGHTING EQUIPMENT	95,803	84,000	85,500	1,500	1.8%
223315 - FIRE TECHNICAL SERVICES	240,593	285,865	289,472	3,607	1.3%
223375 - FIRE FLEET & EQUIP	208,545	199,434	201,279	1,845	0.9%
223975 - FIRE INVESTIGATIONS	119,505	148,119	153,811	5,692	3.8%
229990 - FIRE W&B ALLOCATION	192,423	196,271	200,196	3,925	2.0%
2 - Expense Total	4,694,436	4,947,285	4,861,357	(85,928)	-1.7%
322 - FIRE PROTECTION Total	4,224,189	4,413,617	4,304,384	(109,233)	-2.5%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase to Fire revenue for services rendered to the Strathcona Regional District, First Nations and Provincial Emergency Program
- Decrease in wage and benefit transfers with fixed rate NI-911 service contract.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Continue to address strategic issues identified in the Fire Services Review
- Conduct feasibility study on fire station locations and replacement of No 1 Fire Station and the Fire Dispatch Center
- Review Campbell River Airport fire protection services
- Implement new training officer position
- Initiate planning and RFP for replacement fire apparatus in 2020
- Implement new pre-incident planning software
- Train all staff to wildland firefighter level 1 standard
- Establish structural protection sprinkler unit for urban interface areas
- Acquire all-terrain UTV unit for technical rescue and wildland firefighting

2018 HIGHLIGHTS:

- Replacement quick response brush truck delivered and in-service
- Replacement fire apparatus delivered and in service
- Donated retired fire apparatus to Firefighters without Borders
- Retired a 38 year old fire apparatus
- Recruited 1 additional full time relief firefighter
- Hired new fire chief
- Promoted an internal firefighter to fire inspector to fill a vacancy
- Completed fire department organizational restructure
- Renewed Mutual Aid agreement with Comox Valley Regional District

E-911

Campbell River Fire department continues to deliver effective and efficient fire dispatch services to seven Regional Districts (61 Fire Departments) throughout the North Island, Powell River region and Peace River region encompassing a total service area over 176,000sqkm. The City has provided fire dispatch service since 1995 through a contract with the North Island 9-1-1 Corporation (NI 911).

SERVICES PROVIDED INCLUDE:

- The delivery of Emergency Fire Dispatch operations to 61 Fire departments including 7 Regional Districts through a cost sharing agreement with the North Island 911 Corporation.
- After-hours call taking & callout of City Operations Division.
- Fire Dispatch operations are maintained 24 hours a day with a total of 10 staff.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
323 - E-911					
1 - Revenue					
222500 - E-911	(897,000)	(1,247,000)	(1,289,000)	(42,000)	3.4%
1 - Revenue Total	(897,000)	(1,247,000)	(1,289,000)	(42,000)	3.4%
2 - Expense					
230115 - E-911 ADMIN	110,148	146,136	129,949	(16,187)	-11.1%
231515 - E911 COMM & DISPATCH	724,507	977,682	1,161,018	183,336	18.8%
233315 - E-911 FIRE TECH SVCS	18,519	28,811	35,259	6,448	22.4%
2 - Expense Total	853,174	1,152,629	1,326,226	173,597	15.1%
323 - E-911 Total	(43,826)	(94,371)	37,226	131,597	-139.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- E-911 dispatch service fixed contract with NI-911 Corporation revenue increase including addition of Peace River Regional District.
- Increase to wages and benefit transfers due to fixed rate NI-911 service contract (wage transfer no longer required).

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Provide Dispatch services for an estimated 21,000 fire and medical emergency incidents to fire departments within the North Island 9-1-1 Corporation Service area.
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as, NFPA Standard 1061 - Professional Qualifications for Public Safety Telecommunications Personnel.
- Participate in feasibility study for new fire station and fire dispatch center
- Continue to seek expansion of service delivery area for fire dispatch.
- Complete Hazard, Risk, & Vulnerability Assessment on Fire Dispatch Primary and Back Up Center locations.

2018 HIGHLIGHTS:

- New manager of Fire Administration (Fire Dispatch) recruited
- 1 new fire dispatcher recruited to replace retired member
- Reorganization of Fire Dispatch to include dispatch supervision, Computer Aided Dispatch (CAD) Administrator & Quality Assurance.
- Upgraded Tritech CAD Software
- Fire Dispatch Center handled over 20,000 incidents in 2018.





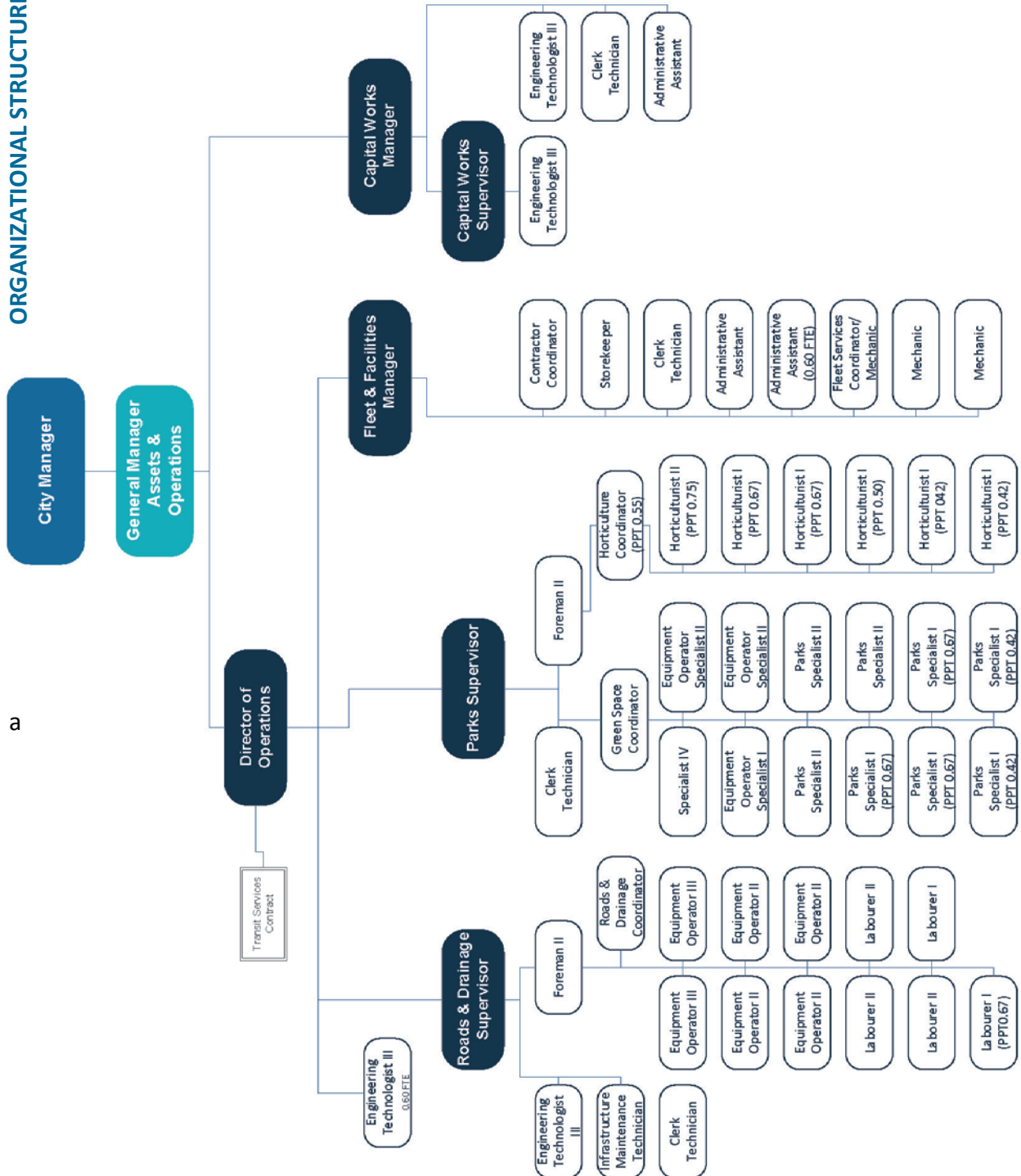
ASSETS & OPERATIONS

ASSETS & OPERATIONS



ORGANIZATIONAL STRUCTURE

a



ASSETS & OPERATIONS SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
ASSETS & OPERATIONS					
1 - Revenue					
Fees & Charges	(938,917)	(905,592)	(938,295)	(32,703)	3.6%
Other Revenue	(60,953)	(84,900)	(87,900)	(3,000)	3.5%
Sales of Goods & Services	(69,054)	(51,357)	(51,357)	-	0.0%
1 - Revenue Total	(1,068,925)	(1,041,849)	(1,077,552)	(35,703)	3.4%
2 - Expense					
Contracted Services	2,972,776	3,538,319	3,648,826	110,506	3.1%
Insurance	148,214	149,492	179,002	29,510	19.7%
Other Operating Expenses	1,269,399	1,783,271	1,816,556	33,285	1.9%
Utilities	299,978	784,623	824,437	39,814	5.1%
Wages & Benefits	2,724,684	4,117,657	4,375,122	257,465	6.3%
2 - Expense Total	7,415,051	10,373,362	10,843,942	470,580	4.5%
ASSETS & OPERATIONS Total	6,346,127	9,331,513	9,766,390	434,877	4.7%

2019 VARIANCE:

Increased Public Transit revenue	(35,073)
Increase for ICBC insurance	29,510
Increase to other costs for Public Transit	92,897
Increase to electricity and utilities	39,814
Net increase for Parks operations labour and contracted services	100,596
Increase to Roads and Facilities cost allocations	25,200
Increase to Supplies	9,570
Increased labour costs for remaining (non-parks) staff	106,970
Other changes	6,131
OVERALL SEGMENT VARIANCE	\$375,615
VARIANCE %	4.0%

GENERAL MANAGER ASSETS & OPERATIONS

Working directly with the City Manager, the General Manager Assets and Operations assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for assets and operations (capital works, stores, fleet, facilities, transportation, roads, public transit, solid waste, parks, cemeteries, water, sewer and storm drains).

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
400 - GM ASSETS & OPERATIONS					
2 - Expense					
153500 - GM ASSETS & OPERATIONS	191,273	212,108	215,849	3,741	1.8%
2 - Expense Total	191,273	212,108	215,849	3,741	1.8%
400 - GM ASSETS & OPERATIONS Total	191,273	212,108	215,849	3,741	1.8%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase to wages and benefits.

CAPITAL WORKS

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
448 - CAPITAL WORKS					
2 - Expense					
151110 - CAPITAL WORKS MGMT.	149,028	169,723	209,326	39,603	23.3%
2 - Expense Total	149,028	169,723	209,326	39,603	23.3%
448 - CAPITAL WORKS Total	149,028	169,723	209,326	39,603	23.3%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Net increase in wages and benefits. Capital Works Supervisor position added in 2018.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Highway 19A Phase 3 – complete construction of phase 1, complete design and approvals for balance.
- Waterfront Sewer Upgrades – Phase 2 – complete construction.
- Larwood Erickson Sewermain Replacement – complete construction.
- Fir Street Watermain Replacement – complete construction.
- Garfield/Pengelly Watermain Project – complete design and construction.
- CIPP Sewermain Rehabilitation – complete design and construction.
- Shetland PRV – complete construction.
- NWECC Electrical Upgrades – complete design and prepare for construction.
- Hwy 19A Sewer Upgrade – complete design.
- Seagull Walkway – complete design.

2018 HIGHLIGHTS:

- Campbell River Water Supply Project Pump Station and Treatment Building –completed and commissioned on time and on budget.
- Big Rock Boat Ramp Improvements Project – Phase 1 works completed on time and on budget.
- Water System Impacts Project – Works completed on time and on budget.
- Lift Station Generators Project – work completed on time and on budget.
- Lift Station No.11 – upgrades completed on time and on budget.
- Airport Fueling Facility Project – civil and fuel delivery system completed on time and on budget.
- Larwood/Erickson Sewermain Renewal Project – Phase1 (Larwood Road) completed.
- Waterfront Forcemain Upgrade Project – Phase 1 completed on time and on budget.
- Highway 19A Phase 3 – Conceptual design completed and detailed design to 50% completed.
- CIPP Sewermain Rehabilitation – works completed on time and on budget.
- Shetland PRV – design works completed.



STORES

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
449 - STORES					
2 - Expense					
157050 - STORES	86,183	93,393	93,330	(63)	-0.1%
159985 - COST RECOVERIES	(32,796)	(33,451)	(34,121)	(670)	2.0%
2 - Expense Total	53,387	59,942	59,209	(733)	-1.2%
449 - STORES Total	53,387	59,942	59,209	(733)	-1.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

2019 GOALS, OBJECTIVES AND WORK PLAN:

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

2018 HIGHLIGHTS:

- Fully expended small capital renewal acquisition program to replace aging small equipment pool. 2018 acquisitions included expanded road safety equipment, replacement hot water pressure washers, power equipment, generators, and mowers.
- Continued disposal of end of life assets and improved organization of yard at Dogwood Operations Centre.

FLEET

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
447 - FLEET					
2 - Expense					
153323 - ROADS SERVICE FLEET	2,270	14,448	14,657	209	1.4%
153376 - FLEET & EQUIP OPS	1,262,832	1,130,602	1,175,435	44,833	4.0%
306930 - SMALL TOOL MAINT.	11,574	11,352	11,342	(10)	-0.1%
2 - Expense Total	1,276,676	1,156,402	1,201,434	45,032	3.9%
447 - FLEET Total	1,276,676	1,156,402	1,201,434	45,032	3.9%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.
- Increase in fleet ICBC insurance premiums.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Work towards the implementation of a new fleet maintenance / asset management software package.
- Overhaul the City’s pre and post trip inspection protocols for the Operations Fleet.
- Implement the newly developed fleet capital prioritization matrix for establishing the 10 year fleet replacement plan.
- Replace 7 fleet vehicles through the City’s ongoing capital replacement program.
- Continue efforts to centralize management of the City’s three vehicle and equipment fleets (General, light duty Fire, Airport) seeking operational efficiencies through corporate fleet management.
- Work with a variety of stakeholders to update protocols and implement best practices for maintenance of emergency stand by generators at a variety of emergency and utility facilities.



2018 HIGHLIGHTS:

- Acquisition of several key fleet assets including two new fuel trucks and a snowblower for the Campbell River Airport, a replacement Interface Fire response vehicle for the Fire Department and several pickup trucks for the general operating fleet.
- Worked with the City's Asset Infrastructure Management (AiM) Committee and Finance Dept. in the development of a template for a Fleet Asset Management Strategy.
- Overhauled the fleet capital prioritization matrix for establishing the 10 year fleet capital replacement cycle.
- Began maintaining light duty Fire Department fleet vehicles which are now integrated into the Fleet and Heavy Equipment Reserve pool.

FACILITIES

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

Major City owned buildings include:

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

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
450 - FACILITIES					
2 - Expense					
151426 - CIVIC OFFICES OPS	181,851	218,795	218,060	(736)	-0.3%
151428 - CIVIC OFFICES R&M	136,578	100,501	111,311	10,810	10.8%
153210 - FACILITIES ADMIN	230,244	274,723	311,185	36,462	13.3%
153216 - SOCIAL FACILITIES	4,215	5,000	5,000	-	0.0%
156470 - DT SECURITY PATROL	76,415	75,000	75,000	-	0.0%
158068 - TYEE SPIT LEASED AREA R&M	767	7,173	7,176	3	0.0%
215297 - POLICE BUILDING GROUNDS	5,777	10,646	12,241	1,595	15.0%
215298 - POLICE BLDG R&M	39,548	59,673	58,676	(997)	-1.7%
223216 - FIRE FACILITY OPS	72,173	70,754	74,260	3,506	5.0%
223218 - FIRE FACILITY R&M	55,147	55,786	55,796	10	0.0%
280436 - ANIMAL SHELTER OPS	9,281	7,815	8,105	290	3.7%
280438 - ANIMAL SHELTER R&M	1,357	11,173	11,176	3	0.0%
303216 - COMMON SVCS OPS	90,435	76,217	77,537	1,321	1.7%
303217 - COMMON SVCS. GROUNDS	6,068	5,996	6,907	911	15.2%
303218 - COMMON SVCS. R&M	74,671	54,142	54,172	30	0.1%
303219 - ERT SITE R&M	10,232	15,000	15,000	-	0.0%
626210 - RENTAL HOUSING	14,845	22,103	22,192	89	0.4%
741308 - CENTENNIAL POOL R&M	30,079	30,913	30,930	17	0.1%
741578 - COMMUNITY CENTRE R&M	41,709	44,873	44,876	3	0.0%
741896 - DISCOVERY PIER OPS	8,750	14,822	15,427	604	4.1%
741898 - DISCOVERY PIER R&M	43,719	24,173	24,176	3	0.0%
746978 - SPORTSPLEX R&M	29,865	52,130	52,152	22	0.0%
781276 - CENTENNIAL BLDG OPS	7,540	8,094	8,391	297	3.7%
781278 - CENTENNIAL BLDG R&M	8,537	9,157	9,160	3	0.0%
781796 - CULTURAL BLDG OPS	342	400	420	20	5.0%
781798 - CULTURAL BUILDINGS R&M	11,011	15,432	15,467	35	0.2%
783736 - HAIG BROWN HOUSE OPS	3,873	15,260	15,265	5	0.0%
784176 - LIBRARY BLDG OPS	5,593	4,449	4,590	141	3.2%
784178 - LIBRARY BLDG R&M	10,383	16,157	16,160	3	0.0%
784436 - MARITIME HERITAGE OPS	10,241	10,275	10,640	365	3.6%
784438 - MARITIME HERITATE R&M	29,597	26,157	26,160	3	0.0%
784666 - MUSEUM BLDG OPS	85,109	105,912	106,198	286	0.3%
784668 - MUSEUM BLDG R&M	2,910	57,157	57,160	3	0.0%
787686 - TIDEMARK THEATRE OPS	10,576	11,751	12,178	427	3.6%
787688 - TIDEMARK THEATRE R&M	33,794	37,322	37,325	3	0.0%
2 - Expense Total	1,383,234	1,554,930	1,610,469	55,539	3.6%
450 - FACILITIES Total	1,383,234	1,554,930	1,610,469	55,539	3.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.
- Increase in equipment use charges.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Utilize data from the long range facilities capital plan to further advance the City's 10 year facilities capital plan.
- Work with other stakeholders to select long term Facilities maintenance / asset management software.
- Work with a variety of departments to update and put into practice the City's Contractor Coordination policies.
- Undertake a major capital refit year including substantial renewal works at the Campbell River Sportsplex.
- Review project coordination and project management protocols in order to streamline medium to large sized operational projects.

2018 HIGHLIGHTS:

- Established the new Downtown Safety Office for use by the City's Bylaw Department, RCMP, and external service providers in support of the Safer Downtown Initiative.
- Implemented physical staff relocations and office changes required to implement the Strategic Management Plan.
- Finalized the Long Range Facilities Plan for 41 City facilities. Used in the creation of a 25 year Facilities Capital Plan.
- Developed a prioritization matrix for prioritizing nearly 1900 planned maintenance/capital replacement projects within the Facilities Reserve's 10 year facilities capital plan.
- Undertook capital projects at several buildings including front counter renovations at the Community Centre and Dogwood Operations Centre, structural repairs at Discovery Pier and finalized the Rotary constructed Dick Murphy Park Viewing Platform.
- Worked with the Recreation Department to complete the Centennial Pool Lifecycle Analysis to determine required upgrades/improvements to Centennial Pool
- Assisted in the transition of Parks Field bookings to the Recreation Department.
- Worked with the City's Asset and Infrastructure Management Leadership Committee to advance the City's Asset Management Strategy across the organization.

TRANSPORTATION MANAGEMENT

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

	2017	2018	2019	VARIANCE	VARIANCE
	ACTUAL	BUDGET	BUDGET	(\$)	(%)
501 - TRANSPORTATION					
2 - Expense					
300115 - TRANSPORTATION	184,426	198,026	198,897	871	0.4%
2 - Expense Total	184,426	198,026	198,897	871	0.4%
501 - TRANSPORTATION Total	184,426	198,026	198,897	871	0.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

ROADS

The Roads Department is responsible for maintenance of the City’s 280km road network. In 2018, the Department responded to more than 1800 service requests, completed road overlays on Dolly Varden, Pengeley and 2nd Ave.(pending), and installed pedestrian controlled crossings on 9th Ave, 12th Ave and Alder at 5th Ave. Additionally, Beech street parking lot received upgraded lighting and a new parking layout. Crews also repaired approximately 350 metres of sidewalks throughout the City.

Some duties include:

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
532 - ROADS					
1 - Revenue					
233500 - GENERAL ADMIN	(7,733)	(36,000)	(36,000)	-	0.0%
1 - Revenue Total	(7,733)	(36,000)	(36,000)	-	0.0%
2 - Expense					
321010 - ROADS ADMIN	696	824,054	841,425	17,371	2.1%
321015 - ROADWAYS	-	802,681	784,086	(18,595)	-2.3%
321020 - PEDESTRIAN/TRANSIT	-	237,577	237,729	152	0.1%
321025 - MAINTENANCE	-	89,179	89,948	769	0.9%
321030 - STREET LIGHT/TRAFFIC CTRL	1,770	611,996	632,665	20,669	3.4%
321035 - SNOW CLEARING	-	118,024	118,374	350	0.3%
321040 - PARKING LOT MAINTENANCE	-	22,653	22,713	60	0.3%
2 - Expense Total	2,466	2,706,164	2,726,939	20,775	0.8%
532 - ROADS Total	(5,267)	2,670,164	2,690,939	20,775	0.8%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.
- Increase in fleet equipment cost allocation.
- Decrease in contracted services – biannual bridge inspection moved to operating projects.



2019 OBJECTIVES

- Asphalt overlay as per the pavement management plan developed in 2018.
- Complete collector road LED streetlight upgrade.
- Install sidewalk on Cottonwood and South McPhederan (Merecroft to Quadra).
- Continue sidewalk inspection and repair program.
- Create on-line form for citizens to request street light fixes.

PUBLIC TRANSIT

Public Transit is provided in Campbell River and portions of Electoral Area D of the Strathcona Regional District through partnership between BC Transit, Watson and Ash Transportation Ltd., the Strathcona Regional District and the City of Campbell River. Service includes both conventional transit service and custom service for specialized transportation needs. In August of 2017, two transit hubs were created, one in Willow Point and one in Campbellton. Service also increased frequency on the primary routes at multiple times during the day.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
536 - PUBLIC TRANSIT					
1 - Revenue					
235700 - PUBLIC TRANSIT	(923,302)	(898,092)	(933,795)	(35,703)	4.0%
1 - Revenue Total	(923,302)	(898,092)	(933,795)	(35,703)	4.0%
2 - Expense					
360115 - TRANSIT ADMIN	1,689,935	1,783,692	1,864,777	81,085	4.5%
365790 - TRANSIT CUSTOMER SVCS	258,784	239,861	250,655	10,794	4.5%
369990 - TRANSIT COST ALLOCATION	49,932	50,931	51,950	1,019	2.0%
2 - Expense Total	1,998,651	2,074,484	2,167,381	92,897	4.5%
536 - PUBLIC TRANSIT Total	1,075,349	1,176,392	1,233,586	57,194	4.9%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in monthly pass revenue.
- Increase in advertising revenue.
- Increase in revenue related to shared service agreements.
- Increase in annual service contract as per agreement with BC Transit.

2019-2020 OBJECTIVES

- Continue to review changes made to the system in the fall of 2017 and look at options to address further improvements to the system
- Continue to add transit shelters and improve stop locations.
- Continue to implement short and medium term recommendations of the Transit Futures Plan.
- Review and propose new transit fares in 2019
- Continue to look for opportunities to promote monthly/semester fare products.
- Continue to look at ways to promote the community's awareness of transit services such as *Bus to Work week*



PARKS

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

The Parks department is also responsible for the following:

- Banner program.
- Decorative lighting.
- Maintenance of 24 permanent washrooms throughout the community.
- Maintenance of 220 garbage receptacles throughout the community.
- Parks facilities (Splashpark, Spirit Square, Sybil Andrews Cottage, playgrounds, tennis courts, soccer facilities, baseball facilities, Skatepark, sand volleyball courts, etc.).
- Two boat ramps.
- 43 km of pedestrian walkways within subdivisions and trails.
- Seawalk.
- Marine Foreshore Restoration Program.
- Park Furniture Donation Program, formerly Legacy Landmarks (currently 243 combined benches and tables).
- City's Urban Forest, which also consists of over 3,325 street trees to date.
- Special Events, which include Canada Day and support for activities at Spirit Square.
- Repairs and maintenance due to vandalism.
- Graffiti removal and biohazard disposal.
- Removal of invasive species.
- Maintenance at the beaches and boat ramps at McIvor Lake.
- Assist Community Beautification Groups such as Broom Busters and local Business Improvement Associations.

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
720 - PARKS					
1 - Revenue					
275040 - SPORTSFIELDS	(39,094)	(31,500)	(31,500)	-	0.0%
674120 - LEGACY LANDMARK	(16,787)	(12,500)	(12,500)	-	0.0%
1 - Revenue Total	(55,881)	(44,000)	(44,000)	-	0.0%
2 - Expense					
720115 - PARKS ADMIN	503,039	474,613	514,647	40,034	8.4%
720120 - COMMUNITY AMENITIES	63,556	87,886	117,942	30,056	34.2%
720125 - PARKS FACILITIES	153,246	174,696	189,763	15,067	8.6%
720130- GARBAGE COLLECTION	149,124	140,966	155,361	14,395	10.2%
720135 - GREEN SPACE	816,959	853,389	905,009	51,620	6.0%
720140 - HORTICULTURE	300,755	370,475	422,953	52,478	14.2%
720145 - SEAWALK MAINTENANCE	8,651	27,614	29,738	2,124	7.7%
720150 - URBAN FORESTRY	67,848	30,441	31,681	1,240	4.1%
721123 - ROADS SVC PARKS	1,763	2,906	2,906	-	0.0%
2 - Expense Total	2,064,940	2,162,985	2,369,999	207,014	9.6%
720 - PARKS Total	2,009,059	2,118,985	2,325,999	207,014	9.8%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.
- Increase in electricity costs.
- Increase in solid waste tipping costs.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- Continue maintenance of Campbell River’s greenspace and horticulture areas.
- Continue working on asset management plan for parks standards
- Continue Strategic Parks Plan rollout.
- Annual foreshore restoration project.
- Complete master plan for Nunns Creek Park.
- Facilitate development of the Parks information and sign program.
- Facilitate development of the Parks Irrigation Strategy.
- Implement fences upgrades and replacements in Parks.
- Implement Asset Management – Park Infrastructure Renewal.
- Implement a new entrance sign at Jubilee and Hwy 19a.
- Complete a greenspace turf and drainage design for Ostler Park.
- Landscape upgrade for City Hall Side Hill.

2018 HIGHLIGHTS:

- Completion of the Elk Falls Cemetery parking Lot.
- Completion of the Shade Sails at Willow Point Splash Park.
- Completion of Sea Walk Improvements.
- Completion of Infield Mix Replacement.
- Completion of Spruce Street Waterfront Park.
- Completion of Memorial Arbor at Elk Falls Cemetery.
- Completion of the new landscaping at the Tidemark/Library area.
- Projected number of service requests for 2018 is approximately 347.

CEMETERIES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
752 - CEMETERIES					
1 - Revenue					
251200 - CEMETERY-HWY 19	(2,842)	(2,600)	(2,600)	-	0.0%
251230 - CEMETERY-HWY 28	(79,166)	(61,157)	(61,157)	-	0.0%
1 - Revenue Total	(82,008)	(63,757)	(63,757)	-	0.0%
2 - Expense					
520115 - CEMETERY ADMIN	-	800	800	-	0.0%
521204 - CEMETERY-HWY 19 BURIALS	3,028	3,244	3,602	358	11.0%
521208 - CEMETERY-HWY 19 R&M	24,541	20,091	22,276	2,186	10.9%
521234 - CEMETERY-HWY 28 BURIALS	34,444	19,068	20,373	1,305	6.8%
521238 - CEMETERY-HWY 28 R&M	48,959	35,394	37,386	1,992	5.6%
2 - Expense Total	110,971	78,597	84,438	5,841	7.4%
752 - CEMETERIES Total	28,963	14,840	20,681	5,841	39.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

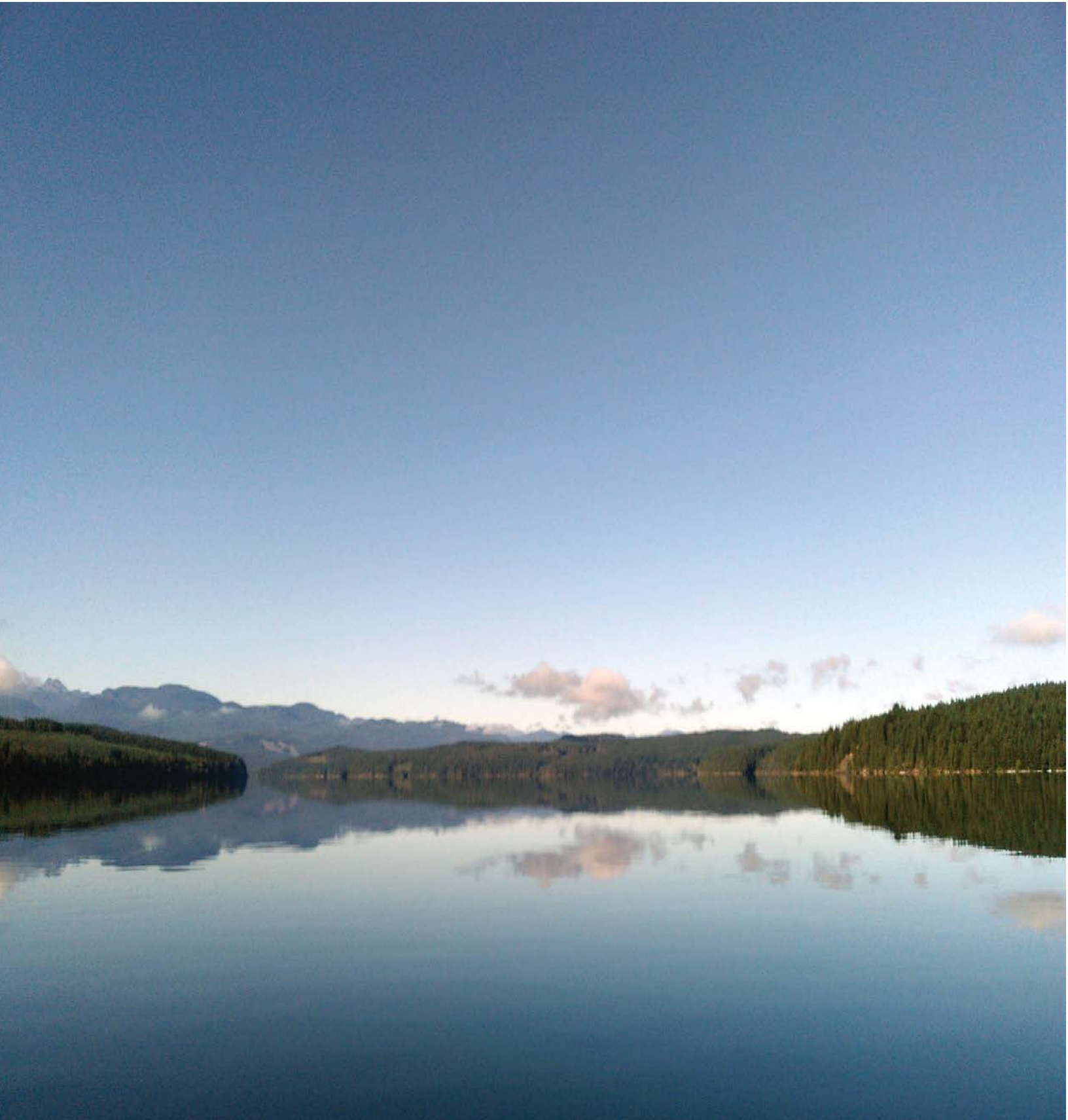
- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN:

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

2018 HIGHLIGHTS:

- Continued installation of cemetery frames at Elk Falls Cemetery
- Tree infill at Elk Falls Cemetery.
- Completion of the Elk Falls Cemetery upgrade project.

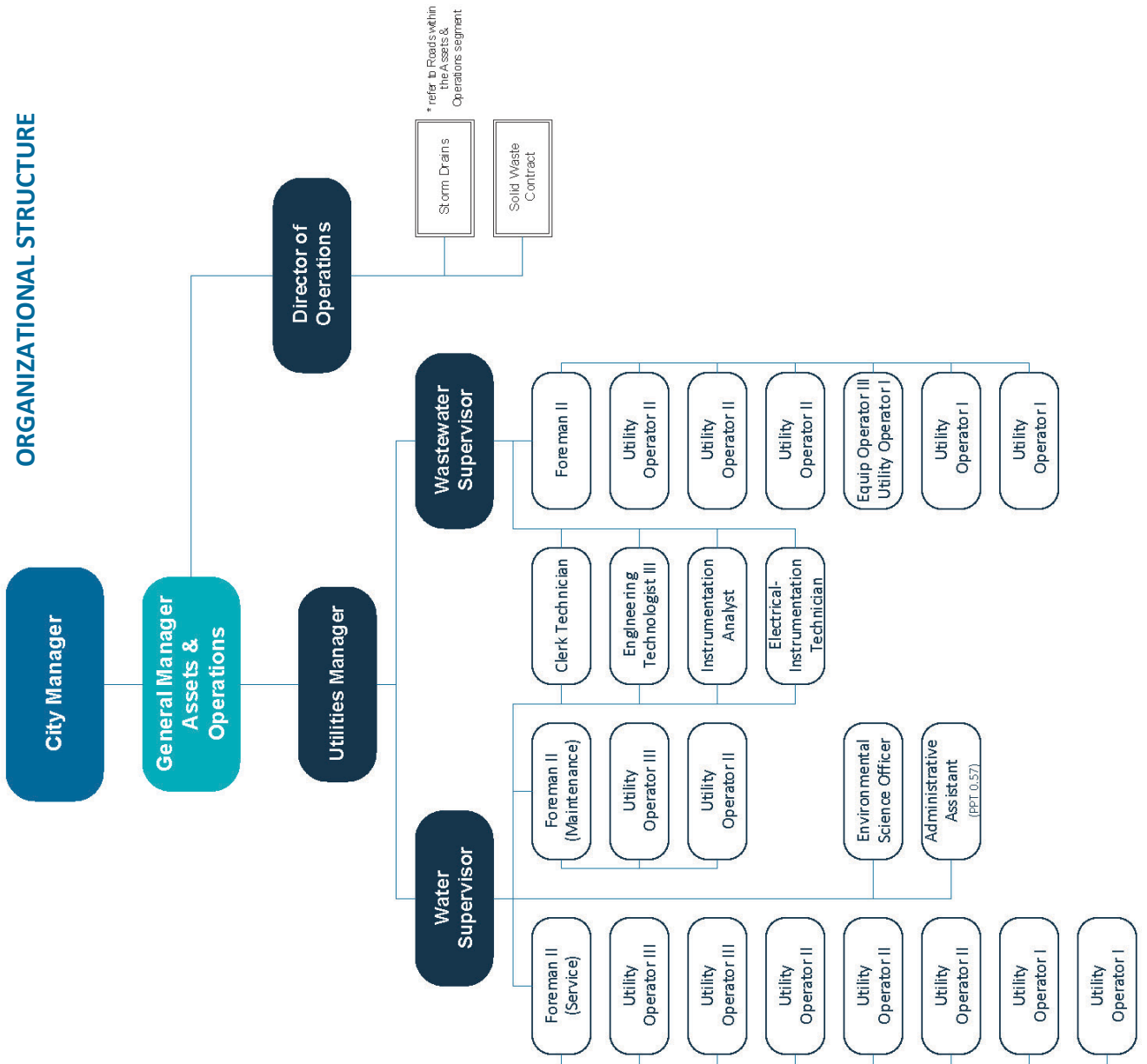


UTILITIES

UTILITIES



ORGANIZATIONAL STRUCTURE



UTILITIES SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
UTILITIES					
1 - Revenue					
Fees & Charges	(15,538,623)	(15,249,544)	(15,818,011)	(568,467)	3.7%
Investment Income	(137,133)	(81,000)	(78,000)	3,000	-3.7%
Other Revenue	(401,983)	(389,469)	(403,194)	(13,725)	3.5%
Sales of Goods & Services	(32,987)	(30,000)	(30,000)	-	0.0%
Tax Revenue	(714,693)	(758,400)	(758,900)	(500)	0.1%
1 - Revenue Total	(16,825,420)	(16,508,413)	(17,088,105)	(579,692)	3.5%
2 - Expense					
Contracted Services	2,560,211	2,805,987	2,827,488	21,501	0.8%
Insurance	78,301	81,200	84,960	3,760	4.6%
Other Operating Expenses	2,011,991	2,318,745	2,472,040	153,295	6.6%
Utilities	1,086,190	1,080,107	1,112,782	32,675	3.0%
Wages & Benefits	2,730,023	3,143,944	3,205,320	61,376	2.0%
2 - Expense Total	8,466,717	9,429,983	9,702,590	272,606	2.9%
UTILITIES Total	(8,358,703)	(7,078,430)	(7,385,515)	(307,085)	4.3%

2019 VARIANCE:

Increase for Solid Waste users fees	(69,696)
Increase for Sewer users fees	(238,015)
Increase for Water users fees	(258,173)
Increase for other Solid Waste contract and other costs	50,545
Increase for Recycle BC revenue	(13,725)
Increase in Water facility lease	180,000
Increase in labour and benefits	61,376
Other changes	(19,397)
OVERALL SEGMENT VARIANCE	(307,085)
VARIANCE %	4.3%

UTILITIES

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

WATER

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

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

WATER SAMPLING AND TESTING PROGRAM

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.

WATERSHED PROTECTION

The first barrier in place to protect the quality of the drinking water supply is the protection of the watershed to ensure the best quality source water. Source water monitoring provides ongoing confirmation that the source water is safe, identifies seasonal changes and provides the monitoring information necessary to determine the level of treatment required. The City is able to avoid construction and operation of expensive treatment systems such as filtration by demonstrating effective watershed protection. Although it can be difficult to demonstrate whether protection efforts are effective, 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)

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
590 - WATER					
1 - Revenue					
291685 - CONTRACTED SVCS	(83,583)	(86,090)	(88,673)	(2,583)	3.0%
298140 - UTILITY USER FEES	(7,553,711)	(7,380,681)	(7,638,854)	(258,173)	3.5%
393620 - TRANSFERS-PROVINCIAL	-	-	(10,000)	(10,000)	0.0%
494000 - INVESTMENTS	(14,696)	(15,000)	(14,000)	1,000	-6.7%
1 - Revenue Total	(7,651,990)	(7,481,771)	(7,751,527)	(269,756)	3.6%
2 - Expense					
900005 - ROADS SVC WATER	91,230	108,994	109,281	287	0.3%
900100 - WATER PURCHASE	151,675	163,200	166,464	3,264	2.0%
900115 - WATER GENERAL	1,794,646	1,985,967	2,246,951	260,984	13.1%
900120 - UTILITIES	274,014	312,147	315,940	3,793	1.2%
901000 - WATER TREAT FACILITY	99,623	222,500	172,500	(50,000)	-22.5%
902000 - WATER SYSTEM STUDY	10,973	10,000	10,000	-	0.0%
903000 - WATERSHED MGT OPS	43,617	57,000	57,000	-	0.0%
905000 - WATER TREAT OPS	149,916	145,000	145,000	-	0.0%
905220 - WATER QUALITY MONITOR	14,603	35,600	35,600	-	0.0%
906000 - WATER DISTRIBUTION OPS	127,108	180,240	180,240	-	0.0%
907000 - CATHODIC PROTECTION	5,655	10,000	10,000	-	0.0%
908000 - CROSS CONNECT CONTROL	5,285	13,500	13,500	-	0.0%
909110 - HYDRANTS	32,640	28,703	28,703	-	0.0%
909200 - MAINS/SERVICE REPAIR	59,313	50,000	50,000	-	0.0%
909300 - WATER VALVES	2,461	35,000	35,000	-	0.0%
909400 - WATER METERS	5,897	30,244	30,244	-	0.0%
910100 - WATER DEMAND MGT	7,561	24,000	24,000	-	0.0%
999990 - COST ALLOCATION	341,975	348,815	355,791	6,976	2.0%
2 - Expense Total	3,218,192	3,760,910	3,986,214	225,304	6.0%
590 - WATER Total	(4,433,798)	(3,720,861)	(3,765,313)	(44,452)	1.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in water user fees as per bylaw and new development.
- Increase in wages and benefits.
- Decrease in one-time water treatment facility expenses.

2019-2020 OBJECTIVES

- Modifications at John Hart Pump Station.
- SCADA upgrades (addition of new facilities).
- Concept design for mitigation of water quality impacts of BC Hydro's John Hart Dam seismic upgrade.
- Design and construction of Petersen/Shetland pressure reducing valve.
- Watermain renewal – Fir Street & Painter/Garfield Road.
- Bathurst/McLean Pressure Reducing Valve replacement.
- Renewal of Cathodic Protection bed at Maple street.



SEWER

The City of Campbell River Sewer Department provides collection and treatment of sanitary sewage for the City of Campbell River and the surrounding First Nation Reserves. Its mission is to protect public health and safety as well as the environment through innovation and efficiency. The City's main sewer treatment facility is the Norm Wood Environmental Centre (NWECC). This plant treats an average of 14 million litres of wastewater a day collected via 260 km of pipe and through 15 lift stations. The City also has a smaller treatment lagoon that services the northern industrial park.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
580 - SEWER					
1 - Revenue					
084860 - PARCEL TAXES	(706,157)	(750,100)	(750,600)	(500)	0.1%
280115 - OTHER REVENUE	(3,000)	(3,000)	(3,000)	-	0.0%
288140 - UTILITY USER FEES	(5,981,071)	(5,813,241)	(6,051,256)	(238,015)	4.1%
484000 - INVESTMENTS	(121,781)	(65,000)	(63,000)	2,000	-3.1%
1 - Revenue Total	(6,812,009)	(6,631,341)	(6,867,856)	(236,515)	3.6%
2 - Expense					
800115 - SEWER GENERAL	1,300,856	1,415,795	1,423,080	7,285	0.5%
800120 - UTILITIES	274,187	312,896	316,691	3,795	1.2%
807320 - SEWER STUDY	-	10,000	10,000	-	0.0%
826520 - SEWER CLEANING	6,350	7,500	7,500	-	0.0%
826550 - SEWER INFILTRATION	127,800	155,000	155,000	-	0.0%
826580 - SEWER INSPECTION	149,234	137,000	137,000	-	0.0%
826718 - SEWER R&M	26,058	40,500	40,500	-	0.0%
846656 - SEWERLIFT STATIONS OPS	114,717	79,130	79,235	105	0.1%
866750 - SEWER BIOSOLIDS MGMT	40,995	65,000	65,000	-	0.0%
866786 - SEWER TREAT PLANT OP	172,082	176,406	164,205	(12,201)	-6.9%
866787 - SEWER PLANT GROUNDS	-	500	500	-	0.0%
866788 - SEWER TREAT FACIL R&M	11,741	16,000	16,000	-	0.0%
868578 - METER COST ALLOCATION	5,266	30,244	30,244	-	0.0%
870123 - ROADS SVC WASTEWATER	16,622	5,813	5,813	-	0.0%
899990 - COST ALLOCATION	338,968	345,747	352,662	6,915	2.0%
2 - Expense Total	2,584,876	2,797,531	2,803,430	5,899	0.2%
580 - SEWER Total	(4,227,132)	(3,833,810)	(4,064,426)	(230,616)	6.0%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in sewer user fees as per bylaw and new development.
- Increase in wages and benefits.

2019 GOALS, OBJECTIVES AND WORK PLAN:

- NWECC electrical upgrade design.
- NWECC digester design.
- Modifications of biosolids land application site to extend its life.
- Continue update of confined space entry procedures.
- Installation of automatic cleaners at Lift Stations #12, #13 and #14.
- NWECC roof replacement.
- Lift Station #11 siding and mansards.
- Lift Station #11 doors replacement.
- Lift Station #13 exterior wall sealing.
- Lift Station #11 roof replacement.
- NWECC Sludge pump station #1 roof and skylights.
- Construction of Erickson and Harrogate sewer system upgrade.
- Replacement of 8 forcemain air relief valves.

2018 HIGHLIGHTS:

- Biosolids management options study.
- Biosolids application site optimization options assessment.
- Construction of Larwood sewer system upgrade.
- Waterfront sewer system upgrades Phase I.
- Cured in place pipe lining of 16 sewer mains.
- Sewer flushing (26 km).
- CCTV inspections of sewer mains (5.8 km).
- CCTV Inspection of sewer services (135 Services).
- Sewer manhole inspections (114 manholes).
- Sewer trenchless point repairs (13 repairs).
- Update of confined space entry procedures underway.
- NWECC outfall inspection.
- Installation of emergency power at 6 Lift Stations.
- Replacement of oxidation ditches and digester diffusers at NWECC.
- NWECC electrical assessment.
- Replacement of access hatches at LS #11.
- Sewer main renewal (various locations including Pier Street, Willow Point, etc.).

STORM DRAINS

Crews are responsible for the drainage and conveyance of storm water, including the maintenance of detention ponds, storm pipes, manholes, City ditches and catch basins. In 2018, the department responded to approximately 380 drainage service requests, ditched 2.5 kilometers of drainage corridors, installed storm piping on Cheviot and Hopton Roads and with the assistance of the wastewater department completed flushing of 1.7 kilometers of storm drains in the downtown core. Almost 3,800 catch basins were inspected resulting in over 110 catch basins being repaired.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
550 - STORM DRAINS					
1 - Revenue					
237165 - STORM DRAINS	(2,425)	(1,000)	(1,000)	-	0.0%
437165 - STORM DRAINS INTEREST	(656)	(1,000)	(1,000)	-	0.0%
1 - Revenue Total	(3,081)	(2,000)	(2,000)	-	0.0%
2 - Expense					
330125 - STORM DRAINS ADMIN	47,942	53,303	53,315	12	0.0%
331160 - CATCH BASINS CLEANING	14,211	51,346	51,395	49	0.1%
331170 - CATCH BASIN R&M	19,077	29,653	29,708	55	0.2%
331180 - CULVERTS	21,173	40,722	40,772	50	0.1%
334375 - STORM DRAINS CLEANING	49,548	36,623	36,635	12	0.0%
335900 - RECOVER WORK ORDER	1	754	756	2	0.3%
337070 - STORM DETENTION PONDS	12,600	25,061	25,093	32	0.1%
337168 - STORM DRAINS R&M	84,530	134,258	134,467	209	0.2%
337320 - STORM DRAINS STUDY	-	8,250	8,250	-	0.0%
2 - Expense Total	249,080	379,970	380,391	421	0.1%
550 - STORM DRAINS Total	245,999	377,970	378,391	421	0.1%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits.

2019 OBJECTIVES

- Fir Street drainage improvements.
- Nunns Creek/Homewood Road culvert replacement.
- Willis Road pedestrian upgrades.
- Expand downtown storm mitigation planning.

SOLID WASTE

Curbside collection of garbage, recyclables and yard waste is provided for single family and duplex residential properties, as well as optional services for triplexes and fourplexes, and the delivery of waste reduction education and programs. Through a contractor, curbside collection services are provided to 10,300 homes. Approximately 3,700 tonnes of garbage, 1,300 tonnes of recycling and 3,200 tonnes of yard waste are collected annually.

Citizens currently receive:

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
539 - SOLID WASTE					
1 - Revenue					
243470 - GARBAGE COLLECTION	(1,958,222)	(2,005,832)	(2,075,528)	(69,696)	3.5%
246110 - RECYCLING COLLECTION	(1,135)	(1,000)	(1,000)	-	0.0%
246130 - RECYCLE BC PROGRAM	(398,983)	(386,469)	(390,194)	(3,725)	1.0%
1 - Revenue Total	(2,358,340)	(2,393,301)	(2,466,722)	(73,421)	3.1%
2 - Expense					
423470 - GARBAGE COLLECTION	1,302,670	1,321,918	1,342,711	20,793	1.6%
466110 - RECYCLING COLLECTION	346,283	422,750	431,750	9,000	2.1%
466130 - MMBC PROGRAM	139,551	110,127	111,382	1,255	1.1%
468900 - YARD WASTE COLLECT	549,568	558,750	567,124	8,374	1.5%
499990 - COST ALLOCATION	76,497	78,027	79,588	1,561	2.0%
2 - Expense Total	2,414,569	2,491,572	2,532,555	40,982	1.6%
539 - SOLID WASTE Total	56,228	98,271	65,833	(32,438)	-33.0%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in solid waste user fees as per bylaw and increase in number of households.
- Increase in garbage and recycling rates as per contract with Emterra.
- Increase in wages and benefits offset by decrease in wage transfers from other departments.

2019 OBJECTIVES

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

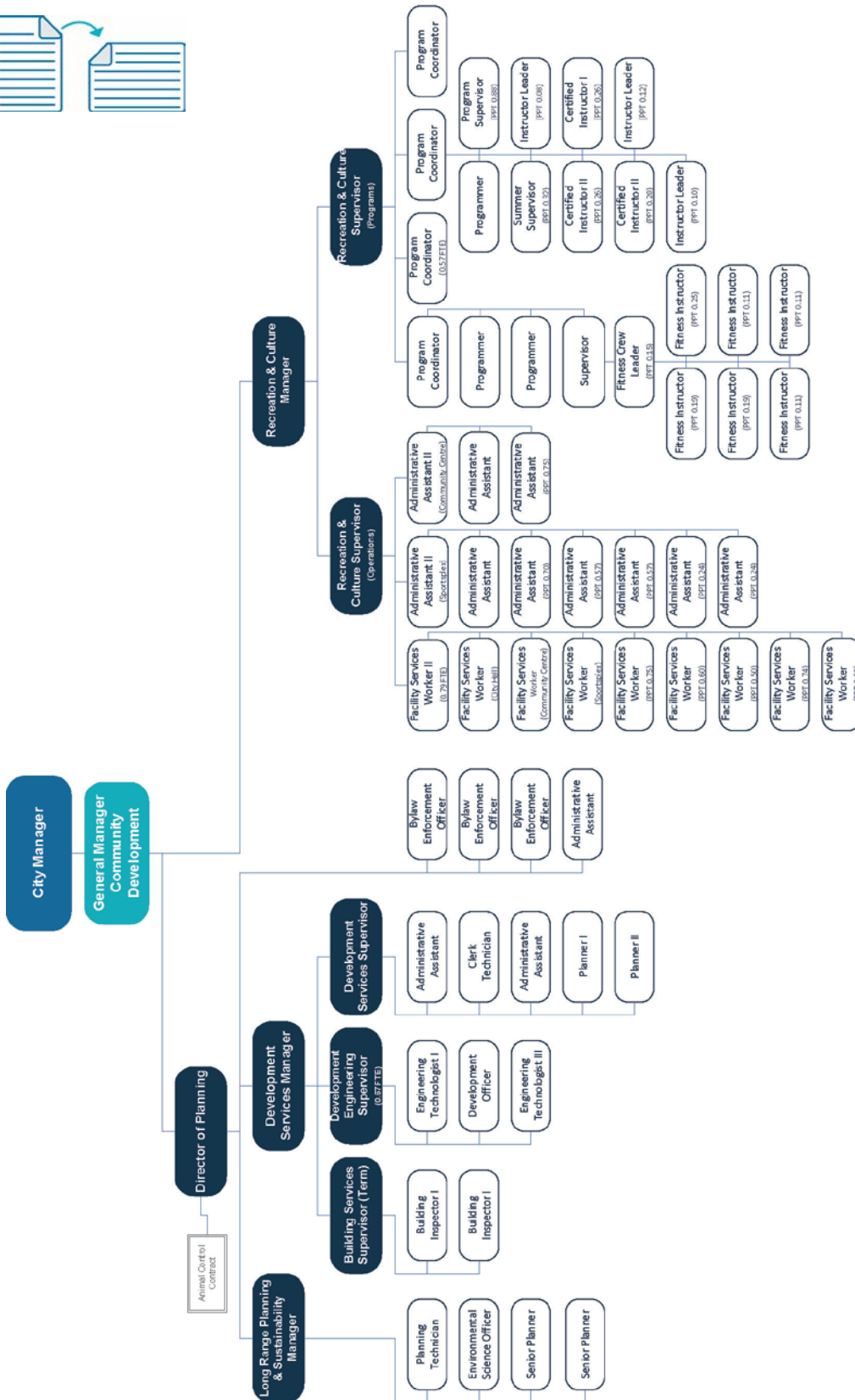


COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
COMMUNITY DEVELOPMENT					
1 - Revenue					
Fees & Charges	(2,037,746)	(1,624,095)	(1,836,000)	(211,905)	13.0%
Other Revenue	(129,706)	(246,661)	(178,039)	68,622	-27.8%
Sales of Goods & Services	(40,868)	(24,000)	(23,000)	1,000	-4.2%
1 - Revenue Total	(2,208,320)	(1,894,756)	(2,037,039)	(142,283)	7.5%
2 - Expense					
Contracted Services	429,461	458,974	527,444	68,469	14.9%
Insurance	18,037	18,900	19,806	906	4.8%
Other Operating Expenses	575,522	541,905	569,807	27,902	5.1%
Utilities	147,236	131,769	137,614	5,845	4.4%
Wages & Benefits	4,241,224	4,734,370	5,047,866	313,496	6.6%
2 - Expense Total	5,411,479	5,885,918	6,302,537	416,619	7.1%
COMMUNITY DEVELOPMENT Total	3,203,158	3,991,162	4,265,498	274,335	6.9%

2019 VARIANCE:

Decrease in Recreation grant revenue	70,605
Increase to building permit fees	(50,000)
Increase to Bylaw Enforcement fines	(28,020)
Increase to teen & children recreation program revenue	(141,680)
Increase to parking enforcement – Robbins Parking contract	11,400
Increase to Bylaw labour, including the addition of 1 FTE	126,316
Increase to Recreation wages & benefits	67,520
Increase to Development Services wages & benefits	122,124
Increase to equipment usage charges	7,345
Increase to teen & children recreation program expenses	76,487
Other changes	12,238
OVERALL SEGMENT VARIANCE	274,335
VARIANCE %	6.9%

GENERAL MANAGER COMMUNITY DEVELOPMENT

Working directly with the City Manager, the General Manager Community Development assists in providing overall corporate/operational leadership and direction while maintaining direct operational responsibility for community development (long range planning and sustainability, development services, bylaw enforcement, animal control, airport and recreation and culture).

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
300 - GM COMMUNITY DEV					
2 - Expense					
113500 - GM COMM DEVL	169,116	203,812	223,235	19,423	9.5%
2 - Expense Total	169,116	203,812	223,235	19,423	9.5%
300 - GM COMMUNITY DEV Total	169,116	203,812	223,235	19,423	9.5%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in wages and benefits as a result of the corporate reorganization in 2018.

COMMUNITY PLANNING & DEVELOPMENT SERVICES

Long Range Planning & Sustainability

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

Development Services

The Development Services Department provides a single point of service related to uses of private property, development and building projects.

Services provided include:

- Business licensing.
- Building permits and inspections.
- Development servicing.
- Current planning - Development applications (OCP amendment, rezoning, subdivision, development permits, variance permits and ALR applications).
- Urban design.



	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
502 - PLANNING & DEVELOPMENT SVCS					
1 - Revenue					
213500 - ADMIN FEES - GENERAL	(3,761)	(4,000)	(4,000)	-	0.0%
260790 - BUILDING PERMITS	(553,223)	(450,000)	(500,000)	(50,000)	11.1%
260880 - BUSINESS LICENCES	(316,823)	(280,000)	(280,000)	-	0.0%
261590 - DEVELOPMENT FEES	(189,766)	(114,600)	(114,600)	-	0.0%
261610 - COMM. LAND DEVEL. FEES	-	(100,000)	(100,000)	-	0.0%
261885 - DEV. SERV MISC REV	(2,725)	(3,000)	(3,000)	-	0.0%
1 - Revenue Total	(1,066,298)	(951,600)	(1,001,600)	(50,000)	5.3%
2 - Expense					
153115 - SUSTAINABILITY ADMIN	432,204	398,080	598,139	200,060	50.3%
153155 - SUSTAINABILITY PROG	9,061	33,000	33,000	-	0.0%
260760 - BUILDING INSPECTIONS	245,885	369,785	370,577	792	0.2%
620115 - DEV SERVICES MGMT	234,912	468,606	447,490	(21,115)	-4.5%
620116 - DEV SERVICES ADMIN	273,392	329,387	261,268	(68,119)	-20.7%
621885 - DEV SERVICING	123,603	119,170	120,472	1,302	1.1%
625225 - CURRENT PLANNING	150,120	202,647	202,629	(18)	0.0%
625255 - PLAN POLICY	18,424	79,000	79,000	-	0.0%
670880 - BUSINESS LICENCES	1,848	2,800	2,800	-	0.0%
2 - Expense Total	1,489,449	2,002,474	2,115,376	112,901	5.6%
502 - PLANNING & DEVELOPMENT SVCS	423,151	1,050,874	1,113,776	62,901	6.0%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in building permit revenue.
- Increase to wages and benefits due to addition of Senior Planner position part way through 2018.
- Increase in other wages and benefits offset by a decrease in wage transfers to other departments.

2018 LONG RANGE PLANNING & SUSTAINABILITY HIGHLIGHTS:

- Launched the City's sea level rise planning initiative and secured \$360,000 in external funding for the project.
- Launched the development of the City's Climate Adaptation Strategy in partnership with ICLEI Canada.
- Supported the City's Beautification Program working in partnership with the BIAs and neighbourhood associations.
- Coordinated the Downtown Small Initiatives Fund including a sidewalk bistro seating program, parklet development, improvements to the Tidemark Square, and new lighting in the downtown. Developed a five-year strategy for new small initiatives in the downtown.
- Continued to offer the Downtown Façade Improvement Program and launched the associated Signage Incentive Program.
- Secured funding and coordinated the installation of the DC Fast Charger at the Community Centre.
- Ran a business energy efficiency media campaign in partnership with the City's Economic Development Department, highlighting local businesses helping to improve energy efficiency.
- Coordinated the City's 17th Annual Stewardship Awards Program recognizing individuals, organizations and businesses contributing to environmental action and stewardship
- Ran the City's Power Down Campbell River home energy retrofit rebate program in partnership with BC Hydro and City Green.
- Offered two regional builders workshops, launched an incentive program to assist builders in the transition to the requirements of the BC Energy Step Code, and created three educational videos in partnership with BC Hydro.
- Climate Action Charter Reporting – monitored the City's corporate greenhouse gas emissions and emissions reduction actions and submitted annual reporting to Province.
- Conducted annual Bald Eagle Nest Tree inventory and updated City records and Provincial Wildlife Tree Stewardship Atlas.
- Updated the Environmental Protection Bylaw to regulate noxious weeds and Scotch Broom
- Amended the Zoning Bylaw for clarity and to address legal and administrative issues
- Continued to work with Greenways Land Trust and Broom Busters on the treatment and removal of noxious weeds and invasive plant species.
- Reviewed environmental development permit applications, provincial referrals and City projects for environmental considerations.
- Reviewed form and character development permit applications for implications and conflicts with existing and emerging policy/long range issues.
- Coordinated the Community Lifecycle Infrastructure Costing Tool Pilot Program to examine infrastructure lifecycle costs associated with various growth scenarios for Campbell River (selected by the Province of BC as one of five communities to participate in the pilot program).
- Liaison for Quinsam Coal Technical Review Committee and the DFO Community Advisor- led Stream Stewardship Committee.

2018 HIGHLIGHTS CONTINUED

- Assisted conservation organizations and Wei Wai Kum First Nation with Canada Goose harvesting at the Campbell River estuary.
- Participated on the Canada Goose, Species and Ecosystems at Risk and the Coastal Invasive Species Committee Local Government Working Groups.
- Worked with other departments to administer environmental non-compliance files
- City liaison for the development of the Regional Housing Needs Assessment conducted by the Strathcona Health Network.
- Supported Campbellton Neighbourhood Association in developing the Spruce Street Pocket Park, and working on a five year strategy in partnership with Vancouver Island University to beautify Campbellton.
- Initiated the City's Climate Adaptation Strategy Development (selected as one of seven island communities to receive support through Local Governments for Environmental Sustainability – Canada and the BC Real Estate Foundation).
- Provided support for social planning issues, including affordable housing, homelessness, and downtown safety issues.
- Liaison with the Campbell River Coalition to End Homelessness.
- Supported community public art initiatives and the initiation of the Art in Public Spaces Master Plan.
- Supported the Youth Action Committee and Advisory Planning & Environment Commission
- Presented/ran a conference session at the 2018 PIBC annual conference (Victoria) regarding Refresh Downtown and public engagement.
- Presented at the International Making Cities Livable Conference on the City's Food Map and local food initiatives such as community gardens.
- Presented the City's Sea Level Rise Planning Initiatives at the Vancouver Island Local Government Management Association Conference.

2019 LONG RANGE PLANNING & SUSTAINABILITY GOALS, OBJECTIVES AND WORK PLAN:

- Coordinate the City's Affordable Housing initiatives, including development of partnerships with BC Housing and local not-for-profit organizations.
- Continue to progress a program of incremental amendments to the Zoning Bylaw to achieve consistency with the OCP.
- Coordinate the City's Climate Adaptation Strategy Development.
- Oversee the City's sea level rise planning work and develop corporate Sea Level Rise strategy.
- Coordinate and enhance the City's Downtown Revitalization programs including: the Downtown Small Initiatives Fund, and support the CR Live Street event series.
- Launch a downtown food truck pilot program.
- Oversee the City's Beautification Program with BIAs and neighbourhood associations
- Reduce environmental impacts and support stewardship services to the community through development permit reviews, liaising with community organizations, invasive species removal, and supporting the City's restoration projects.
- Work towards a policy to guide services on the City's Environmentally Sensitive Lands and that recognizes them as municipal natural assets (green infrastructure).
- Assist with the Nunns Creek Master Planning process and management planning process.
- Research tree protection bylaws and other tree retention options.
- Update OCP Environmentally Sensitive Area map features.
- Demonstrate leadership in climate action through annual greenhouse gas emission reporting and emission reduction initiatives, including the Energy Step Code and Power Down Campbell River.
- Support the Campbellton Neighbourhood Association in developing the Airplane Entrance Feature concept and implementing their five year beautification plan.
- Support the development of the Art in Public Spaces Master Plan.
- Support social planning, including addressing downtown safety, homelessness, and community opioid crisis response efforts.
- Collaborate with the Strathcona Health Network on the next phase of Affordable Housing plans for Campbell River and liaise with the Campbell River Coalition to End Homelessness.
- Investigate potential use of new zoning powers for rental housing, announced by the Province.
- Review and update residential land supply assessment.
- Assist Economic Development with collecting land supply statistics.
- Participate as a pilot community in the national Smart Energy Communities Scorecard initiative.

2018-2019 DEVELOPMENT SERVICES OBJECTIVES

- Complete Soil Deposition Bylaw update.
- Complete Sign Bylaw review.
- Adopt BC Energy Step Code implementation for new construction.
- Undertake Building Bylaw updates aligning with Provincial Building Act and BC Energy Step Code.
- Review fees for all development permit applications.
- Complete Zoning Bylaw review.
- Hold four Builders and Developers forums.
- Implement sign enhancement program
- Coordinate the Downtown Façade Improvement Program
- Revise development applications for ease of use and greater clarity.

2018 DEVELOPMENT SERVICES HIGHLIGHTS:

- Signage Incentive Program development initiation
- Sign Bylaw update
- Cannabis Bylaw updates
- 80 development permits
- 221 building permits
- 2000 business licenses
- Downtown safety office design

2019 DEVELOPMENT SERVICES GOALS, OBJECTIVES AND WORK PLAN:

- Update the Building Bylaw to reflect Step code requirements
- Update the Soil deposition bylaw
- Continue with zoning bylaw updates
- Compete at least 4 builders and developers forums
- Complete at least 2 community planning forums
- Complete revisions of the Planning Procedures Bylaw

BYLAW ENFORCEMENT / ANIMAL CONTROL

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
327 - BYLAW ENFORCEMENT					
1 - Revenue					
220910 - BYLAW ENFORCEMENT	(66,305)	(28,020)	(52,050)	(24,030)	85.8%
220930 - BYLAW REMEDIAL ACTION	(13,054)	(2,526)	(2,539)	(13)	0.5%
1 - Revenue Total	(79,359)	(30,546)	(54,589)	(24,043)	78.7%
2 - Expense					
270910 - BYLAW ENFORCEMENT	183,263	192,301	332,007	139,706	72.6%
270930 - BYLAW REMEDIAL ACTION	13,115	5,000	5,000	-	0.0%
2 - Expense Total	196,378	197,301	337,007	139,706	70.8%
327 - BYLAW ENFORCEMENT Total	117,019	166,755	282,418	115,663	69.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in parking fine revenue.
- Increase in wages and benefits related to 3rd bylaw officer hired and reorganization in 2018.

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
328 - ANIMAL CONTROL					
1 - Revenue					
220430 - ANIMAL CONTROL	(93,383)	(92,750)	(92,750)	-	0.0%
1 - Revenue Total	(93,383)	(92,750)	(92,750)	-	0.0%
2 - Expense					
280430 - ANIMAL CTRL	182,617	187,448	187,885	437	0.2%
280439 - ANIMAL CTRL RECOVERIES	7,108	7,250	7,395	145	2.0%
2 - Expense Total	189,725	194,698	195,280	582	0.3%
328 - ANIMAL CONTROL Total	96,342	101,948	102,530	582	0.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

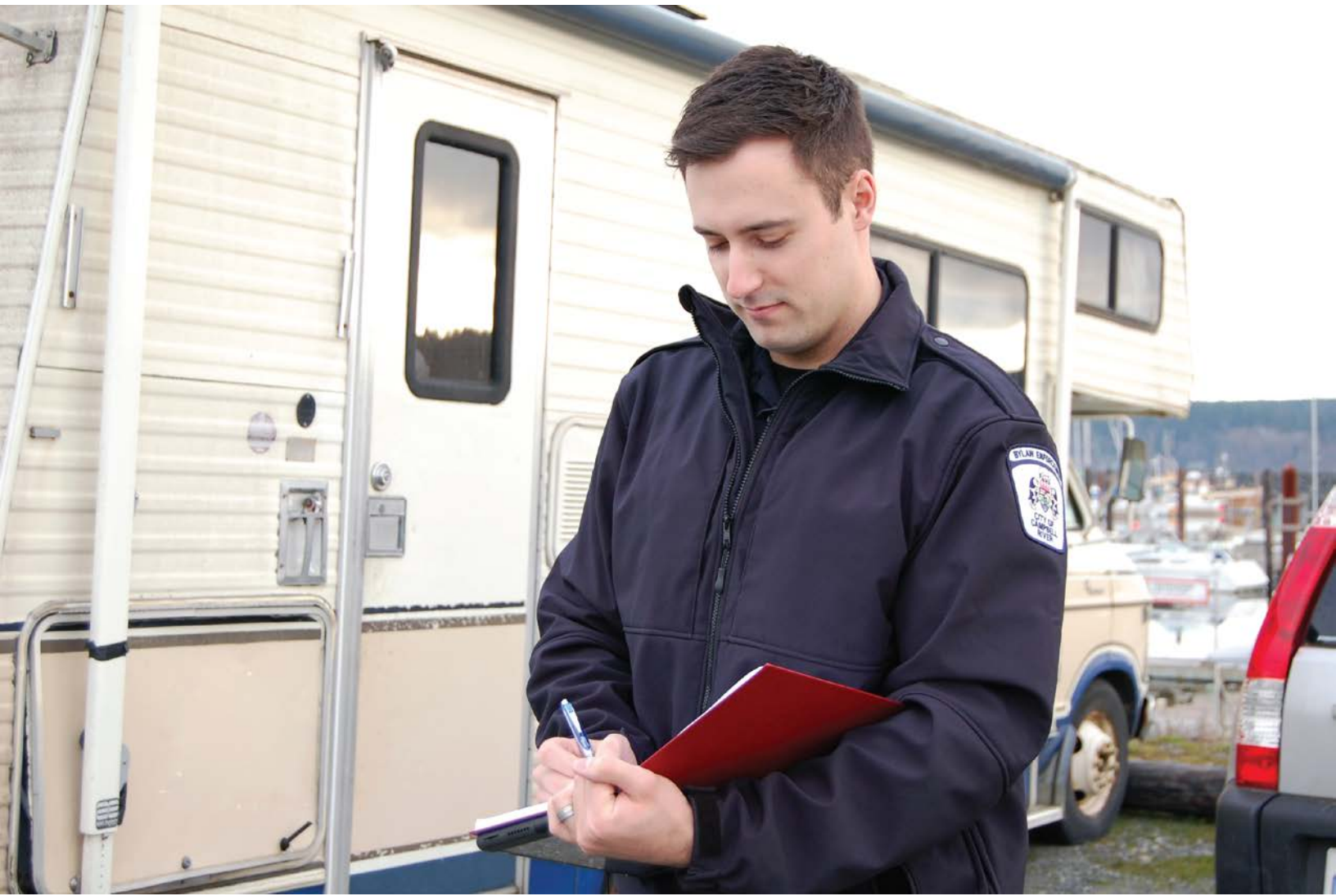
- Slight increase in animal control service agreement and cost allocations.

2018 ACCOMPLISHMENTS BYLAW / ANIMAL CONTROL

- Moved bylaw enforcement staff into new Downtown Safety Office.
- Established proactive patrols in the downtown core.
- Develop relationships with social service providers in an effort to assist street population.
- Hire third bylaw enforcement officer.

2019 OBJECTIVES BYLAW / ANIMAL CONTROL

- Work with RCMP to establish new “working group” to address community safety issues.
- Ongoing revision improvements to regulatory bylaws.
- Parks Bylaw – amend use of parks.
- Review and update fine amounts for older bylaws.
- Formalize policy and equipment needed for proactive patrols.



RECREATION & CULTURE

The Recreation and Culture Department oversees the operation of the Sportsplex, Community Centre, and Centennial Pool, provides park and field booking services for the Parks Department, and provides facility services for City Hall and the Enterprise Centre. Recreation and Culture works to enhance the lifestyle and health of people in the community through a variety of quality programs and services based on public consultation.

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
740 - RECREATION & CULTURE					
1 - Revenue					
270115 - ADMIN FEES - REC	(75,928)	(15,000)	(17,500)	(2,500)	16.7%
271305 - CENTENNIAL POOL	(33,762)	(39,200)	(39,000)	200	-0.5%
271575 - COMMUNITY CENTRE	(78,382)	(81,000)	(79,600)	1,400	-1.7%
276010 - REC PROGRAMS-ADULT	(271,654)	(250,000)	(256,000)	(6,000)	2.4%
276030 - REC PROGRAMS-CHILDREN	(240,935)	(166,000)	(236,000)	(70,000)	42.2%
276050 - REC PROGRAMS-SENIOR	(50,861)	(44,000)	(44,000)	-	0.0%
276060 - REC PGMS-SPECIAL NEEDS	(19,003)	(20,605)	(20,000)	604	-2.9%
276080 - REC PROGRAMS-TEEN	(106,167)	(102,820)	(103,000)	(180)	0.2%
276975 - SPORTSPLEX	(85,089)	(94,130)	(85,000)	9,130	-9.7%
373620 - GRANTS-REC & CULTURE	(7,500)	(7,105)	(8,000)	(895)	12.6%
1 - Revenue Total	(969,281)	(819,860)	(888,100)	(68,240)	8.3%
2 - Expense					
724220 - SPIRIT SQ MGMT & PRGRMIN	61,200	61,200	61,200	-	0.0%
730115 - REC & CULTURE MGMT	140,477	140,991	148,220	7,229	5.1%
740115 - RECREATION ADMIN	1,547,248	1,465,087	1,506,595	41,508	2.8%
741306 - CENTENNIAL POOL OPS	193,136	182,012	188,502	6,490	3.6%
741576 - COMMUNITY CENTRE OPS	404,569	419,680	449,578	29,898	7.1%
741579 - COMMUNITY CTR EQP R&M	5,511	7,000	7,000	-	0.0%
746010 - REC PROGRAMS-ADULT	232,031	228,178	219,597	(8,581)	-3.8%
746030 - REC PROGRAMS-CHILDREN	282,594	261,641	323,784	62,143	23.8%
746050 - REC PROGRAMS-SENIORS	23,399	32,151	32,384	233	0.7%
746060 - REC PGMS-SPECIAL NEEDS	32,353	39,677	40,378	701	1.8%
746080 - REC PROGRAMS-TEENAGERS	118,398	116,164	113,599	(2,565)	-2.2%
746950 - REC SPECIAL EVENTS	9,137	11,344	11,934	590	5.2%
746976 - SPORTSPLEX OPS	289,631	290,508	295,418	4,911	1.7%
746979 - SPORTSPLEX EQP R&M	5,883	10,500	10,500	-	0.0%
747320 - REC STUDIES & PLANNING	6,557	5,000	6,450	1,450	29.0%
780970 - CANADA DAY CELEBRATION	14,688	16,500	16,500	-	0.0%
2 - Expense Total	3,366,811	3,287,633	3,431,639	144,007	4.4%
740 - RECREATION & CULTURE Total	2,397,531	2,467,773	2,543,539	75,766	3.1%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in children's program registrations partially offset by increase in contracted services.
- Increase in wages and benefits.

2018 ACCOMPLISHMENTS

- Implemented highly successful series of programs and events with over 140,000 participant visits.
- Replaced weight room equipment and spin bike fleet at Sportsplex.
- Completed Centennial Pool Lifecycle Assessment.
- Started process, with Long Range Planning Dept., of developing Art in Public Spaces Master Plan
- Began Walter Morgan Studio restoration work.
- Started transition of park and field bookings from Parks to Recreation and Culture Dept.
- Initiated PLAY Campbell River working group comprised of representatives from sport, recreation, health, education and local first nations.
- Completed Skatepark pilot project.

2018-2019 OBJECTIVES

- Complete Walter Morgan Studio restoration.
- Complete transition of park and field bookings to Recreation & Culture Department.
- Continue PLAY Campbell River initiative.
- Focus internally on resiliency, succession planning and KPI reporting.





CAMPBELL RIVER

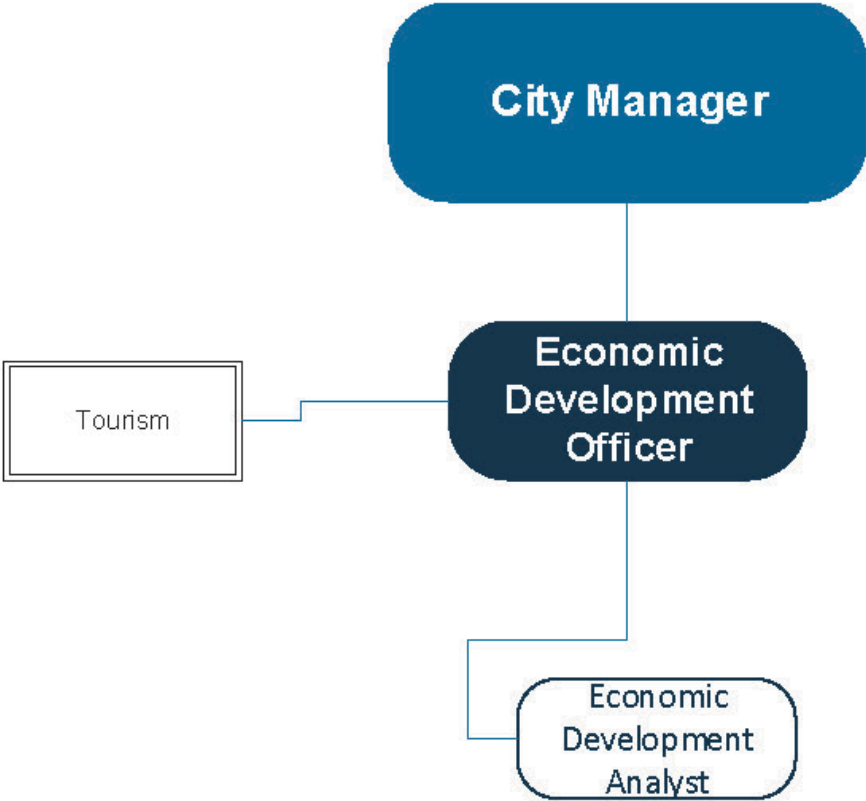
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IF LOST RETURN TO THE WILD

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT & TOURISM SERVICES

ORGANIZATIONAL STRUCTURE



ECONOMIC DEVELOPMENT & TOURISM SERVICES SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
EC DEV & TOURISM					
1 - Revenue					
Other Revenue	(312,289)	(335,000)	(475,000)	(140,000)	41.8%
1 - Revenue Total	(312,289)	(335,000)	(475,000)	(140,000)	41.8%
2 - Expense					
Contracted Services	699,111	705,418	845,000	139,582	19.8%
Other Operating Expenses	12,882	8,700	4,500	(4,200)	-48.3%
Wages & Benefits	158,057	208,640	212,236	3,596	1.7%
2 - Expense Total	870,050	922,758	1,061,736	138,978	15.1%
EC DEV & TOURISM Total	557,761	587,758	586,736	(1,022)	-0.2%

2019 VARIANCE:

Increase to MRDT revenue	(\$140,000)
Increase to contracted services for Tourism (offset by MRDT revenue)	139,582
Other changes	(604)
OVERALL SEGMENT VARIANCE	(\$1,022)
VARIANCE %	(0.2%)

ECONOMIC DEVELOPMENT & TOURISM SERVICES

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

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

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

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

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
264 - ECONOMIC DEVELOPMENT					
1 - Revenue					
267720 - MRDT REVENUE	(312,289)	(335,000)	(475,000)	(140,000)	41.8%
1 - Revenue Total	(312,289)	(335,000)	(475,000)	(140,000)	41.8%
2 - Expense					
643005 - EXTERNAL EC DEV	65,000	65,000	65,000	-	0.0%
643035 - ECONOMIC DEVELOPMENT	242,903	302,558	271,736	(30,822)	-10.2%
643060 - TOURISM SERVICES	562,147	555,200	725,000	169,800	30.6%
2 - Expense Total	870,050	922,758	1,061,736	138,978	15.1%
264 - ECONOMIC DEVELOPMENT Total	557,761	587,758	586,736	(1,022)	-0.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in MRDT revenue (offset by Destination Think! contract expenses).
- Increase in wages and benefits.
- Increase in Destination Think! contract (offset by MRDT revenue).

2018 GOALS, OBJECTIVES AND WORK PLAN:

1. Investor readiness:

- Update and increase the scope of the investment portal created in 2017. The portal offers easy and current access to information about Campbell River to assist investors in their business decisions.
- Update the Community Profile to reflect the 2016 Canada Census data.
- Update the four sector profiles created in 2017 (forestry, aquaculture, aerospace and technology) and the creation of new sector profiles.
- Development of investor packages targeting specific sectors.

2. Business Retention and Expansion:

- Continue with current Business Retention and Expansion initiatives, such as in-person visits to businesses to provide an opportunity to address the specific needs of a business and link them to resources.
- Refine support of Campbell River's independent small businesses by supporting shop local campaigns.
- Collaborate with the Chamber of Commerce annual Business Walk allowing collection of baseline data and synopsis of the current business climate.
- Work with the City's Development Services department to promote City initiatives such as Downtown Refresh.

3. Communications:

- Create 4-6 "In the spotlight" newsletters showcasing the city's uniqueness, its investment opportunities as well as its continuing development as a diverse, modern economy.
- Develop advertising in strategic locations/publications.

4. Collaboration:

- Collaborate with other municipalities and organizations to seek out economic growth opportunities to maximize the City's investment through increased reach, access to larger grant programs, access to markets, shared knowledge and more.
- Continue collaboration with the City's tourism service provider.

5. Opportunities:

- Continue marketing of the municipal broadband network.
- Hold at least four events that aim to grow the tech eco-system that provides valuable information that is relevant to all business owners and start-ups.
- Look for opportunities to support growth of the local economy.

2018 HIGHLIGHTS:

- Entrepreneur & tech ecosystem development – continued the Modern Entrepreneur Series with the following workshops:
 - January 17 – Your Online Presence
 - January 18 – Pitch Workshop
 - January 18 – Leaders Roundtable
 - April 18 – Dealing with Negative Feedback
 - April 18 – Attracting and Retaining Talent
 - June 14 – Crowdfunding for Entrepreneurs
 - June 14 – Crowdfunding for Community Projects
 - In partnership with North Island College:
 - September 12 – Entrepreneurship Boot Camp Information Session
 - September 26 – Social Media & Graphic Design 101
 - October 3 – Presentation & Public Speaking Skills
 - October 13, 20, 27, and November 3 – Entrepreneurship Boot Camp
 - September 19 – Sales Fundamentals for Non-Sales People (with Shannon Ward from OnTrack Media)
 - September 20 – Sales Strategy Workshop (with Shannon Ward from OnTrack Media)
 - In partnership with Community Futures Strathcona and Campbell River Chamber of Commerce:
 - November 7 – Expanding Your Market
 - November 7 – Pathway to a Successful Business Sale
- Entrepreneur & tech ecosystem development – continued monthly Freelance Fridays (an opportunity for freelancers, creatives, and entrepreneurs to collaborate and work) throughout the winter and spring with plans to re-start in the fall.
- CRadvantage - continued marketing CRadvantage through various platforms:
 - Successfully submitted a winning application to the Smart 50 Award (presented by Smart Cities Connect)
 - Attended Smart City conference in Kansas
 - Successfully submitted a winning application to the BC Open for Business Award (winner in the large communities category) (presented by Small Business BC)
 - Entered the Federal Government’s Smart Cities Challenge which involved extensive community engagement and resulted in media coverage for the City through groups such as CBC, Black Press, Chek News, and local media
 - Attended the BC Tech Summit
 - Hosted a booth at Siggraph in collaboration with Creative Industries to showcase Campbell River as the place for tech businesses and talent to live, work, and do business
 - Worked with Information Communication Technologies Division at the Province of BC to develop a short film highlighting Campbell River’s progression to a Smart City (final version still to be released)
 - Issued and awarded a request for proposal for a technology attraction strategy for Campbell River (to be complete by the end of 2018)

2018 HIGHLIGHTS CONTINUED:

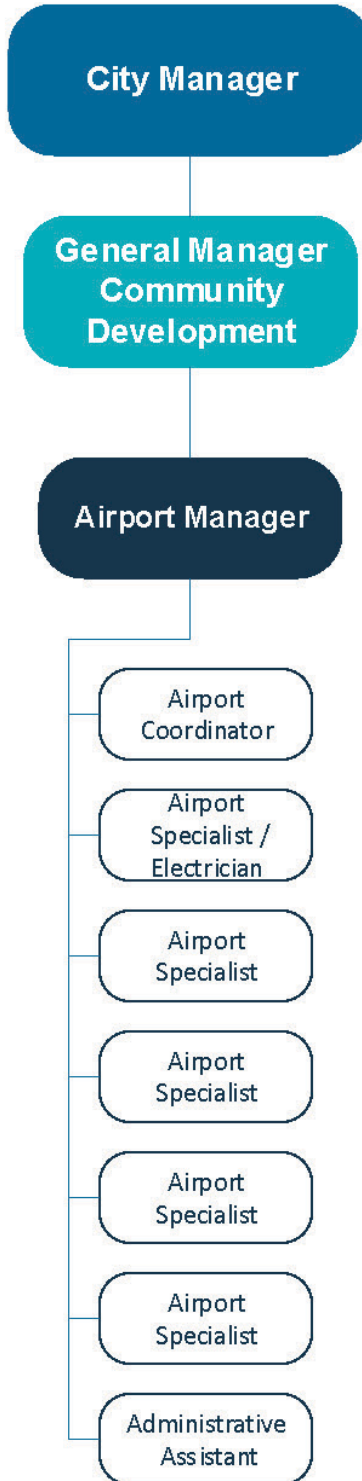
- Communication - increased publication of the Economic Development Newsletter from 4 to 6 issues, and increased social media presence and engagement with the community.
 - Also created targeted advertising for Campbell River in BC Business, Business Examiner, and Invest BC
- Tourism – Economic Development worked closely with the destination marketing organization throughout the year, providing input as needed and organizing the quarterly Tourism Advisory Committee (TAC) meetings.
- Collaboration – participated in many conferences and seminars including Indigenous BC Tourism Engagement, From Conflict to Cooperation (Headwaters), Conversations on Salmon Farming (Campbell River Chamber of Commerce), quarterly Tourism Advisory Committee (TAC) meetings, and sponsored the BC Seafood Expo (Comox Valley Economic Development).
 - Worked closely with other municipalities on Vancouver Island Coast Economic Developers Association (VICEDA) to issue and award a regional tech attraction strategy (50% funded by Invest Canada – Community Initiatives)



AIRPORT

AIRPORT

ORGANIZATIONAL STRUCTURE



AIRPORT SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
AIRPORT					
1 - Revenue					
Fees & Charges	(882,550)	(952,121)	(956,883)	(4,762)	0.5%
Other Revenue	(281,252)	(257,186)	(258,473)	(1,287)	0.5%
Sales of Goods & Services	(889,683)	(893,564)	(898,031)	(4,468)	0.5%
1 - Revenue Total	(2,053,484)	(2,102,870)	(2,113,387)	(10,516)	0.5%
2 - Expense					
Contracted Services	73,445	104,408	104,408	-	0.0%
Insurance	25,634	35,200	36,960	1,760	5.0%
Other Operating Expenses	1,219,350	1,193,517	1,151,782	(41,735)	-3.5%
Utilities	87,839	67,205	81,036	13,831	20.6%
Wages & Benefits	721,230	735,893	748,727	12,834	1.7%
2 - Expense Total	2,127,498	2,136,223	2,122,913	(13,310)	-0.6%
AIRPORT Total	74,014	33,352	9,526	(23,827)	-71.4%

2019 VARIANCE:

Net increase to airport operating revenue	(\$10,516)
Increase to wages and benefits	12,834
Increase to fleet cost allocation	39,000
Increase to general overhead cost allocation	4,250
Increase to utilities	13,831
Decrease in cost for A1 jet fuel	(86,200)
Other changes	2,974
OVERALL SEGMENT VARIANCE	(\$23,827)
VARIANCE %	(71.4%)

AIRPORT

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

City Council has appointed an Airport Committee to make recommendations to Council on initiatives that will benefit existing and future growth on airport and adjacent lands.

Services include:

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

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
570 - AIRPORT					
1 - Revenue					
230115 - AIRPORT ADMIN	(6,936)	(1,314)	(1,321)	(7)	0.5%
230220 - AIRPORT CONCESSIONS	(167,577)	(126,141)	(126,772)	(631)	0.5%
230250 - AIRPORT FUEL SALES	(889,683)	(893,564)	(898,031)	(4,468)	0.5%
230320 - AIRPORT INDUSTRY LAND	(150,252)	(143,467)	(144,184)	(717)	0.5%
230360 - AIRPORT SERVICE FEES	(790,952)	(892,155)	(896,617)	(4,462)	0.5%
230405 - AIRPORT TERMINAL BLDG	(48,084)	(46,230)	(46,461)	(231)	0.5%
1 - Revenue Total	(2,053,484)	(2,102,870)	(2,113,387)	(10,516)	0.5%
2 - Expense					
380115 - AIRPORT ADMIN	257,381	259,798	264,150	4,353	1.7%
380145 - AIRPORT COMMISSION	-	2,800	2,800	-	0.0%
380250 - AIRPORT FUEL SALES	687,694	815,000	729,613	(85,387)	-10.5%
380406 - AIRPORT BLDG OPS	204,080	163,248	178,316	15,067	9.2%
383070 - ELECTRICAL SYSTEMS	99,697	97,277	99,063	1,786	1.8%
383375 - AIRPORT FLEET & EQUIP	95,136	113,800	152,835	39,035	34.3%
384465 - AIRPORT MKTG/PROMOTION	995	500	500	-	0.0%
386406 - SURFACE STRUCTURE OPS	546,723	431,698	438,732	7,034	1.6%
386408 - SURFACE STRUCTURE R&M	20,497	12,000	12,000	-	0.0%
386940 - SNOW CLEARING	6,618	27,251	27,796	545	2.0%
389990 - COST ALLOCATION	208,677	212,851	217,108	4,257	2.0%
2 - Expense Total	2,127,498	2,136,223	2,122,913	(13,310)	-0.6%
570 - AIRPORT Total	74,014	33,352	9,526	(23,827)	-71.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Decrease in fuel sales due to projected slower 2019 fire season.
- Increase in wages and benefits.
- Increase to airport fleet cost allocation.

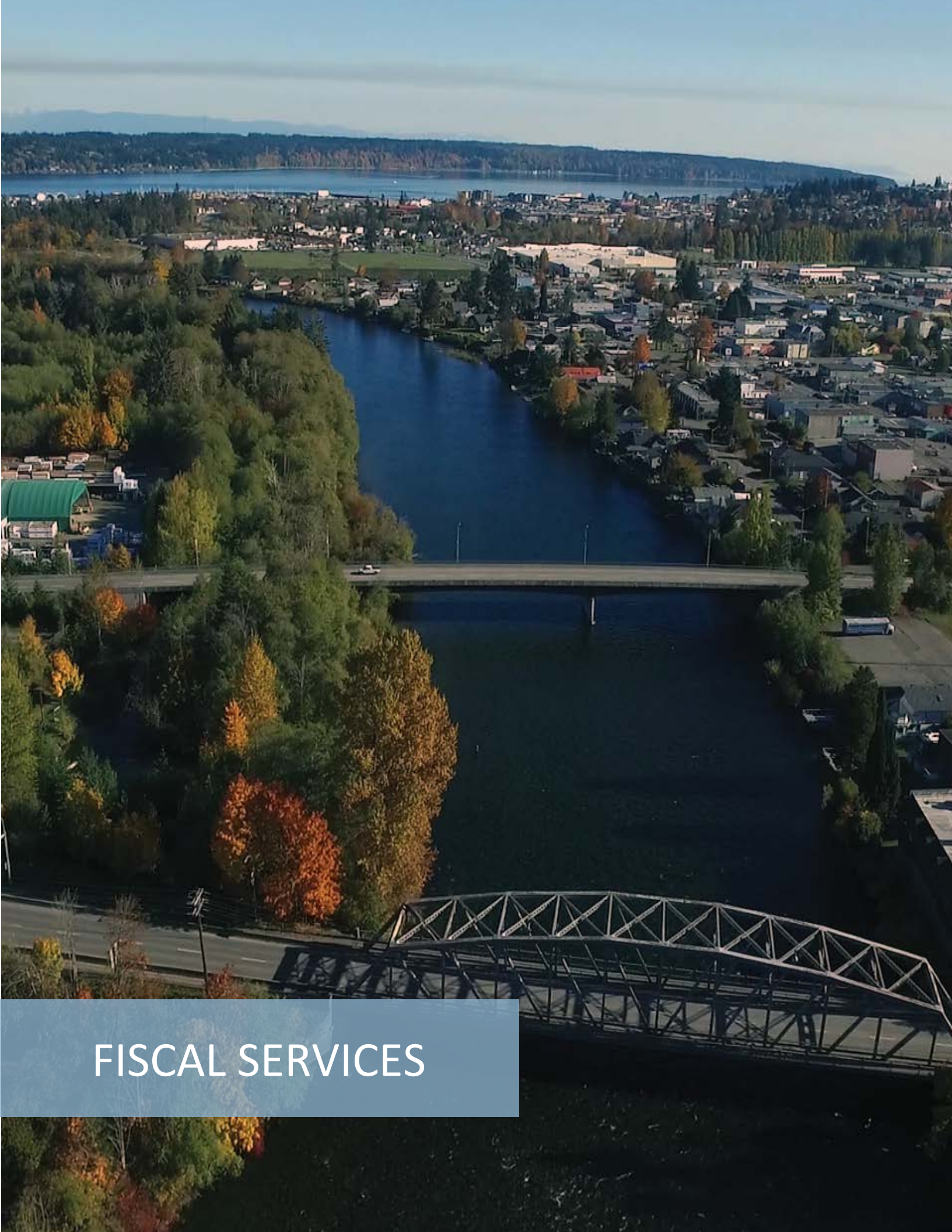
2018 ACCOMPLISHMENTS

- Received new snow blower funded by the Airport Capital Assistance Program (ACAP 95% funding).
- Apply for ACAP funding for new runway spreader.
- Apply for ACAP funding for replacement loader.
- Removal of old fuel facility.
- Aircraft de-icing unit purchase
- Pave access road and old fuel facility.
- Annual Wings & Wheels event



2019 – 2020 OBJECTIVES

- Construct new serviced leased lots.
- Construct new general aviation parking lot, including taxiway access.
- Install of shelter for new fuel facility.
- Receive ACAP funding for new loader.
- Receive ACAP funding for new runway spreader.
- Apply for ACAP funding, taxiway widening, commercial aircraft concrete operating stands, remove and replace old approach lighting and directional signage airside.



FISCAL SERVICES

FISCAL SERVICES SEGMENT BUDGET SUMMARY

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
FISCAL SERVICES					
1 - Revenue					
Fees & Charges	(1,174,533)	(1,225,400)	(1,235,400)	(10,000)	0.8%
Investment Income	(417,625)	(178,939)	(240,000)	(61,061)	34.1%
Other Revenue	(1,109,411)	(1,921,000)	(2,036,500)	(115,500)	6.0%
Tax Revenue	(31,485,380)	(32,762,145)	(32,926,026)	(163,881)	0.5%
Transfers from own funds	(1,702,200)	(1,356,246)	(3,720,657)	(2,364,410)	174.3%
1 - Revenue Total	(35,889,150)	(37,443,731)	(40,158,583)	(2,714,852)	7.3%
2 - Expense					
Contracted Services	256,261	59,000	35,000	(24,000)	-40.7%
Debt Servicing	564,433	1,395,927	1,353,619	(42,308)	-3.0%
Other Operating Expenses	(1,893,650)	(1,789,551)	(1,831,325)	(41,774)	2.3%
Transfers from own funds	4,670,313	12,494,901	15,822,437	3,327,536	26.6%
Wages & Benefits	-	83,692	-	(83,692)	-100.0%
2 - Expense Total	3,597,357	12,243,969	15,379,731	3,135,762	25.6%
FISCAL SERVICES Total	(32,291,793)	(25,199,762)	(24,778,851)	420,911	-1.7%

2019 VARIANCE:

Increase to parcel tax revenue	(134,081)
Change in transfers between reserves	854,338
Decrease in transfer to Airport Operating	(22,551)
Decrease in debt servicing	(42,308)
Increase in gaming revenue	(105,000)
Increase in tax penalties	(25,000)
Other fund transfers	(104,487)
OVERALL SEGMENT VARIANCE	420,911
VARIANCE %	(1.7%)

RESERVES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
218 - RESERVES					
1 - Revenue					
908051 - CEMETERY PERPETUAL CARE	-	(5,600)	-	5,600	-100.0%
991223 - FINANCIAL STABILIZATION	(861,838)	(500,000)	(3,000,000)	(2,500,000)	500.0%
991224 - GAMING	(375,000)	(300,000)	(225,000)	75,000	-25.0%
991227 - SOLID WASTE	(83,160)	(98,271)	(65,833)	32,438	-33.0%
994326 - PARKS CAPITAL	(100,000)	(100,000)	(100,000)	-	0.0%
1 - Revenue Total	(1,419,998)	(1,003,871)	(3,390,833)	(2,386,962)	237.8%
2 - Expense					
991221 - CARBON NEUTRAL	70,418	79,000	78,000	(1,000)	-1.3%
991224 - GAMING	796,330	720,000	825,000	105,000	14.6%
991225 - INTERNATIONAL RELATIONS	5,421	5,000	5,000	-	0.0%
994322 - CAPITAL LENDING	628,786	253,535	253,535	-	0.0%
994326 - PARKS	509,823	513,000	517,600	4,600	0.9%
995321 - CAPITAL WORKS	1,436,649	2,266,000	2,853,000	587,000	25.9%
995322 - FACILITIES	194,819	590,000	1,885,000	1,295,000	219.5%
995323 - FIRE	5,407	100,000	335,000	235,000	235.0%
995324 - FLEET & HEAVY EQUIPMENT	205,848	200,000	675,000	475,000	237.5%
995325 - FURNITURE & EQUIPMENT	15,241	200,000	50,000	(150,000)	-75.0%
995326 - INFORMATION TECHNOLOGY	52,977	101,000	621,000	520,000	514.9%
995328 - STORM DRAIN PARCEL	168,984	332,900	503,600	170,700	51.3%
2 - Expense Total	4,090,702	5,360,435	8,601,735	3,241,300	60.5%
218 - RESERVES Total	2,670,704	4,356,564	5,210,902	854,338	19.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

FISCAL SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
219 - FISCAL SERVICES					
2 - Expense					
098003 - AIRPORT OPERATING	282,202	288,352	265,801	(22,551)	-7.8%
2 - Expense Total	282,202	288,352	265,801	(22,551)	-7.8%
219 - FISCAL SERVICES Total	282,202	288,352	265,801	(22,551)	-7.8%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Decrease in transfer from general operating to offset the airport operating deficit.

AIRPORT FISCAL SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
579 - AIRPORT FISCAL SERVICES					
1 - Revenue					
908001 - GENERAL OPERATING	(282,202)	(288,352)	(265,801)	22,552	-7.8%
995340 - AIRPORT IMPROVE FEE	-	(64,023)	(64,023)	-	0.0%
1 - Revenue Total	(282,202)	(352,375)	(329,824)	22,552	-6.4%
2 - Expense					
994322 - CAPITAL LENDING SRF	-	64,023	64,023	-	0.0%
995340 - AIRPORT IMPROVE FEE	196,505	255,000	256,275	1,275	0.5%
2 - Expense Total	196,505	319,023	320,298	1,275	0.4%
579 - AIRPORT FISCAL SERVICES Total	(85,698)	(33,352)	(9,526)	23,827	-71.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

WATER FISCAL SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
599 - WATER FISCAL SERVICES					
2 - Expense					
995360 - WATER CAPITAL	-	2,885,281	2,977,257	91,976	3.2%
2 - Expense Total	-	2,885,281	2,977,257	91,976	3.2%
599 - WATER FISCAL SERVICES Total	-	2,885,281	2,977,257	91,976	3.2%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in transfer to Water Capital Reserve.

SEWER FISCAL SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
589 - SEWER FISCAL SERVICES					
2 - Expense					
098006 - SEWER CAPITAL	-	-	5,000	5,000	0.0%
995380 - SEWER CAPITAL	100,904	3,641,810	3,657,346	15,536	0.4%
2 - Expense Total	100,904	3,641,810	3,662,346	20,536	0.6%
589 - SEWER FISCAL SERVICES Total	100,904	3,641,810	3,662,346	20,536	0.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in transfer to Sewer Capital Reserve.

DEBT

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
220 - DEBT					
2 - Expense					
184570 - MFA DEBENTURES	245,264	209,033	84,846	(124,187)	-59.4%
324570 - MFA DEBENTURES	180,281	159,314	78,637	(80,677)	-50.6%
2 - Expense Total	425,545	368,347	163,483	(204,864)	-55.6%
220 - DEBT Total	425,545	368,347	163,483	(204,864)	-55.6%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Decrease in principal and interest expenses as debt issues for roads and stormwater local improvement projects are retired.

SEWER DEBT

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
585 - SEWER DEBT					
2 - Expense					
894570 - MFA DEBENTURES	84,519	192,000	402,080	210,080	109.4%
2 - Expense Total	84,519	192,000	402,080	210,080	109.4%
585 - SEWER DEBT Total	84,519	192,000	402,080	210,080	109.4%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in principal and interest expenses due to additional long-term debt issuance relating to Waterfront Sewer Forcemain project.

WATER DEBT

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
595 - WATER DEBT					
2 - Expense					
994570 - MFA DEBENTURES	54,370	835,580	788,056	(47,524)	-5.7%
2 - Expense Total	54,370	835,580	788,056	(47,524)	-5.7%
595 - WATER DEBT Total	54,370	835,580	788,056	(47,524)	-5.7%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- New debt for Campbell River Water Supply capital project. Initial principal payment of new long-term debt issue begins in 2019.

TAXATION

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
230 - TAXATION					
1 - Revenue					
017500 - TAXES - GENERAL	(29,301,754)	(30,445,145)	(31,255,659)	(810,514)	2.7%
017530 - TAXES - UTILITY	(482,682)	(520,000)	(529,600)	(9,600)	1.8%
034345 - TAXES-LIPS	(11,202)	(11,100)	(8,000)	3,100	-27.9%
034870 - PARCEL TAXES - STORM	(165,372)	(332,900)	(503,600)	(170,700)	51.3%
064285 - TAXES-BIA	(68,636)	(72,100)	(76,900)	(4,800)	6.7%
074850 - PARCEL TAXES - PARKS	(509,897)	(513,200)	(517,600)	(4,400)	0.9%
115080 - PMTS IN LIEU - FED	(36,288)	(36,800)	(37,400)	(600)	1.6%
115095 - PMTS IN LIEU - PROV	(659,099)	(580,900)	(598,400)	(17,500)	3.0%
1 - Revenue Total	(31,234,930)	(32,512,145)	(33,527,159)	(1,015,014)	3.1%
2 - Expense					
193750 - HEART OF THE CITY BIA	46,951	49,300	51,800	2,500	5.1%
198800 - WILLOW POINT BIA	21,685	22,800	25,100	2,300	10.1%
2 - Expense Total	68,636	72,100	76,900	4,800	6.7%
230 - TAXATION Total	(31,166,294)	(32,440,045)	(33,450,259)	(1,010,214)	3.1%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

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

CORPORATE SERVICES

	2017 ACTUAL	2018 BUDGET	2019 BUDGET	VARIANCE (\$)	VARIANCE (%)
231 - CORPORATE SERVICES					
1 - Revenue					
210940 - CR INDIAN BAND	(1,071,775)	(1,125,400)	(1,125,400)	-	0.0%
213255 - ADMIN FEE - FINANCE	(105,552)	(102,000)	(112,500)	(10,500)	10.3%
213500 - ADMIN FEE - GENERAL	(73,839)	(25,000)	(10,000)	15,000	-60.0%
213505 - ADMIN FEE - CITY MERC	(1,291)	(1,000)	(1,000)	-	0.0%
216130 - FORTIS BC FRANCH FEE	(175,101)	(175,000)	(200,000)	(25,000)	14.3%
216350 - ARGONAUT REVENUE	-	(870,000)	(870,000)	-	0.0%
313620 - PROV GRANTS-GEN. GOVT	(787,079)	(720,000)	(825,000)	(105,000)	14.6%
333601 - TRANSFERS - CWF	(9,101)	(100,000)	(100,000)	-	0.0%
333621 - TRANSF CARIP	(60,207)	(28,000)	(28,000)	-	0.0%
414000 - INVESTMENTS	(372,148)	(128,939)	(190,000)	(61,061)	47.4%
417600 - TAXES-CURRENT PENALTIES	(250,450)	(250,000)	(275,000)	(25,000)	10.0%
417630 - TAXES-ARREARS/DELINQ INT	(45,477)	(50,000)	(50,000)	-	0.0%
1 - Revenue Total	(2,952,020)	(3,575,339)	(3,786,900)	(211,561)	5.9%
2 - Expense					
153390 - FLEET COST ALLOCATION	(1,383,500)	(1,407,300)	(1,478,100)	(70,800)	5.0%
193350 - FISCAL SERVICES	26,298	5,000	20,000	15,000	300.0%
193425 - OP COST OF CAPITAL	-	33,150	59,850	26,700	80.5%
193475 - FUTURE OPERATING	-	83,692	-	(83,692)	-100.0%
193650 - CORP SERVICES	256,261	59,000	35,000	(24,000)	-40.7%
199985 - COST ALLOC RECOVERIES	(1,182,784)	(1,206,440)	(1,230,569)	(24,129)	2.0%
743510 - GRANT IN AID	577,700	713,939	715,594	1,655	0.2%
2 - Expense Total	(1,706,025)	(1,718,959)	(1,878,225)	(159,266)	9.3%
231 - CORPORATE SERVICES Total	(4,658,045)	(5,294,298)	(5,665,125)	(370,827)	7.0%

SUMMARY OF BUDGET CHANGES FROM 2018 TO 2019:

- Increase in gaming reserve revenue.
- Increase in investment revenue.
- Increase in tax penalty revenue.
- Increase in operating cost of capital.

Index	Department	Project Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Funding Source
Taxation Funded													
1	External Request	Robron Fieldhouse Operating Funds		75,000									Taxation
2	264 - Economic Development	Enhance & Maintain Services	50,000										Taxation
3	320 - RCMP	RCMP Public Safety Enhancements	182,000										Taxation
4	322 - Fire Protection	Auxiliary Firefighter Compensation	45,000										Taxation
5	322 - Fire Protection	Staffing No. 2 Fire Station		200,000		245,000		249,000					Taxation
6	502 - Planning/Development	Building Inspector 2	92,000										Taxation
7	502 - Planning & Development	Invasive Species Management Plan Implementation		30,000									Taxation
8	720 - Parks	Urban Forest Management Plan Implementation		75,000	75,000	75,000	60,000						Taxation
9	720 - Parks	Street Tree Maintenance **See capital plan for \$50k related vehicle purchase	89,000										Taxation
TOTAL TAXATION FUNDED NEW SERVICE LEVELS			\$ 458,000	\$ 380,000	\$ 75,000	\$ 320,000	\$ 60,000	\$ 249,000	\$ -	\$ -	\$ -	\$ -	
Utility User Fees and Other Funds													
10	590 - Water	Lease for Water Department	180,000										Water and Sewer Fees
TOTAL UTILITY USER FEES & OTHER SERVICE LEVELS			\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDED ONGOING NEW SERVICE LEVELS			\$ 638,000	\$ 380,000	\$ 75,000	\$ 320,000	\$ 60,000	\$ 249,000	\$ -	\$ -	\$ -	\$ -	
BELOW THE LINE (Excluded from Financial Plan)													
11	External Request	Increase Senior's Centre Floor Space		16,800									Taxation
12	External Request	Bike Park Operating Funds			31,000								Taxation
13	322 - Fire Protection	Increase to Fire Prevention Services			136,000								Taxation
14	502 - Planning & Development	Administrative Support - Building Services/Development Engineering			80,000								Taxation
15	532 - Roads	Additional Resources - Snow/Sidewalk Clearing	75,714										Taxation
16	720 - Parks	Willow Point Skate Park Maintenance and Repairs	14,240										Taxation
17	720 - Parks	Integrated Pest Management Program		45,000									Taxation
TOTAL UNFUNDED NEW SERVICE LEVELS			\$ 89,954	\$ 45,000	\$ 247,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Index	Department	Project Name	Project Description	Project Justification	Funding Source
Taxation Funded					
1	External Request	Robron Fieldhouse Operating Funds	Funding for the operating and maintenance of the Robron Fieldhouse.	Total estimated costs to operate the facility are \$75,000 annually.	Taxation
2	264 - Economic Development	Enhance & Maintain Services	Enhance and maintain services to ensure benefits of on-going strategies and implement new initiatives.	Business case. Without additional funding to support economic development's operational budget, the Economic Development officer will be unable to maintain and build on established services.	Taxation
3	320 - RCMP	RCMP Public Safety Enhancements	Increase RCMP contract strength by a police officers.	Campbell River is faced with a growing challenge of public intoxication and alcohol-related crime and disorder occurring in its downtown core. These issues have a direct impact on public safety and livability, relationships with the business and development community, and economic growth in the downtown core and the community as a whole. Since the last increase to the authorized police strength in 2007, Campbell River's population has grown by approximately 13.2%. Due to Campbell River's growing population and the increased demand for police services, it is more and more difficult for the Campbell River RCMP to meet the delivery expectations set by Council with the current authorized strength of 44 members and funded strength of 42 RCMP members. In 2016, out of 114 E Division detachments, Campbell River ranked 8 th highest for Criminal Code offences and continues to maintain a Criminal Code Case burden per member of approximately 17% above the provincial average. Campbell River is a growing community, and with existing police resources that are already stretched, the RCMP is not positioned to meet the demand of the growth, or, more specifically, focus proactively on crime reduction initiatives targeting the issues overwhelming the downtown core.	Taxation
4	322 - Fire Protection	Auxiliary Firefighter Compensation	Compensation increase for auxiliary firefighters.	A key element to the retention of auxiliary firefighters is the recognition of the vital role they play in the delivery of fire services. The City's current compensation structure (\$13.25 for firefighters and \$13.50 for officers) does not enhance the recognition of these members and falls well below our comparable communities' average rate of \$20.50 – \$25.43. This proposal increases auxiliary compensation to the average value of 6 comparable communities in a staged approach over 2 budgets, this being year 2.	Taxation
5	322 - Fire Protection	Staffing No. 2 Fire Station	Improvements to fire service levels.	The fire department continues to be challenged in being able to meet regulatory compliance with Occupational Health and Safety(OHS) Regulation Part 31 Firefighting "entry into buildings" outside of the current Monday to Friday staffed daytime hours at No. 2 Fire Station. To date in 2018, 20% of calls where the No 2 Fire Station was dispatched, the auxiliary members were not able to respond an apparatus. When they are able to respond an apparatus, 33% of the time their turn out time (time from dispatch to apparatus leaving the station) is over 10 minutes. There were six structure fire calls where No. 2 Fire Hall was not able to respond a fire engine at all (all six incidents occurred outside of the current staffed hours). In addition there were 25 incidents where the 2nd apparatus arrived on scene over 10 minutes after the 1st arriving apparatus and incidents where the 2nd apparatus response was up to 21 minutes. 2018 data shows fire related incidents have increased 7% over 2017, there has been a 19% increase in fire calls in the No. 2 Fire Station area and a 24% increase in structure fires in the No. 2 Fire Station area. Dollar loss in the No. 2 Hall response area in the South end of the city is 21% higher than dollar loss in the No. 1 Hall response area. in the last 24 months there have been three fire related deaths, all three occurred in the No. 2 Fire Hall Response area. Due to no response from No. 2 Fire Station outside of the current staffed daytime hours of Monday to Friday, and long call back response times, the City can no longer rely on the past practice of auxiliary firefighters arriving within 10 minutes on an initial fire attack and are at risk of non-compliance with OHS Regulations. A delayed response, or no response, of a 2nd apparatus results in long response times up to and in excess of 21 minutes and results in inadequate staffing at incidents throughout the City and increased risk of fire spreading beyond the building of origin causing an increased risk to public life safety. The recommendation is to staff the No. 2 Fire Station dayshift for 7 days a week with a long term goal to staff 24 hours a day, 7 days a week.	Taxation
6	502 - Planning/Development	Building Inspector 2	Increase building inspection services.	Additional building inspector resources will help the development services department meet demand for service (see business case).	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
7	502 - Planning & Development	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).	Taxation
8	720 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	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.	Taxation
9	720 - Parks	Street Tree Maintenance **See capital plan for \$50k related vehicle purchase	Funding is needed to ensure the long term sustainability of the City's street tree inventory.	The City's green asset infrastructure includes over 3,300 street trees with an approximate value of \$2.40 million. Residential developers plant one tree per lot as part of the subdivision bylaw standards. Consequently, the inventory continues to grow with 126 trees planted in 2016 and an additional 150 trees in 2017. Due to a lack of maintenance, the City is achieving only a 60% survival rate over the last five years. Street trees are a critical component in the overall aesthetic of the community and make a significant contribution to quality of life for our citizens. Street trees also contribute to sustainability through carbon capture, and reduce storm water flows and the nutrient loads that end up in our waterways. Funding for street tree maintenance is required to ensure the long term sustainability of this important asset.	Taxation
TOTAL TAXATION FUNDED NEW SERVICE LEVELS					
Utility User Fees and Other Funds					
10	590 - Water	Lease for Water Department	Lease for water department.	Current lease runs out June 30, 2019. Property will be exchanging hands and lease payment will be necessary as per new property owner	Water and Sewer Fees
BELOW THE LINE (Excluded from Financial Plan)					
11	External Request	Increase Senior's Centre Floor Space	Expansion of the Senior's Centre at CR Common.	The Senior's Society is requesting additional leased space to expand their "quiet activities" such as cards, crafts, etc.	Taxation
12	External Request	Bike Park Operating Funds	Funding for the operating and maintenance of the bike park.	Phase 1 is estimated to cost \$19,130; phase 2 is estimated to cost \$31,000.	Taxation
13	322 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire Inspector/Firefighter.	The current fire inspector is unable to meet the specialized fire prevention needs of the community. Specialized fire prevention activities include development review, fire safety plan review, fire investigation, and public education programs (which have been compromised due to prioritized high risk property code compliance inspections). The lack of appropriate numbers of fire prevention staff requires chief officers to defer imperative management activities in order to provide essential development reviews and fire investigations when staff is unavailable. Proactive specialized fire prevention activities lay the groundwork for reduced fire operational needs in the future.	Taxation

Index	Department	Project Name	Project Description	Project Justification	Funding Source
14	502 - Planning & Development	Administrative Support - Building Services/Development Engineering	Additional administrative resources for engineering and building services to align with the development community needs.	<p>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.)</p>	Taxation
15	532 - Roads	Additional Resources - Snow/Sidewalk Clearing	Increase snow clearing service levels. \$23.5K labour and \$6K skid-steer lease.	<p>Current levels of funding are not sufficient to provide expected levels of service. By adding an additional staff member (increasing a 0.67 to a 1.0 FTE) through the winter, it will allow us to operate a skid-steer unit to clear primary sidewalks. Staff have identified approximately 47km of sidewalks that are part of the primary pedestrian corridors, connections to transit areas, or on/around hills where pedestrians frequent.</p>	Taxation
16	720 - Parks	Willow Point Skate Park Maintenance and Repairs	Perform ongoing maintenance and repairs to the Willow Point Skate Park.	<p>The skate park was constructed 10 years ago and there was never an operating maintenance budget approved. The facility has only had liability issues dealt with over the years. The skate park is starting to have more and more liability issues due to no regular maintenance. The request is for regular inspections, maintenance and repairs so liability issues can be dealt with before they become a serious hazard.</p>	Taxation
17	720 - Parks	Integrated Pest Management Program	Implement the Integrated Pest Management program for turf management.	<p>Additional resources are required to implement the Integrated Pest Management (IPM) policy for turf management. The City's IPM policy states that the City will "consider the use of natural controls and alternatives to the use of pesticides, and emphasize prevention to minimize the use of chemical controls." At present, the department does not have the resources necessary to properly implement the policy. The City's IPM program for turf involves a number of components, but the most important tasks are aeration, fertilization, top dressing, over-seeding, and monitoring. When this IPM program is being performed, the results are healthy turf grass that out-competes weeds, and safe and sustainable playing surfaces for sports and tournaments. Over the last few years the IPM has not been carried out due to lack of resources. The result has been that the Parks Department has had to close sports fields to spray herbicides to control turf disease and weed infestation. While spraying chemicals is part of the IPM program, it is meant to be a last resort, used only when all other control methods have proven ineffective. Unavoidably, turf maintenance machinery and sports footwear continue to spread weeds and turf disease throughout the parks system. With the continued lack of resources, spraying chemicals will need to be done with increasing frequency at an increasing number of sites. Implementation of the IPM and prioritizing the non-chemical practices mentioned above will support a chemical-free approach and show leadership by demonstrating that effective landscape management can be achieved without relying on the use of chemicals.</p>	Taxation

Index	Department	Project Name	CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Strategic Projects													
1	218 - Reserves	Centennial Pool and Operating Budget Funding		300,000	150,000	75,000							
2	264 - Economic Development	Natural Resource Economic Development	24,202										
3	310 - Mayor & Council	Council Contingency - Annual Allocation	92,805	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
4	310 - Mayor & Council	Beautification Grants	6,500	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
5	310 - Mayor & Council	Social Grants	11,800	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
6	310 - Mayor & Council	Safer Downtown		129,000	132,000								
7	310 - Mayor & Council	Homelessness Count		2,500		2,500		2,500		2,500		2,500	
8	310 - Mayor & Council	Ishikari Anniversary Celebration						25,000					25,000
9	502 - Planning & Development	Campbellton Neighbourhood Ass'n - VIU		10,000									
10	502 - Planning & Development	Downtown Signage Incentive Program	2,500	35,000	35,000	35,000							
11	502 - Planning & Development	Façade Storefront Downtown Revitalization	9,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
12	502 - Planning & Development	Public Art		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
13	502 - Planning & Development	Downtown Small Initiatives Fund		65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
14	502 - Planning & Development	Public Art Master Plan	16,004										
15	720 - Parks	Tree Protection Bylaw		15,000									
16	740 - Recreation & Culture	Increase Spirit Square Program Budget		12,000	12,000								
17	740 - Recreation & Culture	Summerside Express Mentorship		10,000									
		TOTAL STRATEGIC PROJECTS	162,811	908,500	734,000	517,500	405,000	432,500	405,000	407,500	405,000	407,500	430,000
Corporate Projects													
18	111 - Communications	Statistically Valid Community Survey			9,000				9,000				9,000
19	114 - Human Resources	Strategic Human Resources Management	107,000										
20	114 - Human Resources	Exempt Salary Survey	12,000				12,000			12,000			12,000
21	114 - Human Resources	CUPE Agreement Renewal	15,000				15,000			15,000			15,000
22	212 - Finance	DCC Review	75,000										
23	213 - IT	Network Security Audit			25,000			25,000				25,000	
24	311 - Legislative Services	Municipal Election					51,000				51,000		



**2019-2028 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
25	502 - Planning & Development	Sea Level Rise Assessment & Planning	365,720	89,919									
26	502 - Planning & Development	Co-op Position - CEEP Project		17,984									
27	740 - Recreation & Culture	Enhanced Skatepark Environment		15,000									
TOTAL CORPORATE PROJECTS			365,720	331,903	34,000	-	78,000	25,000	9,000	27,000	76,000	-	36,000
Operational Projects													
28	502 - Planning & Development	Zoning/OCP Update	73,227										
29	502 - Planning & Development	Community Energy Efficiency Projects	118,520										
30	502 - Planning & Development	Development Process Update	32,387										
31	502 - Planning/Development	Enviro Monitoring - Big Rock Boat Ramp		5,000	5,000		5,000		5,000				
32	532 - Roads	Bridge Inspections			20,000		20,000		20,000		20,000		20,000
33	570 - Airport	Business Development Opportunity Fund		30,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
34	570 - Airport	Flight Way Clearing			30,000				30,000				30,000
35	570 - Airport	Crack Sealing			20,000		20,000		20,000		20,000		20,000
36	570 - Airport	Runway Line Painting			20,000		20,000		20,000		20,000		20,000
37	580 - Sewer	Lift Station Auto - Cleaning	9,546	15,000									
38	580 - Sewer	Biosolids Management Options Study	10,000										
39	580 - Sewer	Confined Space Entry Alternate Procedures	5,150	15,000									
40	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring		25,000		10,000	20,000	20,000		25,000	5,000	5,000	35,000
41	580 - Sewer	Sewer Right of Way Clearing		50,000	50,000	50,000	50,000	50,000					
42	590 - Water	Drinking Water Source Protection Plan		10,000	50,000	15,000							
43	590 - Water	Watershed Monitoring		20,000									
44	590 - Water	Confined Space Entry Alternate Procedures	5,150	15,000									
45	590 - Water	Water Conservation Program		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
46	740 - Recreation & Culture	PLAY Campbell River		2,000									
			619,700	593,903	329,000	200,000	338,000	220,000	229,000	177,000	266,000	130,000	211,000
TOTAL FUNDED OPERATING PROJECTS			\$ 945,322	\$ 1,512,403	\$ 1,063,000	\$ 717,500	\$ 743,000	\$ 652,500	\$ 634,000	\$ 584,500	\$ 671,000	\$ 537,500	\$ 641,000
BELOW THE LINE (Excluded from Financial Plan)													
TOTAL BELOW THE LINE PROJECTS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Index	Department	Project Name	Project Description	Project Justification	Funding Source
Strategic Projects					
1	218 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past 7 years, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this, with the remaining balance of \$130,000 used to balance the City's general operating budget. The funding transfer from the Gaming Reserve increased to \$375,000 in 2017. For 2019 Financial Planning, Council has provided direction to gradually eliminate this transfer over the next three years.	Gaming Reserve
2	264 - Economic Development	Natural Resource Economic Development	Project budget for the Forestry Task Force.	To ensure task force initiatives continue in future years.	Gaming Reserve
3	310 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items. \$150K per year.	Required to ensure funding is available for annual Council projects and community grants that arise during the year.	Gaming Reserve
4	310 - Mayor & Council	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	Gaming Reserve
5	310 - Mayor & Council	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2016.	Gaming Reserve
6	310 - Mayor & Council	Safer Downtown	3rd Bylaw Officer and Lease of Downtown Safety Office	A three-year trial program is in place to operate and staff a downtown safety office.	Gaming Reserve
7	310 - Mayor & Council	Homelessness Count	As per council resolution 15-0644.	Homelessness count to be undertaken every two years.	Gaming Reserve
8	310 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations	2023 and 2028 are milestone years for the City's twinning relationship with Ishikari.	Ishikari Anniversary Reserve
9	502 - Planning & Development	Campbellton Neighbourhood Ass'n - VIU	Funding to hire VIU to continue Campbellton projects.	A request for \$10,000 from the Campbellton Neighbourhood Association for the Vancouver Island University student's Campbellton Neighbourhood Revitalization Plan	Gaming Reserve
10	502 - Planning & Development	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City initiatives such as the Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art initiatives to generate investment in downtown and village centres, which will align with the revised Sustainable Official Community Plan and Downtown Refresh. Develop signage incentive program to encourage businesses to meet the new standards.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan initiative, and to support economic development, the City's sign bylaw requires amendment to allow initiatives to meet a higher standard of design. This includes developing guidelines for various preferred sign types and materials along with the wayfinding program, addressing murals, and other public art initiatives. Following amendment of the sign bylaw, staff will develop a signage incentive program, similar to the Downtown Façade Improvement program, to encourage signage improvements throughout the community. CFwd: RFP has been drafted for Sign Bylaw update (first phase of the incentive program). Delayed due to six month planner vacancy.	Gaming Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
11	502 - Planning & Development	Façade Storefront Downtown Revitalization	<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> <p>CFwd: BIA mural complete; 2 other projects in concept development for which carryforward funds are required.</p>	Gaming Reserve
12	502 - Planning & Development	Public Art	Funding for Public Art.	<p>The City is in the process of developing a Public Art Master Plan. This process will recommence in 2019, with a workshop with Council. These funds will allow the City to pursue public art installations in the community, under the guidance of the Public Art Master Plan. CFwd: Request for funds to accumulate to use towards future initiatives.</p>	Gaming Reserve
13	502 - Planning & Development	Downtown Small Initiatives Fund	<p>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 2019 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.</p>	<p>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.</p> <p>CFwd: CR Live Streets events are complete and Small Initiatives projects are well underway. However, some will be completed in 2018.</p>	Gaming Reserve
14	502 - Planning & Development	Public Art Master Plan	<p>The development of the Public Art Master Plan will create a long-term vision for art in public spaces in Campbell River, with a policy and plan to manage and deliver a public art program which includes a wide range of artistic mediums.</p>	<p>The City is in the process of developing a Public Art Master Plan. This process will recommence in 2019, with a workshop with Council.</p>	Gaming Reserve
15	720 - Parks	Tree Protection Bylaw			Gaming Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
16	740 - Recreation & Culture	Increase Spirit Square Program Budget	Increase Spirit Square program budget to cover increased hours of programming and increased operating costs.	Spirit Square operating costs for items such as advertising, local services, entertainment, equipment, and management are increasing. In addition to these increased operating costs, a 10% contingency is included to cover possible costs related to major events. Council provided direction for 2018 Financial Planning to include this increase over the next three years, and then re-evaluate in 2021.	Gaming Reserve
17	740 - Recreation & Culture	Summerside Express Mentorship	The Summerside Express program is a complex program that collaborates extensively with the Ministry of Children and Family Services. This program integrates children and youth with special needs into summer camp programs. The staff person who fulfilled this role has retired, but will provide mentorship on a part-time basis for the 2019 summer season for the successful replacement.	The Summerside Express program is a complex program that collaborates extensively with the Ministry of Children and Family Services. This program integrates children and youth with special needs into summer camp programs.	Gaming Reserve
Corporate Projects					
18	111 - Communications	Statistically Valid Community Survey	A statistically valid community survey is timed to occur once during each Council term.	By surveying citizen using a statistically valid method, the City and Council are better able to understand community needs and sentiments on City services.	Financial Stabilization
19	114 - Human Resources	Strategic Human Resources Management	One-year term position in the HR department.	Additional (continued) resources are required to meet strategic human resource management priorities, focusing on talent management and organizational development. The success of the strategic management plan (SMP) depends on our ability to effectively lead organizational change and build organizational capability. With the structural changes in place we must now build upon the SMP guiding principles and focus on how we work together in order to listen, learn and grow.	Financial Stabilization
20	114 - Human Resources	Exempt Salary Survey	Market comparison of exempt compensation levels using benchmark positions.	In April 2013 Council approved a policy to position and maintain the City's exempt staff compensation level in the 50th percentile (median) of the market comparator group. To meet that objective formal salary surveys are conducted every three years and the last one was completed in 2016.	Financial Stabilization
21	114 - Human Resources	CUPE Agreement Renewal	Bargaining costs related to CUPE contract renewal	In bargaining years, there are additional legal and other contract bargaining related costs incurred.	Financial Stabilization

Index	Department	Project Name	Project Description	Project Justification	Funding Source
22	212 - Finance	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.	Financial Stabilization
23	213 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements, and payment system compliance.	With ongoing risk of security intrusions, a mandatory requirement for a network security audit has been identified. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided by the City's Tempest e-commerce interface (for dog licenses, parking tickets, etc.), and recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance requires that a network security audit take place on a scheduled basis. The City's technology network undergoes a security audit by an independent certified agency every three years to ensure that the risks to the system are low.	IT Reserve
24	311 - 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.	Financial Stabilization
25	502 - Planning & Development	Sea Level Rise Assessment & Planning	The City is undertaking a comprehensive assessment of the projected impacts of sea level rise and storm surge on the community. This planning process includes detailed assessments of key areas in the community such as the downtown, the 3.5 acre waterfront site, estuary, Painter Barclay, Willow Point, Maritime Heritage Centre to-Evergreen, and a high level assessment of the entire coastline of Campbell River to determine flood construction levels and adaptation considerations.	One of the City's most significant assets is its ocean foreshore. Recent scientific projections suggest that the impacts of sea level rise to the City's foreshore may be significantly greater than previously anticipated. Application of the latest projections for sea level rise against proposed improvements to Robert Ostler park were significant enough to warrant reconsideration of the project, and have highlighted the need to further study the impacts and the possible responses available to the City. This study was initiated in 2017 and began a comprehensive assessment of the City's exposure to sea level rise along the full ocean frontage and the potential impacts this will have on infrastructure and land use planning. CFwd: This project has multi-year funding from UBCM, the Federation of Canadian Municipalities, the Pacific Institute for Climate Solutions and the City and this initial work is anticipated to be completed in 2019.	Financial Stabilization
26	502 - Planning & Development	Co-op Position - CEEP Project	Co-op position funded through BC Hydro and the City's Carbon Neutral Reserve Fund (4 month position - CEEP Project).	The City, in partnership with City Green, BC Hydro, Fortis BC, and the Province of BC, is continuing to offer rebate programs for home energy efficiency renovations including energy evaluations, and installation of heat pumps. The Co-op student provides support for this program through program promotion and workshops for homeowners, realtors and builders.	Financial Stabilization

Index	Department	Project Name	Project Description	Project Justification	Funding Source
27	740 - Recreation & Culture	Enhanced Skatepark Environment	Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.	<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 skatepark is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the types of incidents most often complained about. A skatepark ambassador program would help to alleviate some of the negative behaviours and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skateboarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area.</p>	Financial Stabilization
Operational Projects					
28	502 - Planning & Development	Zoning/OCP Update	Update of the City's Zoning Bylaw.	Continuation of updates to the City's Zoning Bylaw, which included legal changes in 2018, and will include tackling a range of issues such as building height and view corridors, shipping containers, secondary suites, commercial zoning, and the City's growth patterns in the estuary and Quinsam Heights.	General Operating Surplus
29	502 - Planning & Development	Community Energy Efficiency Projects	Community Energy Efficiency Program.	<p>The City has a target of 2% of all buildings being retrofitted on an annual basis by 2020 to become more energy efficient. This program will help work toward the City's greenhouse gas emission reduction targets. Rebates are offered for energy efficiency improvements to homes, including installation of air source heat pumps and energy audits, and conversion to more energy efficient heating systems under the Power Down program. This will help to stimulate the economic sector in the building retrofit sector. This initiative enables the City to proceed with implementation of the Community Energy and Emissions Plan and work toward our Climate Action Charter commitments by offering a community energy retrofit program. As part of this program, the City is offering incentives to local builders building to the standards of the Energy Step Code. The City has also applied for 80% funding from FCM for a two year staff position to focus on climate adaptation, including asset management, infrastructure and development planning, and collaboration with our local First Nations communities on climate adaptation planning, and if successful, this funding from the Carbon Neutral Reserve Fund would provide the remaining 20% contribution from the City for the program.</p> <p>CFwd: This is a multi-year program and the City is a partner with the Province of BC, BC Hydro and Fortis BC who provide funding for this initiative.</p>	Carbon Neutral Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
30	502 - Planning & Development	Development Process Update	Project includes the addition of new modules to Prospero, including E-Inspections, Mobile Inspections, and IntelliSearch.	<p>E-Inspections will allow builders to book inspections on-line using a calendar-based web portal. Mobile Inspections will allow the inspectors to complete inspection reports digitally on-site and then e-mail them directly to the builder when complete. IntelliSearch is a database improvement that will enable easier data mining and reporting on permit processing and associated information</p> <p>These modules will help to provide excellent customer services to the building community and extend City Hall's availability and options of service. It is recommended to purchase the additional suite of software to implement online availability and reduce staff time. Building Services is currently not utilizing digital tools available on the market that will speed up building permit approvals and inspections and offer added value services to the building community.</p> <p>With the purchase and implementation of the additional software, the building and development community will be offered online services for inspection booking, in addition to in-person services. It will also eliminate frustration and time spent at City Hall. Building inspectors will have access to file information in the field while maintaining the integrity of the files. They will control the information input, which will eliminate duplication in tasks. This will result in building inspectors and resource staff being more efficient in their daily tasks, resulting in more inspections and building permits approved.</p> <p>CFwd: This project is a carryforward from 2018's budget.</p>	General Operating Surplus
31	502 - Planning/Development	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.	Financial Stabilization
32	532 - Roads	Bridge Inspections	Safety inspection of City's bridge infrastructure.	Safety inspections every two years ensure the City's bridge infrastructure remains safe for use and identifies any safety issues that must be addressed for continued safe operation.	Financial Stabilization
33	570 - Airport	Business Development Opportunity Fund	Funding business ventures that will improve the airport and City operations (includes sponsorship of the annual Wings and Wheels event \$10,000, VIEA conference attendance \$5,000, advertising \$5,000, and other emerging initiatives).	The Business Opportunity Fund is funded by the Airport Reserve and is available to spend on annual and emerging business opportunities.	Airport Reserve
34	570 - Airport	Flight Way Clearing	Cut trees around airport as per Transport Canada zoning regulations.	Remove obstacles as per Transport Canada regulations.	Airport Reserve
35	570 - Airport	Crack Sealing	Maintaining infrastructure to ensure ACAP eligibility.	The airport must provide Transport Canada evidence showing regular maintenance on infrastructure to ensure future contributions of up to 95%.	Airport Reserve
36	570 - Airport	Runway Line Painting	Regulatory requirement.	Aircrafts utilize paint markings in conjunction with lighting to safely land. Annual winter maintenance snow removal scrubs off these markings.	Airport Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
37	580 - Sewer	Lift Station Auto - Cleaning	Installation of automatic wet well cleaning equipment in the lift stations.	Wet wells are currently washed down manually to keep them free of grease and debris that builds up on the walls and pumps. This process is labour intensive and sometime involves confined space entry. The automatic cleaners would reduce the amount of labour and water required for wet well cleaning. Other benefits of this new process includes odour reduction, protection of equipment and wet wells, aeration (which provides some pre-treatment, reducing the overall loading of the treatment plant), and improved operator safety.	Sewer Reserve
38	580 - Sewer	Biosolids Management Options Study	To assess options for biosolids management.	Biosolids are currently land-applied at Norm Wood Environmental Centre (NVEC). The existing site is expected to exceed permit limits near 2019 and therefore an alternate system needs to be in place prior to that date to remain compliant with regulatory requirements. The study will consider the amendment to the Organic Matter Recycling Regulation (which was expected to be completed in Spring 2017, but has stalled in the consultation stage and therefore delayed the completion of this study). The study will also confirm the required capital upgrades at NVEC, as well as confirm the potential participation in a regional compost facility. CFwd: Delayed due to uncertainty around participation in the regional compost facility and delay in the amendment to the Organic Matter Recycling Regulation.	Sewer Reserve
39	580 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety. It was determined in 2017 that this process is far more involved than first anticipated and may require additional effort than originally planned. CFwd: Project currently underway; delayed start.	Sewer Reserve
40	580 - Sewer	Sewer Infrastructure Maintenance & Monitoring	Periodic maintenance & monitoring of sewer infrastructure.	Transformer inspection every 2 years (\$5,000 - 2019), Environment monitoring program every 3 years (\$20,000 - 2019), NVEC outfall inspection every 5 years (\$15,000 - 2023) and IPL outfall inspection every 5 years (\$5,000 - 2021)	Sewer Reserve
41	580 - Sewer	Sewer Right of Way Clearing	To gain vehicle access to critical infrastructure by clearing and widening Sewer Right of Ways.	Many critical sewer mains do not have vehicle access for preventative and emergency maintenance. Lack of access for preventative maintenance and video assessment will result in failures that will have negative environmental and human health impacts, and potential for infrastructure damage.	Sewer Reserve
42	590 - Water	Drinking Water Source Protection Plan	Watershed Management Plan is over 10 years old and needs to be redone every 10 years due to changing environmental conditions.	It is a regulatory condition of our Operating Permit issued by VIHA.	Water Reserve
43	590 - Water	Watershed Monitoring	Watershed monitoring.	Monitoring of the Campbell River watershed to ensure safe drinking water standards.	Water Reserve

Index	Department	Project Name	Project Description	Project Justification	Funding Source
44	590 - Water	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for water confined spaces.	<p>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.</p> <p>CFwd: Project currently underway; delayed start.</p>	Water Reserve
45	590 - Water	Water Conservation Program	To create a water conservation plan.	<p>CFwd: Request required for project completion. Project is being done in-house utilizing grant funding. Project was started in 2016 and will be completed in 2018. Grant funding will be received once the project is complete.</p>	Water Reserve
46	740 - Recreation & Culture	PLAY Campbell River	The PLAY Campbell River working group was formed in early 2018 and the group has been working on a physical literacy strategy for Campbell River. This is an inter-agency group with members from the school, sport, recreation and health sectors. Initially, working with Pacific Sport, a grant of \$30,000 was obtained to get this project off the ground.	Funding will provide support for the PLAY Campbell River working group until additional grant funding is obtained.	Financial Stabilization

BELOW THE LINE (Excluded from Financial Plan)

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
STRATEGIC PRIORITIES (FUNDED)																
1	213 - IT	Municipal Broadband Network - Phase 1 Extension	2018	92,865												Gaming Reserve
2	322 - Fire Protection	#1 Fire Station Replacement	1006	439,846												Fire Reserve
3	450 - Facilities	Big House Pavilion Preservation	4039	50,000												Facilities Reserve
4	450 - Facilities	Council Chambers Accessibility Improvements	4064	35,000												Gaming Reserve
5	446 - Property Management	Property Acquisition	6041		745,000											Parkland Acquisition DCC
6	532 - Roads	Ferry Terminal Access Improvements	6016			200,000										Capital Works Reserve
7	532 - Roads	Petersen/Shetland/Willis Walkability	6030	30,203												CWF
8	532 - Roads	Snow Clearing Equipment - Skid Steer	6031	64,885											12,000	Capital Works Reserve
9	532 - Roads	Snow Clearing Equipment	NEW					300,000							19,200	Capital Works Reserve
10	532 - Roads	3.5 Acre Walkway	6033	547,129		350,000									5,000	Grants / CWF
11	532 - Roads	Cypress Street Improvements	6028	226,683											4,000	Grants / CWF
12	532 - Roads	Willis Road Pedestrian Upgrades Phase 2	6034		355,000										250	Capital Works Reserve
13	532 - Roads	Willis Road Connection Concept	6035		30,000											CWF
14	532 - Roads	Seagull Walkway Design	6009	150,000												Capital Works Reserve
15	532 - Roads	Parking Lot Improvements	6018		25,000	25,000										Capital Works Reserve
16	532 - Roads	Transit Stop at Carihi	6040		200,000											CWF
17	532 - Roads	Float Plane Entrance Parking Lot	6037		100,000										15,000	CWF
18	532 - Roads / 550 - Storm Drains / 580 -	Highway 19A - Phase 3	8008	1,400,000	3,000,000	8,700,000									100,000	Grant / Capital Lending / CWF / Roads DCC /
19	550 - Storm Drains	Downtown Storm Mitigation	6502		200,000	200,000	200,000	200,000								Storm Water Reserve
20	570 - Airport	Airport Development Servicing	3011	60,166												Airport / Sewer / Water
21	570 - Airport	Security Fencing - South Development	3012	40,000												Airport / Sewer / Water
22	570 - Airport	Fueling Facility - Civil Works	3015	10,000												Airport Reserve / Grants / Capital
23	570 - Airport	Aircraft De-icing Equipment	3017	200,000											19,200	Airport Reserve
24	580 - Sewer	Waterfront Sewer Forcemain	5002	4,629,986		5,000,000										Sewer / Debt
25	580 - Sewer	Larwood-Erickson Sewer Upgrade	5019	3,127,684												Sewer Reserve
26	580 - Sewer	NWEC Upgrades - Phase 3	5006	300,000		5,000,000									170,000	Sewer / DCC
27	590 - Water	System Modifications for Water Supply Project	7031	792,923												Water Reserve
28	590 - Water	John Hart Reservoir	NEW			500,000	6,000,000								30,000	Water / Water DCC
29	720 - Parks	Robron Field House Civil Works	9035	618,215												CWF
30	720 - Parks	Robron Field House Washrooms	9047		75,000										75,000	CWF
31	720 - Parks	Big Rock Boat Ramp - Phase 1	9018	863,200												CWF
32	720 - Parks	Willow Point Park Field House Repairs	9041	70,708												Parks Reserve

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
33	720 - Parks	Nunns Creek Master Plan	9015	46,057												Parks Reserve
34	720 - Parks	Entrance Sign Jubilee	9029			140,000										Parks Reserve
35	720 - Parks	Maritime Heritage Park Construction	NEW						75,000	275,000					25,000	Parks Reserve / Grants
TOTAL FUNDED STRATEGIC PRIORITY PROJECTS				\$ 13,795,550	\$ 4,730,000	\$ 20,115,000	\$ 6,200,000	\$ 500,000	\$ 75,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 474,650	
RENEWAL / OTHER CAPITAL PROJECTS (FUNDED)																
36	212 - Finance	Asset Management	2020		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Capital Works Reserve
37	213 - IT	Recreation Management Software	2006	34,252												IT Reserve
38	213 - IT	Dogwood DOC Phone System	2012													IT Reserve
39	213 - IT	Vadim E3 Upgrade	2014	7,334												IT Reserve
40	213 - IT	Scheduled Photocopier Replacement	2015		10,000	20,000	60,000	9,000	10,000	10,000	10,000	20,000	60,000	10,000		IT Reserve
41	213 - IT	GIS Orthophotos	2016			17,000		17,000		17,000		17,000		17,000		IT Reserve
42	213 - IT	Printer/Peripheral Replacement	2001		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		IT Reserve
43	213 - IT	Workstation/Laptop Replacement	2002		36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000		IT Reserve
44	213 - IT	Primary File Server Replacement	2023						15,000						1,500	IT Reserve
45	213 - IT	Enterprise Centre Plotter	2024						8,000						700	IT Reserve
46	213 - IT	Data Storage Upgrade	2025						30,000						2,400	IT Reserve
47	213 - IT	CRadvantage Economic and Governance Strategy	2029		25,000											IT Reserve
48	213 - IT	Firehall 1 Disaster Recovery Upgrades	2031		25,000										2,500	IT Reserve
49	213 - IT	Nimble Network Storage Controller	2032		30,000										3,000	IT Reserve
50	213 - IT	Operations Management Software Replacement	2030		500,000	50,000	50,000								50,000	IT Reserve
51	213 - IT	Internet Security Hardware	2019				35,000				35,000				5,000	IT Reserve
52	213 - IT	Budget Software	NEW						100,000						15,000	IT Reserve
53	322 - Fire Protection	Pumper Rescue Replacement	1009		20,000	986,000										Capital Lending Reserve
54	322 - Fire Protection	Structure Protection Unit	1010		65,000										1,500	Fire Reserve
55	322 - Fire Protection	Small Equipment Replacement	1004		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Fire Reserve
56	322 - Fire Protection	SCBA Replacement	NEW								300,000					Fire Reserve
57	447 - Fleet	Fleet Replacement Plan	4009	282,000	775,000	535,000	500,000	775,000	465,000	495,000	430,000	700,000	535,000	465,000		Fleet / ACAP
58	448 - Capital Works	Capital Works Management	8006		486,808	496,544	506,475	516,605	526,937	537,475	548,225	559,189	559,189	570,373		Capital Works / Sewer / Water
59	450 - Facilities	Small Equipment	4050		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Furniture & Equipment Reserve
60	450 - Facilities	Energy and Water Consumption Reduction Projects	4052		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		CWF
61	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	4065		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		Facilities Reserve
62	450 - Facilities	City Facilities Fall Protection	4048	200,000											5,000	Facilities Reserve

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
63	450 - Facilities	DOC Front Counter Safety Upgrades	4070	39,520												Facilities Reserve
64	450 - Facilities	ERT Materials Transfer Pit Site Improvements	4061	43,306	50,000											Facilities Reserve
65	450 - Facilities	Centennial Pool Rehabilitation	4078		590,000											Facilities Reserve
66	450 - Facilities	Sportsplex Moveable Wall	4076		50,000											Facilities Reserve
67	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements	4079		100,000											Facilities Reserve
68	450 - Facilities	Discovery Pier Structural Repairs	4038		125,000		125,000		125,000		125,000		125,000			Facilities Reserve
69	450 - Facilities	Sportsplex Rehabilitation & Expansion Project	4080		250,000	2,200,000										Facilities Reserve
70	450 - Facilities	Fire Hall #2 Locker Rooms / Dorms	NEW			125,000										CWF
71	450 - Facilities	DOC Washout Bay	4043			60,000										Facilities Reserve
72	450 - Facilities	CRCC Hydronic Circulating Pump Replacement	NEW			15,000										Facilities Reserve
73	450 - Facilities	Enterprise Centre Backup Generator	NEW			150,000										Facilities Reserve
74	450 - Facilities	Tidemark Theatre Foundation Repairs	NEW						45,000							Facilities Reserve
75	450 - Facilities	Museum Roof Replacement & Skylight Repair	NEW			30,000	650,000									Facilities Reserve
76	450 - Facilities	Dogwood Operations Centre Change Room/First Aid	NEW			25,000	150,000									Facilities Reserve
77	450 - Facilities	Sportsplex Gym Floor Refurbishment	NEW			200,000							75,000	75,000		CWF
78	450 - Facilities	MHC Envelope Repairs	4058			150,000										CWF
79	450 - Facilities	Library Skylight Replacement	NEW				75,000									Facilities Reserve
80	450 - Facilities	Police & Public Safety Building Parking Expansion	NEW				200,000									Facilities Reserve
81	450 - Facilities	CRCC Roof Replacement	NEW				20,000	600,000								Facilities Reserve
82	450 - Facilities	RCMP Building Roof Replacement	NEW				15,000	350,000								Facilities Reserve
83	450 - Facilities	MHC Building Automation System	NEW						40,000							Facilities Reserve
84	450 - Facilities	RCMP Chiller Replacement	NEW						150,000							Facilities Reserve
85	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	NEW						60,000							Facilities Reserve
86	450 - Facilities	City Hall Storefront Door Replacement	NEW						45,000							Facilities Reserve
87	450 - Facilities	City Hall Seismic Upgrades	NEW						130,000							Facilities Reserve
88	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	NEW						55,000							Facilities Reserve
89	450 - Facilities	MHC Heat Pump / Fan Replacement	NEW							25,000	200,000					Facilities Reserve
90	450 - Facilities	Library Envelope Rehabilitation	NEW							200,000						Facilities Reserve
91	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	NEW							450,000						Facilities Reserve
92	450 - Facilities	Tidemark Theatre Window Replacement	NEW							30,000						Facilities Reserve
93	450 - Facilities	CRCC Gym Wall Partition Replacement	NEW								80,000					Facilities Reserve
94	450 - Facilities	CRCC Cooling Tower Replacement	NEW								100,000					Facilities Reserve

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
95	450 - Facilities	Haig Brown House Roof Replacement	NEW								35,000					Facilities Reserve
96	450 - Facilities	MHC Aluminum Window Replacement Allowance	NEW								60,000					Facilities Reserve
97	450 - Facilities	City Hall Window Replacement	NEW									250,000				Facilities Reserve
98	450 - Facilities	City Hall Façade Improvements	NEW									300,000				Facilities Reserve
99	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	NEW										100,000			Facilities Reserve
100	450 - Facilities	Dogwood Operations Centre Envelope Rehabilitation	NEW										300,000			Facilities Reserve
101	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	NEW											275,000		Facilities Reserve
102	450 - Facilities	MHC Roof Replacement	NEW											250,000		Facilities Reserve
103	532 - Roads	Pier Street, Sign and MHC Entrance Improvements	6017	30,000	500,000											Capital Works Reserve
104	532 - Roads	Sidewalk Infill	6006		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		CWF / Roads DCC
105	532 - Roads	Pedestrian Signal Crossing Lights	6012			30,000				30,000						CWF
106	532 - Roads	Dogwood Corridor Review	6038		60,000											Capital Works Reserve
107	532 - Roads	Transit Bus Shelters	6007	40,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000		CWF
108	532 - Roads	LED Light Conversion	6008		50,000	50,000										CWF
109	532 - Roads	Intersection Improvements	6002	20,000	225,000			20,000	235,000			20,000	245,000			Capital Works Reserve
110	532 - Roads	Cycling Infrastructure	6001		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		CWF
111	532 - Roads	Asphalt Overlays	6025	250,000	500,000	500,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000		Capital Works / CWF
112	532 - Roads	Traffic Control Upgrades - Replacement	6020	200,000		210,000		220,000		220,000		230,000			500	Capital Works Reserve
113	532 - Roads	Street Light Infill	6024		90,000		90,000		90,000		90,000		90,000			CWF
114	532 - Roads	Seagull Walkway Repairs	6009				1,500,000									Capital Lending Reserve
115	532 - Roads	South Peterson Improvements	NEW				300,000	2,000,000							10,000	Capital Works Reserve
116	550 - Storm Drains	Annual Drainage Improvements	6501	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		Storm Water Reserve
117	550 - Storm Drains	Fir Street Upgrades	6036	172,255												Storm Water Reserve
118	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	NEW			25,000			125,000	1,500,000					250	Storm Water Reserve
119	550 - Storm Drains	Shoreline Outfall Upgrades	NEW			35,000	125,000	125,000	125,000	125,000	125,000	125,000				Storm Water Reserve
120	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	NEW				75,000		75,000						250	Storm Water Reserve
121	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	NEW								200,000		1,740,000			Storm Water Reserve
122	550 - Storm Drains	14th - Spruce to Redwood	NEW								350,000					Storm Water Reserve
123	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	3018	60,000												Airport Reserve
124	570 - Airport	AvGas, Access and Parking for Aircraft	3019	105,000												Airport Reserve
125	570 - Airport	Roadway Paving	3020	25,000												Airport Reserve
126	570 - Airport	Shelter	3021		20,000											Airport Reserve

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127	570 - Airport	Public Parking Lot Lighting Upgrade	3022		70,000											Airport Reserve
128	570 - Airport	Runway Deicing Trailer	3023		100,000											AIF / ACAP Grant
129	570 - Airport	ATB HVAC - Assessment	NEW			25,000										Airport Reserve
130	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening,	NEW			3,000,000										AIF / ACAP Grant
131	570 - Airport	Runway Rehabilitation	NEW				80,000		6,000,000							AIF / ACAP Grant
132	570 - Airport	General Aviation Entrance Shelter	NEW				25,000									Airport Reserve
133	570 - Airport	Public Smoking Shelters	NEW				10,000									Airport Reserve
134	570 - Airport	Expand ATB Parking	NEW									500,000				Airport Reserve
135	570 - Airport	Airside Drive Upgrade	NEW											550,000		Airport Reserve
136	580 - Sewer	Lift Station Generators	5009	148,450												Sewer Reserve
137	580 - Sewer	Biosolids Site Management	5022		500,000											Sewer Reserve
138	580 - Sewer	Solids Separation Station	5026		125,000											Sewer Reserve
139	580 - Sewer	Highway 19A Sewer Upgrade	5027		200,000		2,000,000									Sewer Reserve
140	580 - Sewer/590 - Water	SCADA Phase 4	5028		90,000											Sewer Reserve
141	580 - Sewer	Sewer Asset Registry	5023			25,000	25,000									Sewer Reserve
142	580 - Sewer	Sewer Main Replacement	5020	750,000												Sewer Reserve
143	580 - Sewer	Sewer Main Replacement	5800		1,000,000	1,000,000	1,250,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Sewer Reserve
144	580 - Sewer	Sewer Facility Renewal	5024	134,256	180,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		Sewer Reserve
145	580 - Sewer	NWEC Electrical Upgrade	5025	200,000	1,400,000										5,000	Sewer Reserve
146	580 - Sewer	NWEC Electrical Upgrade Phase 2	5025					500,000								Sewer Reserve
147	580 - Sewer	NWEC Biosolids Dewatering	NEW										150,000	2,250,000	480,000	Sewer Reserve
148	580 - Sewer	Sewer Condition Assessments	NEW					55,000								Sewer Reserve
149	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	NEW						150,000						10,000	Sewer Reserve
150	590 - Water	CRIB/CCR Water Improvements	7034				150,000	1,500,000								Water Reserve
151	590 - Water	Water Dept Temporary Location	7033		300,000											Water Reserve
152	590 - Water	WM Cathodic Protection	7025	112,040												Water Reserve
153	590 - Water	Shetland PRV	7024	30,950	225,000											Water Reserve
154	590 - Water	Area D Connection Improvements	7023			20,000	250,000									Grants - Other
155	590 - Water	Water Asset Registry	7035			25,000	25,000									Water Reserve
156	590 - Water	Water Service Renewal	7027		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve
157	590 - Water	Fire Hydrant Renewal	7026		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Water Reserve
158	590 - Water	Watermain Renewal	7036	1,000,000												Water Reserve

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
159	590 - Water	Watermain Renewal	7800		1,000,000	1,000,000	1,275,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Water Reserve
160	590 - Water	Dogwood Operations Centre Backflow/Meter	7021			125,000										Water Reserve
161	590 - Water	Water Facility Renewal	7040		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Water Reserve
162	590 - Water	Water Facility Decommissioning	7045		250,000	75,000	75,000	75,000								Water Reserve
163	590 - Water	John Hart Pump Station Modifications	7044		250,000											Water Reserve
164	590 - Water	Pressure Reducing Valve Abandonment	7038		45,000											Water Reserve
165	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	7043		195,000											Water Reserve
166	590 - Water	Load Bank Testing Unit	7039		25,000											Water Reserve
167	590 - Water	Valve Maintenance Trailer	7041		50,000											Water Reserve
168	590 - Water	SCADA Phase 3	7042		50,000											Water Reserve
169	590 - Water	Water Condition Assessments	NEW					55,000								Water Reserve
170	590 - Water	Rockland Road Transmission Main	NEW			100,000	875,000									Water Reserve
171	590 - Water	Beaver Lodge Pump Station Upgrades	NEW				50,000	500,000							TBD	Grants - Other
172	580 - Sewer/590 - Water	Meter Renewal	8002		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Sewer / Water
173	580 - Sewer/590 - Water	SCADA Communication Equipment Rehabilitation	5029		75,000											Sewer / Water
174	720 - Parks	Elk Falls Cemetery Parking Lot Pavement	9042												2,000	Parks Reserve
175	720 - Parks	Seawalk Improvements	9030													Parks Reserve
176	720 - Parks	Willow Point In Field Mix Replacement	9043			25,000										Parks Reserve
177	720 - Parks	Marine Foreshore Restoration	9008		100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000		CWF
178	720 - Parks	Parks Information and Sign Program	9044		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		Parks Reserve
179	720 - Parks	Fence Upgrades and Replacements	9045		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		Parks Reserve
180	720 - Parks	Parks Irrigation Strategy	9046		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		Parks Reserve
181	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	9048		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Parks Reserve
182	720 - Parks	Remote Variable Height Slope Mower	9049		60,000										6,000	Parks Reserve
183	720 - Parks	Vehicle for Street Tree Maintenance	9051		50,000										11,000	Capital Works Reserve
184	720 - Parks	Mountain Bike Skills Park - Sportsplex lands	9050		85,000										3,500	Parks Reserve
185	720 - Parks	Nunns Creek Backstop Replacement	NEW			60,000										Parks Reserve
186	720 - Parks	Ostler Park Greenspace Drainage and Turf Design	9052		60,000											Parks Reserve
187	720 - Parks	Willow Point Park Skatepark Lighting	NEW					85,000							4,000	Parks Reserve
188	720 - Parks	Willow Point Lights	NEW			300,000										Parks Reserve
189	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	NEW			45,000									7,800	Parks Reserve
190	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction	9053		40,000		500,000								25,000	Parks Reserve

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
191	720 - Parks	Mclvor Lake Upgrades	NEW				50,000	200,000								Parks Reserve
192	720 - Parks	Baikie Island Bridge Replacement	NEW				150,000									Parks Reserve
193	720 - Parks	Hwy 19a Cemetery Improvements	NEW						150,000							Parks Reserve
194	720 - Parks	Ostler Park Rubberized Surface Replacement	NEW								90,000					Parks Reserve
195	720 - Parks	Robron Artificial Turf Replacement	NEW										1,000,000			Parks Reserve
196	720 - Parks	Willow Point Field Drainage Upgrade	NEW						90,000							Parks Reserve
197	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	9904	185,824												CWF
198	740 - Recreation & Culture	Recreation Equipment	9900		32,000	25,000	31,000	31,000	13,000	42,000	24,000	16,000				Furniture & Equipment Reserve
199	740 - Recreation & Culture	Centennial Pool Condition Assessment	9907													Facilities Reserve
200	740 - Recreation & Culture	Weight Room/Lobby/Admin Concept Design Update - PT1	9906		50,000											CWF
236	450 - Facilities	Downtown Outdoor Washroom	4077		200,000											CWF
239	532 - Roads	Master Transportation Plan Update	6039		65,000											Capital Works Reserve
201	740 - Recreation & Culture	Weight Room Floor	NEW							50,000						Facilities Reserve
TOTAL FUNDED RENEWAL/OTHER PROJECTS				\$ 4,170,187	\$ 13,139,808	\$ 13,780,544	\$ 13,793,475	\$ 13,129,605	\$ 14,453,937	\$ 10,327,475	\$ 9,398,225	\$ 9,333,189	\$ 11,560,189	\$ 11,043,373	\$ 656,900	
TOTAL FUNDED CAPITAL PROJECTS				\$ 17,965,737	\$ 17,869,808	\$ 33,895,544	\$ 19,993,475	\$ 13,629,605	\$ 14,528,937	\$ 10,602,475	\$ 9,398,225	\$ 9,333,189	\$ 11,560,189	\$ 11,043,373		

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
BELOW THE LINE (Excluded from Financial Plan Bylaw)																
STRATEGIC PRIORITIES (UNFUNDED)																
202	310 - Mayor & Council	CR River Amenities	NEW		21,500										12,600	TBD
203	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights	NEW		25,000											TBD
204	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights	NEW			TBD										TBD
205	310 - Mayor & Council	Brushing	NEW			TBD										TBD
206	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements	NEW			TBD										TBD
207	310 - Mayor & Council	Street Tree Program in Campbellton	NEW			TBD										TBD
208	310 - Mayor & Council	Track & Field Track	NEW			TBD										TBD
209	310 - Mayor & Council	Property Acquisition	NEW		750,000										90,250	Gaming Reserve
210	213 - IT	Municipal Broadband Network - Phase 2	2018			840,000									TBD	TBD
211	322 - Fire Protection	#1 Fire Station Replacement	NEW			1,200,000		10,000,000								TBD
212	450 - Facilities	City Hall Foyer Accessible Washroom	NEW			40,000										TBD
213	450 - Facilities	Council Chambers Accessibility Improvements	NEW			370,000										TBD
214	532 - Roads	Willis Road Connector	NEW					1,000,000	13,500,000	16,500,000						TBD
215	532 - Roads	Pier Street South (Refresh)	NEW								260,000	2,600,000				TBD
216	532 - Roads	Pier Street North (Refresh)	NEW									340,000	3,400,000			TBD
217	539 - Solid Waste	Organics Facility	4053		1,000,000										5,000	TBD
218	720 - Parks	East Walkway Construction at Robron Park	NEW				151,000									TBD
219	720 - Parks	Willow Point Park Turf Installation	NEW			100,000									11,500	TBD
220	720 - Parks	Quinsam Park Open Space	NEW			32,000										TBD
221	720 - Parks	Quinsam Park Development	NEW			448,000										TBD
222	720 - Parks	Big Rock Boat Ramp - Phase 2	NEW			1,200,000										TBD
223	720 - Parks	Nunns Creek Park Enhancements	NEW			150,000	3,000,000									TBD
224	720 - Parks	Maryland to Jubilee Greenway Loop	NEW							400,000						TBD
225	720 - Parks	Robron Park Phase V	NEW									3,000,000			20,000	TBD
226	720 - Parks	Frank James Park Detailed Design and Construction Phases	NEW				156,000	200,000	313,000	720,000	238,000				TBD	TBD
227	720 - Parks	Maryland Trail Extension from Rose Place to Willow Creek Rd	NEW						110,000						4,800	TBD
228	740 - Recreation & Culture	Centennial Pool Design and Replacement	NEW								350,000	3,000,000				TBD
TOTAL UNFUNDED STRATEGIC PRIORITY PROJECTS					-	1,796,500	4,380,000	3,307,000	11,200,000	13,923,000	17,620,000	848,000	8,940,000	3,400,000	-	

Index	Department	Project Name	CC#	2019 CFWD	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Operating Costs	Funding Source
BELOW THE LINE (Excluded from Financial Plan Bylaw)																
RENEWAL / OTHER CAPITAL PROJECTS (UNFUNDED)																
229	213 - IT	Separate Utility Billing	NEW								55,000				52,000	TBD
230	213 - IT	Records Management Software	NEW			100,000										TBD
231	213 - IT	Barracuda Email Archive Device	NEW			20,000									3,500	IT Reserve
232	213 - IT	Building Services Software Upgrades / Online Applications	NEW				150,000								5,500	TBD
233	322 - Fire Protection	#2 Fire Station Replacement	NEW						6,000,000							TBD
234	322 - Fire Protection	#3 Fire Station	NEW								1,000,000					Fire Reserve
235	450 - Facilities	Facility Level Condition Assessments	NEW					60,000					75,000			TBD
237	450 - Facilities	City Hall Main Building Signs	NEW			60,000										Facilities Reserve
238	450 - Facilities	MHC Energy Assessment / Design Engineering	NEW				25,000									TBD
240	532 - Roads	Alder Street Upgrades	NEW					300,000							250	TBD
241	550 - Storm Drains	Nunns Creek Outfall Improvements	NEW			150,000	150,000	150,000							250	TBD
242	550 - Storm Drains	Redwood - 14th to 19th	NEW										1,200,000			TBD
243	570 - Airport	NW Development Area Construction	NEW										8,200,000			TBD
244	570 - Airport	ATB Apron Expansion (North)	NEW				1,800,000									TBD
245	570 - Airport	Extend Taxi B	NEW								1,000,000					TBD
246	570 - Airport	Lower Maintenance Shop Replacement	NEW							4,000,000						TBD
247	570 - Airport	ATB HVAC	NEW			25,000	500,000									TBD
248	532 - Roads / 550 - Storm Drains / 580 - Lower Shoppers Row & 11th Ave	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	8007		30,000		1,877,000		10,190,000						120,970	Grants / Debt / CWF / Capital Works / Sewer
249	740 - Recreation & Culture	Weight Room/Lobby/Admin Concept Design Update - PT2	9906						300,000	3,500,000						Gaming Reserve
250	590 - Water	Abandonment of Works on BC Hydro Property	NEW		13,500,000											Water Reserve
251	590 - Water	Mitigation of Water Quality Impacts of BC Hydro's John Hart	NEW		400,000	1,000,000		50,000,000							500,000	TBD
252	590 - Water	Water Filtration Facility	NEW										70,000,000		500,000	TBD
253	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	NEW				250,000									TBD
TOTAL UNFUNDED RENEWAL / OTHER PROJECTS				-	13,930,000	1,355,000	4,752,000	50,510,000	16,490,000	7,500,000	2,055,000	-	9,475,000	70,000,000		
TOTAL BELOW THE LINE PROJECTS:				\$ -	\$ 15,726,500	\$ 5,735,000	\$ 8,059,000	\$ 61,710,000	\$ 30,413,000	\$ 25,120,000	\$ 2,903,000	\$ 8,940,000	\$ 12,875,000	\$ 70,000,000		

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
STRATEGIC PRIORITIES (FUNDED)						
1	213 - IT	Municipal Broadband Network - Phase 1 Extension	Expansion of the City's municipal broadband network (CRadvantage) along Cypress Street.	Project was approved by council in 2018. This small network expansion takes advantage of a planned revitalization along Cypress Street and allows for the inclusion of the City's fibre optic network. Combining these projects substantially reduces cost of civil design, construction and community disruption.	2. Focus on Economic Growth	Gaming Reserve
2	322 - Fire Protection	#1 Fire Station Replacement	Replacement of the current #1 Fire Station to be post disaster constructed, with fire administration offices and 9-1-1 fire dispatch centre.	The current #1 Fire Station was constructed in 1978 without consideration for the impacts of seismic, flood or dam breach events. The present #1 Fire station is not appropriate for an emergency services building. The building would not survive even the 4.3 earthquake it was designed to survive. The building was sited in a location where the basement would entirely flood and the apparatus area would be under a meter of water for a 200-year flood event. The basement routinely floods during rain storms. Recent dam breach mapping, provided by BC Hydro, predict 4 meters of water at that location during a dam breach event. The current #1 Fire Station is not accessible for persons with disabilities and does not provide optimum response capabilities due to its layout. Presently it houses the N1911 Fire Dispatch Centre (serving 61 fire departments in 7 regional districts) and the majority of the fire and rescue capabilities for the City. The funding will be allocated to complete a feasibility study as directed by council in 2018. Following acceptance of the feasibility study, and direction from Council, staff will proceed with preliminary design that will include recommendation on final scope of the project and a Class C estimate.	4. Focus on Management and Governance	Fire Reserve
3	450 - Facilities	Big House Pavilion Preservation	Refurbishment of the Big House Pavilion structure in Ostler Park.	In 2016, the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommends that work not be extended beyond 2017. It is recommended that the structure is dismantled and preserved until a future site can be determined due to the safety risk of maintaining the facility in its condition.	3. Focus on Livability	Facilities Reserve
4	450 - Facilities	Council Chambers Accessibility Improvements	Finalize conceptual design and complete detailed design / engineering on improvements to Council Chambers focused on accessibility improvements.	There is limited access for delegates with mobility issues to present at or attend Council Chambers. This design exercise will result in a shovel ready capital project to complete accessibility / functional updates to Council Chambers once project funding can be secured, potentially through future grant funding.	3. Focus on Livability	Gaming Reserve
5	446 - Property Management	Property Acquisition	Land acquisition to permit the construction of the above ground works at Big Rock Boat Ramp, including fish cleaning station and parking as currently designed.	This acquisition is necessary to complete the Phase 2 upgrades to the Big Rock Boat Ramp.	3. Focus on Livability	Parkland Acquisition DCC
6	532 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design review started in 2017 and will be completed in 2018/19 with this location. The work will look at the design to provide options to reduce confusion and ultimately improve access to the entrance 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. CFwd: Required to ensure work can be completed in 2019 (on going discussions with BC Ferries on this project)	3. Focus on Livability	Capital Works Reserve
7	532 - Roads	Petersen/Shetland/Willis Walkability	Road shoulder improvements for walkability.	With additional development in the Quinsam Heights area, this project ensures that walkability in the Petersen/Shetland/Willis area can be enhanced.	3. Focus on Livability	CWF
8	532 - Roads	Snow Clearing Equipment - Skid Steer	Skid-steer with bucket and articulating blade.	Current Fleet assets are not sufficient to provide current expected levels of service.	3. Focus on Livability	Capital Works Reserve
9	532 - Roads	Snow Clearing Equipment	Purchase of additional equipment to accommodate snow removal service. 2020 work is to complete site landscaping.	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 -	3. Focus on Livability	Capital Works Reserve CWF
10	532 - Roads	3.5 Acre Walkway	Seawalk connecting Ostler Park to the 3.5 Acre Site. Work underway by City Staff - Surface improvements in 2018 landscaping in 2019.	Seawalk connecting Ostler Park to the 3.5 Acre Site.	3. Focus on Livability	Grants / CWF
11	532 - Roads	Cypress Street Improvements	The work on Cypress Street is to build on the parking lot improvements completed in 2017. The remainder of the project will include the installation of curb/gutter and sidewalks. This work was	This work supports a part of the Refresh Downtown Program as a small project within the overall redevelopment of the downtown area.	3. Focus on Livability	Grants / CWF
12	532 - Roads	Willis Road Pedestrian Upgrades Phase 2	Council has asked staff to prepare a budget for the second phase of the storm and pedestrian improvements for Willis Road. This project will carry on to the west from Carolyn Road to Nikola	Council has requested that Staff prepare the second phase of this project in the 2017 capital plan for further consideration. This work will continue the improvements to this area for pedestrians and cyclists.	3. Focus on Livability	Capital Works Reserve
13	532 - Roads	Willis Road Connection Concept	Design and project segmentation for Willis Rd and 2nd Avenue connection. Incorporate Quinsam Heights storm water management strategy.	Council has requested as part of their preliminary Budget discussions to add funding into the budget for the design/redesign of Willis. The previous design, completed in 2001 will require a full review and resurvey of the corridor. The review and redesign will need to consider all changes to legislation/standards for the environment as this project has a potential for a significant impact on the upper Nunns Creek catchment area. The amount budgeted is for a concept to determine scope of Willis works the City would want to undertake given funding availability, and the needs of the growing community. This concept would also allow the City to be grant application ready for this project. Work was not completed in 2018. The City has undertaken discussion with MoTI on this project and are awaiting information on next steps. These funds should be reconsidered by Council to be reinstated in 2019 to continue this work.	3. Focus on Livability	CWF

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
14	532 - Roads	Seagull Walkway Design	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next 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. An RFP to engage a consultant should be completed before year end and review/design process needs to take place in 2019 with construction to follow when funding is available.	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. Design works in 2018/19 will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	Capital Works Reserve
15	532 - Roads	Parking Lot Improvements	Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2019 will include additional improvements to the public parking lot at City Hall.	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.	4. Focus on Management and Governance	Capital Works Reserve
16	532 - Roads	Transit Stop at Carihi	Create a bus pull out lane to the south of CARHI to allow for transit and school buses to safely pick up passengers at the school. This design will also for 2 to 3 buses to share the pull out area install a shelter for the passengers. Discussions on going and possible redesign required based on the actual location of the new bus stop at the school due to land considerations. An additional \$50,000 to be added to the project budget for contingency and shelters will be in addition to this project as part of the annual program with BC Transit.	This is an opportunity to address a concerns of the Transit System and the School District to provide a safer loading area and to deal with the volume of buses using this location at Carihi.	3. Focus on Livability	CWF
17	532 - Roads	Float Plane Entrance Parking Lot	Parking lots and amenities surrounding the proposed airplane entrance feature on Hwy 19 at the entrance to Campbellton.	Parking lots and amenities surrounding the proposed airplane entrance feature on Hwy 19 at the entrance to Campbellton. This part of the project should be moved to 2020 as float plane still has not been installed at this location. This work should follow that part of the project as it will need to complement the first phase of this development	3. Focus on Livability	CWF
18	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Highway 19A - Phase 3	The City has received the funding from Build Canada on this project. This needs to be bundled together with our project funding and on the scheduled time line for the project. (2018/19 design, construction to start in 2019 competition 2020) - CFWD any unused 2018 portions to complete the design in 2019. This is part funded from a number of areas other than just storm.	This work has been identified as one of the phases of the Hwy 19A upgrades and was supported by Council for the City's share of the funding.	3. Focus on Livability	Grant / Capital Lending / CWF / Roads DCC / Sewer / Water
19	550 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated. This will be a multi year project that will look at dealing with some long term storm water issues in the downtown area. The planning and construction/mitigation work is ongoing. This is also being looked at as part of the Sea Level Rise work underway.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system.	2. Focus on Economic Growth	Storm Water Reserve
20	570 - Airport	Airport Development Servicing	Design and construction of water and sewer servicing for new lease lots at the airport.	In order to secure new tenants at the airport, water and sewer servicing must be provided to these new lease lots.	4. Focus on Management and Governance	Airport / Sewer / Water
21	570 - Airport	Security Fencing - South Development	Airside security fencing.	New south development area needs to be secured to keep airside and groundside operations for tenants. Currently we have two potential new tenants interested in this new lease area, additionally preliminary discussions have taken place for the remaining two lease areas.	4. Focus on Management and Governance	Airport / Sewer / Water
22	570 - Airport	Fueling Facility - Civil Works	Purchase of a Jet fuel tank, two delivery trucks and repavement of corporate jet parking area where existing tanks currently reside.	Jet fuel sales generate over 90% of all fuel revenues. These are sales to Ministry of Forests Air Tankers, Pacific Coastal Airlines, Central Mountain Air, and Corporate Jets. AV Gas sales are to smaller piston aircraft often referred to as General Aviation (GA). Staff have met with Imperial Oil representatives who acknowledge the existing system is near the end of useful life and the probability of Imperial Oil replacing this system is unlikely. Esso has generally been withdrawing from the Airport Fuel business at smaller airports. Recently Sealand Aviation, operating as Sealand Flight, started Flight School operations airside. There is interest in providing AV Gas for resale as an amenity to Sealand Aviation and its business centered on maintenance repair and overhaul at the Airport. Given this option to have an alternate provider of AV Gas to general aviation, the infrastructure costs associated with replacing the AV Gas system, and the nominal contribution to the Airport's bottom line, the Fuel Facility proposal has been revised. The revised proposal includes the purchase of a Jet fuel tank, two delivery trucks and repavement of the corporate jet parking area where existing tanks currently reside for a total cost of \$1,205,000. This option includes outsourcing the sale of AV Gas component, which was included as a City responsibility in the previous RFPs.	3. Focus on Livability	Airport Reserve / Grants / Capital
23	570 - Airport	Purchase of de-icing equipment for Airport operations	Improving flight reliability as current equipment cannot meet industry standards. New equipment would provide 2 types of de-icing options meeting the requirements for flight operations.	Our current regularly scheduled airlines do not have the equipment to maintain aircraft safely during high snow precipitation events. Due to this lack of equipment, flights into YBL are often cancelled or diverted to other airports that have equipment capable of de-icing aircraft.	3. Focus on Livability	Airport Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
24	580 - Sewer	Waterfront Sewer Forcemain	Replacement of existing waterfront sewer forcemain between Rockland Road and Maritime Heritage Centre. Project also includes upgrade/replacement of Lift Stations #5 and 6. See attached maps-Sanitary Sewer Collections System map for location.	Existing forcemain is undersized and in poor condition. Frequent breaks result in raw sewage to the beach and ocean. Due to increased flows from the southern portion of the community, Lift Stations #5 and #6 are unable to pump into the forcemain during large flow events and must be manually pumped to a truck to be discharged at other lift stations or NVEC. Project will increase capacity to allow for growth in the southern portion of the community.	4. Focus on Management and Governance	Sewer / Debt
25	580 - Sewer	Larwood-Erickson Sewer Upgrade	Capacity upgrade for sewers on Larwood, Harrogate, and Erickson.	The existing sewers along Larwood, Harrogate, and Erickson do not have capacity to carry flows from the proposed Jubilee Heights development, Homalco Reserve, and airport lands. Without this additional sewer capacity, growth in these areas will be limited. Detailed design was completed in 2017 and construction is scheduled for 2018.	2. Focus on Economic Growth	Sewer Reserve
26	580 - Sewer	NVEC Upgrades - Phase 3	Digester upgrade at NVEC.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NVEC Pre-design report. Scope is unknown at this time, pending outcome of biosolids options study, regional organics facility, and OMRR amendment. Budget assumes scope is as per March 6, 2012 Digester Memo (#5), Option B (digestion of thickened WAS).	4. Focus on Management and Governance	Sewer / DCC
27	590 - Water	System Modifications for Water Supply Project	Modifications to the existing water system to allow the connection, commissioning, and operation of the new water system.	Modifications to the existing water system are required to allow the connection, commissioning, and operation of the new water system. Work includes installing a valve on the existing 500mm diameter transmission main, replacement of the Willow Pressure Reducing Valve, modifications to the John Hart Pump Station, and changes to control logic at Beaver Lodge and Evergreen Reservoirs/Pump Stations. Without these modifications, the transition to the new water system will result in water supply disruptions and increased risk of watermain breaks.	4. Focus on Management and Governance	Water Reserve
28	590 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.	4. Focus on Management and	Water / Water DCC
29	720 - Parks	Robron Field House Civil Works	Construction of Robron civil works.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The Soccer Association is leading a fundraising effort to fund construction of the facility. Council has verbally committed to funding the installation of site services and construction of the lower floor washrooms and change rooms. While the design is not yet complete, it is anticipated that this funding will cover the cost of site services. The CRYSA will be turning the building over to the City for ownership and operation.	3. Focus on Livability	CWF
30	720 - Parks	Robron Field House Washrooms	Construction of Robron Field House washrooms.	The CR Minor Soccer Association has come forward with a proposal to construct a Field House at Robron Park to complement the new artificial turf field. The Soccer Association is leading a fundraising effort to fund construction of the facility. Council has verbally committed to funding the installation of site services and construction of the lower floor washrooms and change rooms. While the design is not yet complete, it is anticipated that this funding will cover the cost of constructing the public washroom/change room areas within the building. The CRYSA will be turning the building over to the City for ownership and operation. The building is fairly large and will include in excess of 5000 sq. ft. of floor space including a banquet room, meeting room, office space, 2 change rooms and 3 washrooms. The operating budget includes items such as maintenance and operations staff, security, utilities such as electrical, water and heat and insurance.	3. Focus on Livability	CWF
31	720 - Parks	Big Rock Boat Ramp - Phase 1	Re-Construction of Big Rock Boat Ramp.	A design for the re-construction of the Big Rock Boat Ramp (BRBR) facility is in place and external funding applications have been made.	3. Focus on Livability	CWF
32	720 - Parks	Willow Point Park Field House Repairs	Repair the existing facility for user groups.	The facility is aging and requires major works to remain suitable even if used for a permanent storage facility. Work anticipated to be complete by Q1, 2019 including replacement of the roof which was tendered in October 2018.	3. Focus on Livability	Parks Reserve
33	720 - Parks	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	Given the location of the Creek and the size of the area, development of an overall project plan is warranted to ensure maximum benefits are achieved. Further work (environmental testing) in 2018 completed in Oct 2018 - awaiting final report. Need prior to next steps on the Master Plan for this facility. To be completed in 2019.	3. Focus on Livability	Parks Reserve
34	720 - Parks	Entrance Sign Jubilee	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.	3. Focus on Livability	Parks Reserve
35	720 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this park can be constructed. The first phase will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre. Rotary has committed to partial funding (the amount has not been defined). This project need to have the design reviewed and changed proposed reviewed.	3. Focus on Livability	Parks Reserve / Grants

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
RENEWAL / OTHER CAPITAL PROJECTS (FUNDED)						
36	212 - Finance	Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset groups will occur under the AIM (Asset Infrastructure Management) committee and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management by 2021 as part of securing ongoing Community Works Gas Tax Reserves.	4. Focus on Management and Governance	Capital Works Reserve
37	213 - IT	Recreation Management Software	Purchase of new operating software for the Sportsplex.	Parks and Rec will require 2018 CFWD to hire a LTA to continue work on all of the outstanding issues with implementation and develop evolving business practices. The CFWD is also required for increased capital expenses such as tablets, monitors, additional scanning stations to support the application, as well as additional labour for the completion of work associated with the project.	3. Focus on Livability	IT Reserve
38	213 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	Upgrade Dogwood Operations Centre phone system. Current system is over 10 years old and subject to failure. Telus will drop support of old system in 2017. DOC has experienced 3 critical failures in 2016. Not replacing the phone system at DOC will result in substantial outages until entire system failure.	4. Focus on Management and Governance	IT Reserve
39	213 - IT	Vadim E3 Upgrade	Upgrade the City's enterprise accounting, purchasing & payroll software to required new version.	Vadim has provided notice that support will be ending for the existing V2 version of the City's enterprise accounting, purchasing and payroll software. Upgrades are required to maintain support, and will continue be rolled out.	4. Focus on Management and Governance	IT Reserve
40	213 - IT	Scheduled Photocopier Replacement	Scheduled replacement of photocopiers.	Photocopier life expires after 8 years of use.	4. Focus on Management and Governance	IT Reserve
41	213 - IT	GIS Orthophotos	10cm and 30cm orthophotos (aerial photos).	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and current information. The high usage of orthophotos,	4. Focus on Management and Governance	IT Reserve
42	213 - IT	Printer/Peripheral Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve
43	213 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of around 5 years and needs continual replacement to maximize staff productivity.	4. Focus on Management and Governance	IT Reserve
44	213 - IT	Primary File Server Replacement	Replacement of primary file server.	Server has reached end-of-life. Identified as security and operational risk.	4. Focus on Management and Governance	IT Reserve
45	213 - IT	Enterprise Centre Plotter	New plotter installed at Enterprise Centre.	Plotter required to support the relocation of staff to Enterprise Centre. Capital Works will require a dedicated plotter to support operational requirements.	4. Focus on Management and Governance	IT Reserve
46	213 - IT	Data Storage Upgrade	Purchase storage hardware to increase data storage capacity.	Upgrade required to meet demand and disaster recovery as identified in security audit.	4. Focus on Management and Governance	IT Reserve
47	213 - IT	CRadvantage Economic and Governance Strategy	Strategy to identify future growth opportunities (physical and economic) and develop a governance plan for the City's municipal broadband network.	The City's CRadvantage broadband network is scheduled for significant growth in 2020. To ensure that council has the information to make an educated decision for the 2020 budget, staff are recommending an independent strategic review identifying future growth opportunities and the development of a governance plan in 2019.	2. Focus on Economic Growth	IT Reserve
48	213 - IT	Firehall 1 Disaster Recovery Upgrades	Upgrade Fire hall network to improve network disaster recovery in the event of a catastrophic event.	The 2016 network security audit identified disaster recovery as an area that required improvement. Fire hall #1 is the City's secondary site for disaster recovery in the event of critical network failure at City hall. This hardware upgrade will allow the City's disaster recovery plan to remain compliant with the audit's recommendations.	4. Focus on Management and Governance	IT Reserve
49	213 - IT	Nimble Network Storage Controller	Upgrade to the City's data storage hardware	This upgrade is mandatory to ensure that network hardware remains compliant with licensing and current service level agreement. Without this upgrade the City's support contract will be considered non-compliant and void.	4. Focus on Management and Governance	IT Reserve
50	213 - IT	Operations Management Software Replacement	Replacement of the City's end of life operations management software system. The upgrade will be significant and will require significant training to multiple levels of City staff and departments, as well as additional resources and potential use of a project manager to undertake. The complete upgrade and implementation process is expected to take three years. This system manages all asset infrastructure data of the City, as well as manages work orders for community requests. This system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels.	The City's current operations and work order software system Cartegraph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current version ends in 2017 therefore the City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, storm water, sewer, and water departments and work flow/community service request management.	4. Focus on Management and Governance	IT Reserve
51	213 - IT	Internet Security Hardware	This is the City's primary network security protection hardware. This device must be updated every 4 years to ensure the integrity of the network is maintained. Operating costs are required to support continuous software upgrades and hardware failure.	Replacement for the City's primary security appliance which protects the City network from outside intrusion. The Watch Guard was purchased in 2004 and is no longer supported by the vendor. Not replacing this device will leave the City network with a serious security vulnerability.	4. Focus on Management and Governance	IT Reserve
52	213 - IT	Budget Software	Purchase budget software to manage the City's Financial Planning process.	The City currently uses Excel and Word documents to manage the City's \$100M annual budget process and the GFOA Budget Award winning Financial Plan package. The process is very manual and is very prone to error given the number of account codes, departments and scope of the City's \$100M annual budget, as well as 10-year Financial Plan. Budgeting software is well utilized by many municipalities, particularly those of the City's size and will reduce the amount of manual reconciliation and risk of error in compiling a significant budget. Further, management will be able to access their budget data at any time without being dependent on Finance to update and or send excel documents. Finally, budgeting software will facilitate value added analysis and charts which will provide Council and management with additional information and continue the City's efforts in a transparent and financial sustainable Financial Plan.	4. Focus on Management and Governance	IT Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
53	322 - Fire Protection	Pumper Rescue Replacement	Purchase new Pumper/Rescue.	A new pumper/rescue truck will provide a rated pumper/rescue for 1st line response at No 2 Fire Hall that meets the requirements for Fire Underwriter ratings and insurance grading. The current pumper rescue at No 2 hall is beyond frontline status recommendations and will need to be moved to 2nd line status.	3. Focus on Livability	Capital Lending Reserve
54	322 - Fire Protection	Structure Protection Unit	Purchase equipment to outfit at SPU (Structure Protection Unit) for sprinkler protection to homes and buildings in wildfire interface situations. The SPU provides a means to protect homes, buildings and infrastructure from wildfire by setting up sprinkler systems to protect up to 30 buildings using portable fire pumps, portable water tanks and fire hose.	The Firestorm Provincial Review by the Honourable Gary Filmon recommended that "Communities and homeowners in the interface should be encouraged to invest in methods of self-protection, such as sprinklers" With funding from the Province of British Columbia, a taskforce was struck to determine the ideal equipment configuration for a Community Structural Protection Unit (SPU), specific to the needs of British Columbia. This configuration would assist in developing a model for communities to follow when considering such equipment locally. The SPU's are designed to protect against wildfire in the urban interface. They are deployed during an interface fire to dampen roofs and areas around structures, to help prevent sparks and embers from igniting structural fires. A SPU contains about 350 sprinklers and can protect between 30 and 35 homes. With the increased wildfire risks to the community, it is recommended that Campbell River acquire a SPU to improve on the protection against wildfire interface fires. The SPU can be put in place and monitored by minimal personnel which allows for personnel resources to be used in other critical areas and tasks. The SPU would be a cargo trailer outfitted with portable fire pumps, forestry hoses, adapters, nozzles, sprinklers, hand tools, and portable water tanks. The use of SPU's reduce the risk to emergency responders by removing emergency responders from the high risk areas. The Office of the Fire Commissioner has provided a guide for establishing a SPU for local government. Campbell River has a number of interface areas across the community and with the increasing drying trends through the spring and summer months, the risk of wildfires and interface fires is increasing. A SPU in the City of Campbell River would be a valuable asset to the community to assist in the preparedness and mitigation against interface fires.	4. Focus on Management and Governance	Fire Reserve
55	322 - Fire Protection	Small Equipment Replacement	Purchase includes replacement of 1 portable fire pump which has exceeded its useful life cycle, replacement of fire hose that has exceeded its replacement cycle in accordance to NFPA Standards, replacement of fire attack and supply hose if purchased before July 1987. Addition of auxiliary fire fighters requires additional SCBA face masks for additional auxiliary fire fighters including voice amplifiers, the purchase of an interactive projector for public education during station tours and the addition of a thermal imaging camera.	The Current portable pump in service is beyond life expectancy. Portable fire pumps are an important piece of equipment for fire fighting operations where water supply is needed in areas where fire apparatus can not access or access is limited. Fire hose in both No 1 & No 2 Fire Halls are over 40 years old and failing testing requirements and requires replacement. NFPA Standards recommend replacement of fire attack and supply hose if purchased before July 1987. Addition of auxiliary fire fighters requires additional SCBA face masks for additional auxiliary fire fighters including voice amplifiers, the purchase of an interactive projector for public education during station tours and the addition of a thermal imaging camera. Face Masks with voice amplification. Duty crews conduct numerous public education station tours at No 1 fire hall using an old tube television and vcr/dvd player, the procurement of an interactive projector will enable the public and school children to engage interactively with the public education lessons. The Fire Dept is working to provide thermal imaging cameras on all fire apparatus. Thermal imaging cameras assist in preventing fire fighters from falling through burned out floors or becoming disoriented in low visibility. They are also instrumental in locating victims and downed fire fighters more effectively and efficiently.	3. Focus on Livability	Fire Reserve
56	322 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA) for 2025.	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.	4. Focus on Management and Governance	Fire Reserve
57	447 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations, Airport, and light-duty Fire Fleet. Replacement of 8 vehicles in 2019, reducing the overall fleet complement by 1 through a 2 for 1 replacement.	Staff undertake annual condition assessments of all City fleet and equipment assets using a scoring algorithm to prioritize replacements based on condition, utilization rate, redundancy, and impact to community service. Vehicles up for replacement in 2019 include four (4) 1997-2003 regular duty pickup trucks for the Wastewater, Roads, and Parks Departments, a 2009 60" Kubota Mower for the Parks Department, a 1995 Loader for the Airport which is 95% ACAP (Airport Capital Improvement Program) funding eligible and both a 2005 1/2 pickup truck and a 1984 single axle dump truck for the Airport which together will be replaced with a single smaller mini dump truck. CFwd: Three acquisitions have already been tendered in 2018 but due to lengthy manufacturer delays are anticipated to be delivered in early 2019. These are units F597 - 2003 F450 class mini dump @ \$172,000, F534 - 2005 3/4 Ton Pickup Truck @ \$55,000, and F558 - 1999 3/4 Ton Pickup Truck @ \$55,000.	4. Focus on Management and Governance	Fleet / ACAP
58	448 - Capital Works	Capital Works Management	Reallocation from Capital Works operating budget to capital.	70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure per accounting standards.	4. Focus on Management and Governance	Capital Works / Sewer / Water
59	450 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$10,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by the Fleet and Heavy Equipment reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation and long term with the goal of reducing operation cost (rental fees, etc.).	4. Focus on Management and Governance	Furniture & Equipment Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
60	450 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption.	4. Focus on Management and Governance	CWF
61	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Server replacement, software licensing and ongoing camera replacement plan for the City's networked video surveillance system.	The system is approaching 10 years old and now requires routine annual camera replacements as equipment fails or reaches end of life. Annual software licensing updates are required to ensure new hardware is compatible with existing system.	4. Focus on Management and Governance	Facilities Reserve
62	450 - Facilities	City Facilities Fall Protection	Installation of fall protection systems for staff or contractors working at heights on 12 City facilities.	Most City facilities have limited fall protection anchor points for staff or contractors that are required to work or conduct maintenance on roofs or other areas where they require fall protection making it difficult to comply with WorkSafe BC regulations. Work includes the engineering and installation of fall protection systems at 12 City facilities whose design necessitates work at heights. In recent years WorkSafe BC has noted the significance of fall related injuries and the City is exposed to non-compliance for workers undertaking a high-risk category of work.	4. Focus on Management and Governance	Facilities Reserve
63	450 - Facilities	DOC Front Counter Safety Upgrades	Security upgrades to the front counter at the Dogwood Operations Centre.	DOC Station 1 is the City's main response call centre and routinely handles verbally aggressive clientele. The existing front counter does not provide an adequate barrier between staff and the public and needs to be improved.	4. Focus on Management and Governance	Facilities Reserve
64	450 - Facilities	ERT Materials Transfer Pit Site Improvements	Development of a long-term plan and site improvements at the City's materials transfer site (ERT Pit).	The City's ERT Materials Transfer Site is used as a staging area and materials storage site for the City's Operations and Parks Departments. The site hosts large dirt spoil and wood debris piles that need to be addressed. A long range plan needs to be developed for re-use of existing stock, proper storage and screening of materials going forward, site access, and drainage. A significant site clean-up needs to be undertaken to address the large spoil pile including potentially leveling the site.	4. Focus on Management and Governance	Facilities Reserve
65	450 - Facilities	Centennial Pool Rehabilitation	Rehabilitation of Centennial Pool gutter system to remedy ongoing leak, accessibility upgrades and enhancements to change house, envelope repairs to change house and mechanical buildings, and replacement of the main pool boiler. Repair of the gutter/tiling and replacement of the pool boiler will be the minimum works required to operate in 2019.	The outdoor pool has been experiencing ongoing leakage for many years. Recent leakage has been estimated at between 40-60,000 litres per day and has now been sourced to a failure of the tiled upper gutter/wall assembly which requires a complete re-build. This repair is necessary to continue to operate the pool. Island Health has already provided direction that the pool will not receive its operating permit for 2019 if the leak is not repaired. The boiler is nearing end of life and requires replacement. As there is no redundancy in the current heating system it is important to replace this equipment within a reasonable time frame and the current unit is 21 years old. A failure is likely to mean the partial or full cancellation of the pool's operating season.	4. Focus on Management and Governance	Facilities Reserve
66	450 - Facilities	Sportsplex Moveable Wall	Sportsplex room 2/3 moveable wall.	We have undertaken numerous repairs over the past five years and the wall is no longer repairable. Manufacturer advised that parts are now obsolete. Without replacement of moveable wall staff will be unable to separate room 2/3.	4. Focus on Management and Governance	Facilities Reserve
67	450 - Facilities	City Hall 2nd Floor Foyer Service Improvements	Improvements to the 2nd floor reception area including replacement of the dated reception counter, noise reduction, updated guest furniture, and improved partitioning between front counter and back office areas.	The existing counter is dated and provides poor functionality from a customer service standpoint. The foyer as a whole presents a sub-standard image to the visiting public and requires wholesale improvements. The current desk provides poor ergonomics for front counter staff and seating for only one staff person. The City Hall Joint Occupational Health and Safety Committee has recommended the City make changes to the workspace. Due to ongoing space requirements of the department, additional workstation space needs to be created within the front counter area which cannot be undertaken in isolation. New counter and reception furniture is required as is partitioning between front counter and back office activities. Noise attenuation would also be included with this work.	2. Focus on Economic Growth	Facilities Reserve
68	450 - Facilities	Discovery Pier Structural Repairs	Ongoing structural repairs to Discovery Pier.	An annual engineering level structural condition assessment is undertaken every two years and then recommendations for piling / structural member repair is undertaken in the following year. This structure is now approaching 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance.	4. Focus on Management and Governance	Facilities Reserve
69	450 - Facilities	Sportsplex Rehabilitation & Expansion Project	Major mid-life rehabilitation of the Sportsplex major building systems including replacement of the existing fastened metal roof assembly, all rooftop air handling units/exhaust fans, and windows plus repair to large sections of the envelope. The project also includes an 1,100 sq. ft. addition for enhanced gymnasium storage.	18-0316 - THAT Council directs staff to proceed with the roof and HVAC portion of the Sportsplex project in 2019; AND THAT the design project be brought back to Council in 2019; AND THAT Phase 2 of the project be advanced to 2019, in conjunction with the maintenance items, with funding to be confirmed as part of the 2019 Financial Plan. 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. This is a major rehabilitation project that has not yet met the milestones for proceeding to construction in 2019 per Council's capital project management policy. Staff is recommending a staged project approach, with the engineering and architecture to occur in 2019 and the remainder in 2020.	4. Focus on Management and Governance	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
70	450 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Addition of locker rooms and dormitories at Fire Hall #2.	This renovation seeks to add men's and women's locker rooms at Fire Hall #2 as well as a unisex washroom/shower area. Currently there is no dedicated locker room or segregated shower facilities for staff or volunteers. The current washroom/locker facilities do not allow the Fire Department to meet changing operational practices around handling fire affected turnout gear. Currently there are no dormitories on site however based on the increasing use of this facility, particularly in a community emergency requiring 24/7 operation, this function should be added at the same time as a moderately sized interior renovation to address the lack of locker rooms.	4. Focus on Management and Governance	CWF
71	450 - Facilities	DOC Washout Bay	The installation of a new vehicle/equipment washout bay at the Dogwood Operations Centre.	Many of the City's mobile operating equipment and vehicles require daily cleaning and washout, notably vehicles that accumulate significant amounts of debris during their normal operation such as parks mowers and the City's street sweeper. The current practice involves washing down vehicles in an open dirt area which causes frequent backing up of the storm sewer and material to be discharged into the storm drain directly. This practice creates a hazard to staff in the winter due to ice buildup in the apron area and provides no filtration for particulate entering the storm drain and eventually making its way into Simms Creek. The addition of an engineered washout pit with a water/oil separator which can be cleaned out periodically would resolve this ongoing issue.	4. Focus on Management and Governance	Facilities Reserve
72	450 - Facilities	CRCC Hydronic Circulating Pump Replacement	Replacement of the hydronic circulating pump at the Community Centre.	The circulating pump is showing signs that it is approaching end of life and requires replacement to avoid an unplanned failure.	4. Focus on Management and Governance	Facilities Reserve
73	450 - Facilities	Enterprise Centre Backup Generator	Addition of emergency back up power at the Enterprise Centre.	The Enterprise Centre now houses a number of City staff and is being utilized for low level EOC activations as it does not interrupt the use of Council Chambers for routine City business. The building also houses server connections supporting the CR Advantage utility. Currently the building has no back up emergency power provisions and the critical CR Advantage network gear is protected with battery backup UPS systems which have limited capacity before requiring a standby generator be brought on site during power interruptions to ensure fibre clients are not adversely impacted.	4. Focus on Management and Governance	Facilities Reserve
74	450 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.	4. Focus on Management and Governance	Facilities Reserve
75	450 - Facilities	Museum Roof Replacement & Skylight Repair	Replacement of the Museum roof.	The roof at the museum is now at the end of its serviceable life and experiencing routine leakage. It requires replacement. The skylights will be repaired or replaced during this project.	4. Focus on Management and Governance	Facilities Reserve
76	450 - Facilities	Dogwood Operations Centre Change Room/First Aid Modifications	Expansion of the Women's change room at the Dogwood Operations Centre. This renovation is anticipated to make improved use of existing internal space through a re-partitioning. The project will also add a single universal washroom and a dressing station (first aid) room.	The facility was designed with a very small women's washroom / change room which is now severely undersized for the number of female staff that work out of the building. There is also no universal washroom(s) and a private first aid treatment room is needed. This renovation shall be designed to address all of these needs.	4. Focus on Management and Governance	Facilities Reserve
77	450 - Facilities	Sportsplex Gym Floor Refurbishment	Design and renovations to the Sportsplex gymnasium flooring.	The facility is now approaching 25 years old and little work has been done to the gymnasium floor which is frequented year-round by local users.	3. Focus on Livability	CWF
78	450 - Facilities	MHC Envelope Repairs	Repairs to the envelope of the Maritime Heritage Centre including re-fitting of the front glazing which exhibits ongoing leakage.	The envelope on the building requires repair as it is exhibiting leakage. Major repairs have been undertaken in 2016 on an emergency basis, however, further work is needed to ensure the ongoing viability of the southeast facing envelope. 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. Staff is recommending that critical repairs are undertaken to specific areas of concern in 2018 and that a final major rehabilitation is undertaken in 2020.	4. Focus on Management and Governance	CWF
79	450 - Facilities	Library Skylight Replacement	Replacement of the skylights at the library.	Skylights are at the end of their serviceable life and are experiencing intermittent leaking.	4. Focus on Management and Governance	Facilities Reserve
80	450 - Facilities	Police & Public Safety Building Parking Expansion	Expansion of the RCMP parking compound.	The existing secure staff/RCMP parking lot to the rear of the Police and Public Safety Building is severely undersized and currently between 15-20 staff are parking at the adjacent Strathcona Gardens facility on a daily basis. This lot is used for the RCMP fleet, RCMP staff parking, as well as storage of auxiliary vehicles/equipment and impounded vehicles. City staff parking at SG has caused issues within the last years, particularly during large events held at SG. There is available City owned land immediately to the east of the current secure compound which, if designed with access in mind, could potentially double as overflow parking for the currently planned SG facility expansion during major events.	4. Focus on Management and Governance	Facilities Reserve
81	450 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligatoring and bubbling. Minor roof leaks have been experienced to date.	4. Focus on Management and Governance	Facilities Reserve

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82	450 - Facilities	RCMP Building Roof Replacement	Replacement of the Police and Public Safety building roof.	Torch on 2 ply SBS portion of roof is showing signs of failure and is nearing the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
83	450 - Facilities	MHC Building Automation System	Addition of a building automation system at the Maritime Heritage Centre.	Currently the building has limited HVAC controls for servicing a complex and multi-use facility. A building automation system will help control energy costs and improve functionality / occupant comfort.	4. Focus on Management and Governance	Facilities Reserve
84	450 - Facilities	RCMP Chiller Replacement	Replacement of the chiller at the Police and Public Safety Building.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary to support proper indoor air quality.	4. Focus on Management and Governance	Facilities Reserve
85	450 - Facilities	RCMP HVAC DDC & Re-Commissioning	Replacement of existing Building Automation System (BAD) Trane DDC.	Project will bring system to a modern standard and re-commission entire heating and ventilation system which is now over 20 years old. Improve energy efficiency and overall system functionality.	4. Focus on Management and Governance	Facilities Reserve
86	450 - Facilities	City Hall Storefront Door Replacement	Replacement of the entry doors at City Hall.	Replacement of the three sets of storefront doors at City Hall including the two main entry doors (including vestibule doors) and basement entry doors. The doors are original to the building and at the end of their serviceable life with parts are no longer available to repair them.	4. Focus on Management and Governance	Facilities Reserve
87	450 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. An assessment of the building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic resilience.	4. Focus on Management and Governance	Facilities Reserve
88	450 - Facilities	City Hall/Enterprise Centre Envelope Repairs & Repaint	Envelope maintenance and refurbishment at City Hall and Enterprise Centre including repainting of exterior at City Hall.	Both buildings require water proofing treatment and re-caulking of the exterior building envelope. City Hall requires re-painting.	4. Focus on Management and Governance	Facilities Reserve
89	450 - Facilities	MHC Heat Pump / Fan Replacement	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre.	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency.	4. Focus on Management and Governance	Facilities Reserve
90	450 - Facilities	Library Envelope Rehabilitation	Repairs to the library's building envelope.	The envelope on the building requires repair as it is exhibiting leakage.	3. Focus on Livability	Facilities Reserve
91	450 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past it's serviceable life and now requires a major repair.	4. Focus on Management and Governance	Facilities Reserve
92	450 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.	4. Focus on Management and Governance	Facilities Reserve
93	450 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.	3. Focus on Livability	Facilities Reserve
94	450 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.	4. Focus on Management and Governance	Facilities Reserve
95	450 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is a mixture of roofing types and several are approaching the end of their serviceable life. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before any significant leaking occurs.	4. Focus on Management and Governance	Facilities Reserve
96	450 - Facilities	MHC Aluminum Window Replacement Allowance	Replacement of windows at the Maritime Heritage Centre.	The windows are mixed aluminum and vinyl and will require replacement. Many have thermally broken seals.	4. Focus on Management and Governance	Facilities Reserve
97	450 - Facilities	City Hall Window Replacement	Replacement of the windows at City Hall.	The windows are original to the building and do not meet current industry best practices for exterior glazing. Many windows require repairs. Budget includes remediation for potentially asbestos containing caulking materials.	4. Focus on Management and Governance	Facilities Reserve
98	450 - Facilities	City Hall Façade Improvements	Improvements to the façade at City Hall.	City Hall was built in 1980 and there has not been much work down to the outside façade since its construction. Given the number of users/visitors the building received and its location within the City, it is warranted some improvements should occur to improve the visual appeal of the facility.	4. Focus on Management and Governance	Facilities Reserve
99	450 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.	3. Focus on Livability	Facilities Reserve
100	450 - Facilities	Dogwood Operations Centre Envelope Rehabilitation	Rehabilitation including the addition of a rain screen assembly for the Dogwood Operations Centre.	The facility is now over 40 years old and requires investment to ensure the integrity of the building envelope. The current concrete masonry unit (CMU) exterior assembly is showing signs of failure and water ingress in several areas.	4. Focus on Management and Governance	Facilities Reserve
101	450 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.	4. Focus on Management and	Facilities Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
102	450 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.	4. Focus on Management and	Facilities Reserve
103	532 - Roads	Pier Street, Sign and MHC Entrance Improvements	Access to the Maritime Heritage Centre, Fisherman's Wharf and the south entrance to downtown has been somewhat convoluted over the years and needs to be rebuilt to address safety issues and provide a defined entrance to the area. The goal of this project would consolidate three entrances into one and improve traffic flow to the downtown area. Design work started in 2018 (to be completed in the Fall 2018) for a roundabout design. Cost estimates for the approved project exceeded the original project budget of \$300,000. This project should come forward for re-consideration by Council in 2019. Included in this is a new entrance sign for the MHC in 2019.	This intersection has been identified as confusing and challenging for many users. It currently has 3 entrance points and an aged pedestrian crossing system. Consolidation and modernization with improved access and traffic control at this location will reduce potential conflicts and future accidents. Council provided staff direction in 2018 to proceed with the design work for a roundabout based on the options presented to deal with the issues identified at this location	3. Focus on Livability	Capital Works Reserve
104	532 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. Transfer 2018 fund to Cypress Street Project. To be re-rendered in Q1 2019	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try in fill in any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be. Sites will be reviewed in the spring to confirm the locations for this year's work.	3. Focus on Livability	CWF / Roads DCC
105	532 - Roads	Pedestrian Signal Crossing Lights	This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually.	This annual program supports public safety by providing enhanced safety features to assist pedestrians.	3. Focus on Livability	CWF
106	532 - Roads	Dogwood Corridor Review	Review the Dogwood Corridor to determine and plan future improvements that would include intersection improvements, additional turning lanes and bus pull outs.	Council has directed staff to undertake a review of the Dogwood Corridor to look for and develop priorities for improvements that will look at developing land acquisition plans, determine future intersection options/ addition of turning lanes, the addition of bus pullouts and consideration for pedestrian movements along this route.	3. Focus on Livability	Capital Works Reserve
107	532 - Roads	Transit Bus Shelters	The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 6 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2018 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year.	The City continues to improve service levels for those using transit services. In order to assist with this the City has, over the past 9 years, installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into 2019 and beyond.	3. Focus on Livability	CWF
108	532 - Roads	LED Light Conversion	This program undertakes an annual replacement of existing HPS lights with new LED lights. In the past, the focus was on arterial and collector roadways City owned lights. The City has approached BC Hydro to retrofit some of the City's lease lights however BC Hydro is not ready to undertake a LED conversion program. The work planned for 2017 will focus on City owned lighting in both residential and primary roadways in the central part of the community. The results of this will see longer lasting infrastructure and reduced operating costs over the long term for the City owned street lighting.	This program will produce long term savings to the City through reduced operating cost and longer life for the luminaire (estimated 2x). Light quality is better with the LED vs. the HPS lights.	4. Focus on Management and Governance	CWF
109	532 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number of 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. 2019 will see a new light being installed at Maryland and Hwy 19A.as per Council direction.	4. Focus on Management and Governance	Capital Works Reserve
110	532 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated infrastructure to support cycling and pedestrians.	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.	3. Focus on Livability	CWF
111	532 - Roads	Asphalt Overlays	Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years. Work to be done under the roads overlay program will be reviewed to confirm the priority areas based on the 2018 Pavement Management Plan and an annual spring review of existing road conditions to confirm additional	There is a number of locations in the City where the asphalt has already failed or is rapidly nearing its end of serviceable life. The Roads department has not undertaken a road overlay program for over 5 years and is rapidly falling behind on dealing with important pavement issues. Going forward, staff will provide a list of areas and cost to undertake these projects on an annual basis (updated in the spring). There is over \$10 million in required overlay/road rebuilds required in the community. The City has been at least 5 years without a supported road overlay program. If this continues, the costs to overlay will be absorbed in the rebuild costs that are typically 2 to 3 times as much.	4. Focus on Management and Governance	Capital Works / CWF
112	532 - Roads	Traffic Control Upgrades - Replacement	The City has an inventory of 34 traffic lights in the community. These systems have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement. Priority intersection include 13th and Dogwood, Hilchey and Alder; Shoppers Row and St Ann's. Per direction from Council, 2018 work to include advanced arrows on Shopper's Row.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.	4. Focus on Management and Governance	Capital Works Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
113	532 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are addressed. This is an on-going problem and is re-evaluated regularly to identify the locations where lights could be installed. There are a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways. The City also receives a number of requests for street lights to be added. The cost to provide this service varies depending on if they are new City owned lights or the installation of additional lease lights. City owned lights are more capital intensive but less to operate, whereas lease lights (wooden poles) from BC Hydro have a lower initial capital cost, the long term operational costs are much greater than the City owned lights.	The City has a number of areas that could use additional street lights to insure safer public use, primarily along arterial and collector roadways.	4. Focus on Management and Governance	CWF
114	532 - Roads	Seagull Walkway Repairs	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works will provide project scope and total costs; project budget will be included in future budgets.	4. Focus on Management and Governance	Capital Lending Reserve
115	532 - Roads	South Peterson Improvements	Work to improve Petersen from Evergreen to Merecroft. Will include road, curb and gutter improvements as well as storm and water improvements	This area is growing and the aged infrastructure requires improvements to accommodate this growth	3. Focus on Livability	Capital Works Reserve
116	550 - Storm Drains	Annual Drainage Improvements	The City has a number of areas that require drainage improvements both on small and large scale. This work would include rebuilding ditches, upsizing/replacing failing culverts, replacement of storm piping, etc. Work is limited to annual funding and is prioritized each year in the spring. This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on on-going evaluations of existing systems and experience related to past storm events. Work planned for 2019 includes on-going drainage improvements in the Willis/Petersen area, work on Cheviot and Hopkins; and work on Willow Creek at Larwood crossing CFWD from 2019.	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. 2018 funds were applied to support work on Larwood (sani project) that included upgrades to the storm system.	3. Focus on Livability	Storm Water Reserve
117	550 - Storm Drains	Fir Street Upgrades	This project will coincide with planned water and sanitary upgrades on Fir Street in 2018/19 .	This project is in conjunction with the water system upgrade on Fir Street. This is an opportunity to place storm line in a portion of the roadway and improve the downstream end of the existing system in behind Rose Harbour. While most of the storm line is not urgent, this project is geared to take advantage of work on an existing project to reduce the overall cost to undertake improvements on this local street. This project will be tendered in 2018 for construction in 2019 due to delays on design and the current availability of contractors to complete projects during the construction season.	4. Focus on Management and Governance	Storm Water Reserve
118	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established. Some funding for this is in place through DCC's but it is greatly underfunded at this time.	4. Focus on Management and Governance	Storm Water Reserve
119	550 - Storm Drains	Shoreline Outfall Upgrades	This is a program to review a number the outfalls along the waterfront and determine the best way to upgrade them. This would need to accommodate best practices and have consideration for storm events and sea level rise.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	Storm Water Reserve
120	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the ISWMP as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only control the storm water being discharged but to look at the quality of it as part of the outfall system.	4. Focus on Management and Governance	Storm Water Reserve
121	550 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flood at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Without undertaking this work, the park on the sports field will continue to flood and there will be issue with all the storm systems that lead into the creek.	4. Focus on Management and Governance	Storm Water Reserve
122	550 - Storm Drains	14th - Spruce to Redwood	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	Storm Water Reserve
123	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width.	Existing aircraft parking stands and apron are 20 years old. Pavement is deforming leaving ruts, causing aircraft to power out. Widening taxi "C" will meet design aircraft requirements (SAAB 340).	4. Focus on Management and Governance	Airport Reserve

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124	570 - Airport	AvGas, Access and Parking for Aircraft	Modifications to improve access to fueling facility	Jet fuel sales generate over 90% of all fuel revenues. These are sales to Ministry of Forests Air Tankers, Pacific Coastal Airlines, Central Mountain Air, and Corporate Jets. AV Gas sales are to smaller piston aircraft often referred to as General Aviation (GA). Staff have met with Imperial Oil representatives who acknowledge the existing system is near the end of useful life and the probability of Imperial Oil replacing this system is unlikely. Esso has generally been withdrawing from the Airport Fuel business at smaller airports. Recently Sealand Aviation, operating as Sealand Flight, started Flight School operations airside. There is interest in providing AV Gas for resale as an amenity to Sealand Aviation and its business centered on maintenance repair and overhaul at the Airport. Given this option to have an alternate provider of AV Gas to general aviation, the infrastructure costs associated with replacing the AV Gas system, and the nominal contribution to the Airport's bottom line, the Fuel Facility proposal has been revised. The revised proposal includes the purchase of a Jet fuel tank, two delivery trucks and repavement of the corporate jet parking area where existing tanks currently reside for a total cost of \$1,205,000. This option includes outsourcing the sale of AV Gas component, which was included as a City responsibility in the previous RFPs.	2. Focus on Economic Growth	Airport Reserve
125	570 - Airport	Roadway Paving	Continuation or paving program at the Airport.	Last road upgrade completed in 1997, need to continue paving program to the North.	2. Focus on Economic Growth	Airport Reserve
126	570 - Airport	Shelter	Additional shelter structure at Airport.	Increased space required at Airport to house equipment and other assets.	2. Focus on Economic Growth	Airport Reserve
127	570 - Airport	Public Parking Lot Lighting Upgrade	Replace existing parking lot lighting.	Existing public parking lot lights have been in service 25 plus years. Currently they do not meet regulatory requirements for public parking lot lighting output. Additional concerns regarding the light bases as they have been hit by vehicles in the past. Existing bases on the East side are not structurally sufficient.	2. Focus on Economic Growth	Airport Reserve
128	570 - Airport	Runway Deicing Trailer	Runway de-icing trailer.	At this time, operations are unable to effectively de-ice the runway. ACAP has deemed the Airport is eligible to apply for capital funding for this equipment.	2. Focus on Economic Growth	AIF / ACAP Grant
129	570 - Airport	ATB HVAC - Assessment	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.	2. Focus on Economic Growth	Airport Reserve
130	570 - Airport	Airside Concrete Parking, Combined Taxi "C" Widening, approach lighting & sign replacement	Commercial aircraft operating parking stands including apron rehabilitation, widening taxi "C" to meet minimum width, replacing approach lighting systems and existing life cycled airfield signage.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAAB 340). Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured.	4. Focus on Management and Governance	AIF / ACAP Grant
131	570 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated pavement as poor.	4. Focus on Management and Governance	AIF / ACAP Grant
132	570 - Airport	General Aviation Entrance Shelter	Install a covered entryway for general aviation customers.	Currently we do not have a covered area for customers waiting on private aircraft arrivals. Some of these customers store their baggage outside in the elements for an extended period of time.	2. Focus on Economic Growth	Airport Reserve
133	570 - Airport	Public Smoking Shelters	Install covered smoking shelters.	Currently the public can only smoke directly outside the terminal entrance. Inevitably smoke enters the public building, staff do not have the resources to monitor this area and providing an alternative location brings the airport in line with the majority of other airports.	2. Focus on Economic Growth	Airport Reserve
134	570 - Airport	Expand ATB Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.	2. Focus on Economic Growth	Airport Reserve
135	570 - Airport	Airside Drive Upgrade	Upgrade to roadway servicing north development lots.	Last road upgrade completed in 1997, need to continue paving program to the North.	4. Focus on Management and	Airport Reserve
136	580 - Sewer	Lift Station Generators	Installation of emergency backup power at sewage Lift Stations 8, 9, 10, 12, 14, and 15.	Required to ensure that lift stations continue to operate during power outages. This will allow sewer operators and equipment to focus on other priority tasks during power outages and emergencies. Contract for design and construction support services is in place.	4. Focus on Management and Governance	Sewer Reserve
137	580 - Sewer	Biosolids Site Management	Modifications to extend the life of the existing biosolids land application sites.	The existing biosolids land application site is anticipated to exceed permitted limits at the end of the 2018 season. In order to continue to land apply, site modifications are required. The scope of this work is still being assessed.	4. Focus on Management and Governance	Sewer Reserve
138	580 - Sewer	Solids Separation Station	To become regulatory compliant, we require a dewatering pad to better separate and capture contaminants	Failure to build this station would lead to non-compliance with BC Environmental regulations. There is also a health and safety component due to the nature of the contaminants.	4. Focus on Management and Governance	Sewer Reserve
139	580 - Sewer	Highway 19A Sewer Upgrade	Upgrade Hwy 19A Sewer main.	Increased development in the Maryland area requires an upgrade to the sewer main due to capacity constraints.	4. Focus on Management and Governance	Sewer Reserve

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140	580 - Sewer/590 - Water	SCADA Phase 4	Norm Wood Environmental Centre	The extension to the previous SCADA project. Norm Wood Environmental Centre (NWECC) is currently operating on an obsolete SCADA platform that needs to be replaced by the new SCADA system. Failure of the currently SCADA system could compromise the operations at NWECC.	4. Focus on Management and Governance	Sewer Reserve
141	580 - Sewer	Sewer Asset Registry	Asset Management Strategy - Gap 1, 2 & 6. Centralization and clean-up of sewer asset inventory, including calculating replacement values.	The sewer asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and has overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Sewer Reserve
142	580 - Sewer	Sewer Main Replacement	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.	4. Focus on Management and Governance	Sewer Reserve
143	580 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g., downtown). Annual construction expenditure of 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 2019 map for locations that will be constructed in 2018.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.	4. Focus on Management and Governance	Sewer Reserve
144	580 - Sewer	Sewer Facility Renewal	Annual allowance for renewal of sewer facility infrastructure (lift station and treatment facilities) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs, service disruptions, liability, and the risk of release of untreated sewage to the environment. Exact budget will fluctuate based on specific projects.	4. Focus on Management and Governance	Sewer Reserve
145	580 - Sewer	NWECC Electrical Upgrade	Electrical system upgrade and installation of backup generator at NWECC.	The existing electrical system at NWECC has reached the capacity of the existing space. A review will be done to confirm existing capacity and the upgrades needed to allow future upgrades to the treatment process. The installation of a backup generator will keep NWECC fully operational during power outages - currently able to support only minimal operation and not able to sustain lengthy outages. The construction budget only includes the generator as the scope of the electrical upgrades will not be known until the assessment is completed.	4. Focus on Management and Governance	Sewer Reserve
146	580 - Sewer	NWECC Electrical Upgrade Phase 2	Electrical system upgrade and installation of backup generator at NWECC.	The existing electrical system at NWECC has reached the capacity of the existing space. A review will be done to confirm existing capacity and the upgrades needed to allow future upgrades to the treatment process. The installation of a backup generator will keep NWECC fully operational during power outages - currently able to support only minimal operation and not able to sustain lengthy outages. The construction budget only includes the generator as the scope of the electrical upgrades will not be known until the assessment is completed.	4. Focus on Management and Governance	Sewer Reserve
147	580 - Sewer	NWECC Biosolids Dewatering	Addition of biosolids dewatering at NWECC and new biosolids management process.	Dewatering of biosolids will be required once land application is no longer an option. The timing of this will depend on the ability to extend the life of the existing land application fields. Management process for dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000 based on tipping fees anticipated to be charged by the regional district. Operating costs for dewatering is estimated at \$180,000.	4. Focus on Management and Governance	Sewer Reserve
148	580 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Sewer Reserve
149	580 - Sewer	NWECC 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.	4. Focus on Management and Governance	Sewer Reserve
150	590 - Water	CRIB/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement. 2017 - Concept, 2018 - Design, 2019 - Construction.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.	3. Focus on Livability	Water Reserve
151	590 - Water	Water Dept Temporary Location	Temporary office and operations facility for Water Department should they be displaced from current location at Evergreen BC Hydro owned facility.	Department may require temporary operating location in the event long-term location at Evergreen cannot be extended to future years.	4. Focus on Management and Governance	Water Reserve

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152	590 - Water	WM Cathodic Protection	Replacement and upgrades to the existing cathodic protection systems at Maple Street.	Inspections of existing cathodic protection system has identified the need for replacement and upgrades for the Maple Cathodic system. Cathodic protection helps maintain the integrity of steel watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on steel pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.	4. Focus on Management and Governance	Water Reserve
153	590 - Water	Shetland PRV	Install new PRV at Petersen and Shetland.	The proposed PRV will provide redundancy in case the existing Cheviot PRV is unable to supply the required flows due to mechanical failure or scheduled maintenance. In addition, this PRV will expand the reduced pressure zone to mitigate the higher pressures of the new system on the lower elevation.	4. Focus on Management and Governance	Water Reserve
154	590 - Water	Area D Connection Improvements	Design of improvements to Area D's points of connection to the City's water system.	This project will ensure that Area D's points of connection to the City's water system is fully compliant with City bylaws, regulatory requirements, industry best practices, and contract terms. The project is expected to include meters, backflow devices, and water quality monitoring stations. It is anticipated to be fully funded by the Strathcona Regional District.	4. Focus on Management and Governance	Grants - Other
155	590 - Water	Water Asset Registry	Asset Management Strategy - Gap 1, 2. & 6. Centralization and clean-up of water asset inventory, including calculating replacement values.	The water asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.	4. Focus on Management and Governance	Water Reserve
156	590 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable us to be pro-active and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.	4. Focus on Management and Governance	Water Reserve
157	590 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life (40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.	4. Focus on Management and Governance	Water Reserve
158	590 - Water	Watermain Renewal	CFWD necessary to complete watermain renewal on Fir Street.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve
159	590 - Water	Watermain Renewal	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps-Water Renewal 2019 map for locations that will be constructed in 2019.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve
160	590 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be coordinated with DOC Washout Bay project.	3. Focus on Livability	Water Reserve
161	590 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability.	4. Focus on Management and Governance	Water Reserve
162	590 - Water	Water Facility Decommissioning	Year 1 - Pressure reducing valves (Parkway, Holm, Eriksson and Goodwin).	Due to changes in the water system triggered by the new Campbell River Water Supply Centre, decommissioning is required to ensure that these unused assets do not impede the operations of the system. There is also a liability issue with not retiring assets properly. The proposed decommissioning project will be divided on 4 years due to work load.	4. Focus on Management and Governance	Water Reserve
163	590 - Water	John Hart Pump Station Modifications	To connect the North Water System to the Main Water System.	This is a required outcome of the BC Hydro John Hart redevelopment project as the existing intake depth limits the draw down depth of John Hart Lake. BC Hydro have advised the City that this will change once their project is complete and will require that the existing intake is connected to the new Water Supply Centre.	4. Focus on Management and Governance	Water Reserve
164	590 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder.	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves supplied by the Alder transmission main can be abandoned.	4. Focus on Management and Governance	Water Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
165	590 - Water	Bathurst/McLean Pressure Reducing Valve Replacement	Replacement of the existing pressure reducing valve at Bathurst/McLean.	The existing pressure reducing valve at Bathurst and McLean is in poor condition and requires replacement. The Water System Strategic Action Plan recommend that this functionality can be provided through the existing pressure reducing valve at Bathurst/Thulin by constructing a new watermain between the two locations. This project takes advantage of existing infrastructure and will essentially remove one pressure reducing valve site from the water system.	4. Focus on Management and Governance	Water Reserve
166	590 - Water	Load Bank Testing Unit	Purchase of a load bank testing unit.	Required to ensure integrity of generator at CRWSC when running at low load, will also be used for testing to ensure operational. Could be used by wastewater, fleet/facilities, airport.	4. Focus on Management and Governance	Water Reserve
167	590 - Water	Valve Maintenance Trailer	Purchase of a valve maintenance trailer.	3976 valves, inspection and exercising required to ensure operational, equipment will minimize damage due to inspection (overstressing by operator). Valves were identified as critical assets as per the City's Risk Management Policy.	4. Focus on Management and Governance	Water Reserve
168	590 - Water	SCADA Phase 3	SCADA at various water facilities - Holm res, Rockland PRV, Willow PRV	The extension of the previous SCADA project. Additional infrastructure needs to come on line to permit us to operate these sites remotely and line up with the new SCADA system. These sites are currently not on SCADA and pose a liability to the water and sewer systems.	4. Focus on Management and Governance	Water Reserve
169	590 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.	4. Focus on Management and Governance	Water Reserve
170	590 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease velocities and mitigate pressure loss.	2. Focus on Economic Growth	Water Reserve
171	590 - Water	Beaver Lodge Pump Station Upgrades	Upgrade of pumping capacity at Beaver Lodge Pump Station.	Development in the Jubilee Heights, Homalco Reserve or airport lands will trigger the upgrade of the pumping capacity at the Beaver Lodge Pump Station. Timing of this project is dependent on the rate of development in these areas. It is assumed that the capital costs for these upgrades would be fully funded by developers.	3. Focus on Livability	Grants - Other
172	580 - Sewer/590 - Water	Meter Renewal	Programmable logic controller (PLC) is a small computer with a built-in operating system that handles incoming events in real time. Within the water and wastewater departments, PLCs have a crucial role such as determining when to fill a water reservoir, or when a pump at a lift station should start or stop. The City currently has 14 PLCs total in both departments.	The existing PLC's are all past their average life expectancy of 7 years. Due to their crucial role in operations, the City cannot risk failure with these components. If failure occurs, the equipment they are associated with will stop working which could cause issues with the water supply, water quality and sewage backups.	4. Focus on Management and Governance	Sewer / Water
173	580 - Sewer/590 - Water	SCADA Communication Equipment Rehabilitation	Rehabilitation of the communication equipment for SCADA - 14 sites for both Water and Sewer	We have been experiencing daily communication failures due to our equipment breakdown. Failure to replace equipment would lead permanent communication failure and result the inability to manage both water and sewer systems which could lead to catastrophic damages to our infrastructure/damages to public property.	4. Focus on Management and Governance	Sewer / Water
174	720 - Parks	Elk Falls Cemetery Parking Lot Pavement	To pave the Elk Falls Cemetery Parking Lot.	With phase one of the Elks Falls cemetery completed, the new driveway entrance to the site has made the entrance into the cemetery warm and welcoming addition. Once the public enters the cemetery through the new entrance to attend a funeral they now park on a gravel parking lot which at certain times of the year can be muddy and difficult getting to the service within the cemetery.	3. Focus on Livability	Parks Reserve
175	720 - Parks	Seawalk Improvements	Seawalk Improvements.	Repairs and Maintenance need to continue along the Seawalk for pedestrian safety reasons and to protect critical City infrastructure.	3. Focus on Livability	Parks Reserve
176	720 - Parks	Willow Point In Field Mix Replacement	Replace the old red infield material with the City's new standard for in field mix material.	Diamond #1 infield mix at Willow Point Park needs replacing. Presently it is our only red cinder infield material that we maintain. Replacing this material will standardize all of our ball fields with the same material. At Nunns Creek Ball Park, two of the infields use the red cinder material but they are looked after by CRMBA. Red cinder is more expensive than the material that is used in our other ball fields. The purchase of the new material will also allow us the redress the other existing fields.	3. Focus on Livability	Parks Reserve
177	720 - Parks	Marine Foreshore Restoration	Rebuilding damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Seawalk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore. The areas of Marine Foreshore Restoration have been completed along the sea walk but some planting will need to be completed in the spring for better chance of survival. There was one area of foreshore restoration that was not completed, it was on Baikie Island. It was not completed due to the fact equipment could not access the Island as the bridge decking needs to be rebuilt. The area has also become a safety issue as erosion of the foreshore has exposed metal sheet skirting which needs to be removed as it has become a liability risk to the City.	4. Focus on Management and Governance	CWF
178	720 - Parks	Parks Information and Sign Program	To replace existing Park signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.	3. Focus on Livability	Parks Reserve

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
179	720 - Parks	Fence Upgrades and Replacements	Replacement of existing fences.	Many of the City's parks that have fencing are over 25 years old and are in need of replacement. Fences are starting to fall into private property and are not enclosing the park which can allow for small children to wander onto roadways and private properties.	3. Focus on Livability	Parks Reserve
180	720 - Parks	Parks Irrigation Strategy	The continuation of the implementation of the Parks Irrigation Strategy.	All parks are being brought online with a central control system and upgraded to reduce water use.	3. Focus on Livability	Parks Reserve
181	720 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.	4. Focus on Management and Governance	Parks Reserve
182	720 - Parks	Remote Variable Height Slope Mower	To purchase a new piece of mowing equipment that will be able to mow the grass area at City hall below the 9th Avenue and above the upper parking lot.	This area is a steep grassed slope that is difficult and unsafe to mow. There have been several incidents where the mower operator has lost control of the machine posing a risk of injury to staff, the public and damage to vehicles in the adjacent parking lot. This piece of equipment is design to mow sloped areas up at 55% and it is run by remote control thus having the worker not walking on the steep slope. This piece of equipment can be used in other areas of the City where the slope is too much for conventional mowing. With this piece of equipment the irrigation system will be turned back on and will be able to mow the hill in wet conditions. By leaving the hill grass and not landscaping the area, it will not increase the operating budget for looking after the area.	4. Focus on Management and Governance	Parks Reserve
183	720 - Parks	Vehicle for Street Tree Maintenance	New vehicle for the street tree maintenance arborist proposed in ongoing service levels.	In order to effectively carry out street tree maintenance, a vehicle is necessary.	4. Focus on Management and	Capital Works Reserve
184	720 - Parks	Mountain Bike Skills Park - Sportsplex lands	Construction of a mountain Bike Skills Park in partnership with the CR Bike Park Society.	Over the past few decades there have been numerous studies completed to better understand the value mountain biking and bike skill parks have on a community. Mountain biking is repeatedly showing itself as a popular sport that is becoming increasingly popular by a wide range of ages. In itself, biking has been a well documented draw for travel, providing significant boosts to those economies. The Campbell River Bike Park Society wishes to partner with the City of Campbell River (and other committed partners) to construct a paved bikes skill park located near the Sports Plex off of Alder. This project has been presented to Council in the past. The CR Bike Park Society has obtained approximately half of the capital funding required for the construction of the "paved push track" proposed.	3. Focus on Livability	Parks Reserve
185	720 - Parks	Nunns Creek Backstop Replacement	Replacement of Pee Wee Field Backstop at Nunns Creek park.	The backstop at the Pee Wee field at Nunns Creek is starting to fall over. For years netting was tied off from the backstop poles to hang netting over bleachers. This has caused the backstop to be damaged and the result is the structure is starting to fall over. Moved out one year due to Master Planning process for Nunns Creek being delayed.	3. Focus on Livability	Parks Reserve
186	720 - Parks	Ostler Park Greenspace Drainage and Turf Design	Detail design of Ostler Park Greenspace.	Ostler Park was built in 1969 and the greenspace is in needed of a totally re design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.	3. Focus on Livability	Parks Reserve
187	720 - Parks	Willow Point Park Skatepark Lighting	Purchase and installation of lights for the Willow Point Skate park.	The Willow Point Skate park has been a popular facility since it's completion in 2007. The original design included lighting however lighting was not installed at the time for financial reasons. Installation of lighting will add 760 useable hours from November to March annually. Lighting the park will significantly extend the hours of use, increase user safety and reduce vandalism.	3. Focus on Livability	Parks Reserve
188	720 - Parks	Willow Point Lights	Upgrade the existing Lighting System on the Willow Point lighted fields.	Upgrade the existing Lighting System on the Willow Point lighted fields.	3. Focus on Livability	Parks Reserve
189	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom on this trail. The completion of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed at the site to service this increase in use.	3. Focus on Livability	Parks Reserve
190	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction	Detail design & construction for phase two of Elk Falls Cemetery expansion.	A detail design for Phase two of the Elk Falls Cemetery expansion project. The detail design is continuing with the master plan that was completed 2015 and continuing off from phase one. This phase will increase the number of plots available to the public as the existing inventory of plots will be running out.	3. Focus on Livability	Parks Reserve
191	720 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.	3. Focus on Livability	Parks Reserve
192	720 - Parks	Baikie Island Bridge Replacement	The bridge foundation at Baikie Island needs to be replaced.	In 2016 as part of the Bridge and Culvert inspection program, it was found that the bridge only has 5 years of remaining service life. The bridge structure is need to provide fire vehicles access to the Island in case of a wild fire.	3. Focus on Livability	Parks Reserve

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193	720 - Parks	Hwy 19a Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited due to dips and tree roots in the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is hard to make the cemetery look attractive and to maintain throughout the year.	3. Focus on Livability	Parks Reserve
194	720 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of Rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built, and a rubber surface was put in. The rubber surface life span in 8 years and will need to be replaced to meet CSA standards.	3. Focus on Livability	Parks Reserve
195	720 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replace for safety reasons as the turf was installed in 2016.	3. Focus on Livability	Parks Reserve
196	720 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated. The Fall/Winter/Spring rains have made that end of the fields very difficult to maintain which could lead to injuries for the user groups that use the field.	3. Focus on Livability	Parks Reserve
197	740 - Recreation & Culture	Walter Morgan Studio - Rehabilitation	Restoration of the Walter Morgan Studio on the Sybil Andrews heritage site.	The Frank James ultimate park design includes the preservation and rehabilitation of the Sybil Andrews Cottage and Walter Morgan Studio, which have both been placed on the Community Heritage Register. To date, the cottage has been fully rehabilitated and the Rotary Club installed a new roof on the studio. The Sybil Andrews Heritage Society has requested to work with staff to complete restoration of the studio. A conservation plan and cost estimate for this work has been completed. City funding for this project would help to leverage funds from the Heritage Legacy Fund for which this project is eligible.	3. Focus on Livability	CWF
198	740 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange rates.	3. Focus on Livability	Furniture & Equipment Reserve
199	740 - Recreation & Culture	Centennial Pool Condition Assessment	A condition assessment needs to be prepared for Centennial Outdoor Pool to determine if the pool requires repair, replacement, or demolition.	The outdoor pool has had significant leakage for a number of years and issues associated with mechanical equipment that is nearing the end of it's serviceable life. A condition assessment will help staff to determine the best approach in considering the future of the pool.	3. Focus on Livability	Facilities Reserve
200	740 - Recreation & Culture	Weight Room/Lobby/Admin Concept Design Update - PT1	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities. Once a grant is obtained, construction can follow.	Completed a space assessment and conceptual design in 2016 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old and requiring significant renewal works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC upgrades.	3. Focus on Livability	CWF
236	450 - Facilities	Downtown Outdoor Washroom	Installation of a 24/7 available CPTED designed outdoor washroom.	Referred to financial planning deliberations.	3. Focus on Livability	CWF
239	532 - Roads	Master Transportation Plan Update	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.	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.	4. Focus on Management and Governance	Capital Works Reserve
201	740 - Recreation & Culture	Weight Room Floor	Replace weight room floor	When new equipment was installed in 2018 it was discovered floor is uneven, old flooring is worn and has holes from unbolting old equipment. Floor needs to be levelled and resurfaced with updated flooring.	4. Focus on Management and Governance	Facilities Reserve

BELOW THE LINE (Excluded from Financial Plan Bylaw)

STRATEGIC PRIORITIES (UNFUNDED)

202	310 - Mayor & Council	CR River Amenities	Campbell River accessibility project with Campbellton Neighbourhood Association.	Garbage cans, bike racks, benches, and porta-potties along the river where appropriate.	3. Focus on Livability	TBD
203	310 - Mayor & Council	Dogwood and 13th Ave Intersection Lights	Upgrading the lights to incorporate turning arrow.	Upgrading the lights to incorporate turning arrow.	3. Focus on Livability	TBD
204	310 - Mayor & Council	10th Ave and Alder Street Intersection Lights	Install street lights at 10th Avenue and Alder Street.	Install street lights at 10th Avenue and Alder Street.	3. Focus on Livability	TBD
205	310 - Mayor & Council	Brushing	Tractor mounted brushing mower for roads and ditches and City property.	Tractor mounted brushing mower for roads and ditches and City property.	3. Focus on Livability	TBD
206	310 - Mayor & Council	Evergreen and 2nd Street Sidewalk Improvements	Upgrade sidewalk between Evergreen & 2nd Street.	Upgrade sidewalk between Evergreen & 2nd Street.	3. Focus on Livability	TBD

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207	310 - Mayor & Council	Street Tree Program in Campbellton	Street tree program for 19A in Campbellton.	Street tree program for 19A in Campbellton.	3. Focus on Livability	TBD
208	310 - Mayor & Council	Track & Field Track	Track and field track.	Track and field track.	3. Focus on Livability	TBD
209	310 - Mayor & Council	Property Acquisition	Property acquisition.	Property acquisition.	1. Focus on Relationships	Gaming Reserve
210	213 - IT	Municipal Broadband Network - Phase 2	Construction of the next phase of the Campbell River Municipal Broadband Network.	To continue the momentum on the investment made in the broadband network for Phase 1.	2. Focus on Economic Growth	TBD
211	322 - Fire Protection	#1 Fire Station Replacement	Replacement of current main fire station built in 1978 with post disaster constructed fire station complete with: fire administration offices, 9-1-1 Fire Dispatch Centre, Emergency Operations Centre, and Information Technology Department space. This facility would be designed to operate for extended periods during disaster events as a regional emergency services centre.	Present fire station is not appropriate for emergency services building. Presently it houses NI9-1-1 Fire Dispatch Centre (serving 60 fire departments in 7 regional districts) and the majority of the City's fire and rescue response capabilities. The first seismic assessment (Associated Engineering 1995) and the second geotechnical & seismic assessment (Amec Earth & Environmental 2003) of #1 Fire Station found seismic upgrading of the present building to be impractical. As well the building is located in a flood plain within the 200 year flood level having one meter of water at street level.	3. Focus on Livability	TBD
212	450 - Facilities	City Hall Foyer Accessible Washroom	Modifications to improve access to washrooms at City Hall.	Washrooms at City Hall are difficult to access from the main foyer.	3. Focus on Livability	TBD
213	450 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.	3. Focus on Livability	TBD
214	532 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project have been unsuccessful.	This is project that is a priority of Council but is waiting funding opportunities.	3. Focus on Livability	TBD
215	532 - Roads	Pier Street South (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD
216	532 - Roads	Pier Street North (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	TBD
217	539 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility was based on the previous model prior to the CVRD receiving a funding grant. This budget will need to be re-evaluated once the design process has begun with the CVRD and will be confirmed as to the intended use in late 2019. These funds will be needed to support the start up of the organics curbside program that may include the purchase of rolling totes for organics and curbside garbage	This is to support the City's program or contribution to the Organics facility being built by the CVRD and still needs to be evaluated as to what this will entail as the scope of the project has now changed. This will be re-evaluated in late 2019 once the design process is underway. The transition to curbside organics will see the City looking at a new solid waste collection program and possibly the requirement to purchase curbside roller totes for garbage, yard waste and organics	4. Focus on Management and Governance	TBD
218	720 - Parks	East Walkway Construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field.	3. Livability	TBD
219	720 - Parks	Willow Point Park Turf Installation	Convert the rock dust field into a natural grass field and upgrade field house in partnership with CR Athletic Assoc.	The current construction of the Willow Point Park Turf is not suitable for its current occupants.	3. Focus on Livability	TBD
220	720 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
221	720 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.	3. Focus on Livability	TBD
222	720 - Parks	Big Rock Boat Ramp - Phase 2	Construction of the above ground works at Big Rock Boat Ramp including fish cleaning station and parking; to be integrated with Hwy 19A project.	To complete the upgrades to Big Rock Boat Ramp.	3. Focus on Livability	TBD
223	720 - Parks	Nunns Creek Park Enhancements	Detail design for Nunns Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	A comprehensive design for upgrading Nunns Creek Park, including the Nunns 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 (2022) would included relocating the parking and extending on-street parking. Phase 2 (2023) would included updated seawalk, small beach seating areas and viewpoints. Phase 3 (2024) would included Festival lawn, event plaza lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 (2025) would included Sybil Andrews walk and celebration space.	3. Focus on Livability	TBD
224	720 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	3. Focus on Livability	TBD
225	720 - Parks	Robron Park Phase V	Construction of Phase five of the Robron Park Project.	This phase of the project was to build two additional soccer/slow-pitch fields on the school district property that is not being used anymore. As the community grows and part of the Parks Strategy Parks Plan additional fields will be needed.	3. Focus on Livability	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
226	720 - Parks	Frank James Park Detailed Design and Construction Phases	Detail design for Frank James Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow in 4 phases.	Frank James Park is in a highly visible area and improvements are warranted given it's popularity. This park is also adjacent to the highway generating safety concerns for the users.	3. Focus on Livability	TBD
227	720 - Parks	Maryland Trail Extension from Rose Place to Willow	Continuation of trail construction.	Construction of an extension of the Maryland Trail which will complete a trail link from Jubilee Trail to the Willow Creek Conservation Area.	3. Livability	TBD
228	740 - Recreation & Culture	Centennial Pool Design and Replacement	Centennial Pool Replacement.	Should the decision be made to replace the pool there will be a large capital expense required.	3. Focus on Livability	TBD

BELOW THE LINE (Excluded from Financial Plan Bylaw)

RENEWAL / OTHER CAPITAL PROJECTS (UNFUI)

229	213 - IT	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation funded City services versus City utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital program early in the year.	4. Focus on Management and Governance	TBD
230	213 - IT	Records Management Software	EDRMS application to facilitate records management.	As the City of Campbell River body of information has grown and the mechanisms for record keeping have been decentralized, staff members have developed individual work group procedures to facilitate the creation, filing, saving and transfer or retention of information. The current working environment of the City is primarily in the electronic realm. Therefore, the most effective approach going forward is for the City to manage electronic records in an environment where sharing, collaboration and work flow management can occur. An ERDMS application functions as a secure electronic repository, providing structured records management processes, long term preservation, reporting and audit trails to preserve the integrity, authenticity, availability and reliability of the electronic records. An EDRMS application provides more assurance of control over the life cycle of electronic records than processes with records in a shared drive environment. It is recommended that the City budget for an EDRMS application, and undertake a detailed requirements analysis, develop a request for proposals, and implement an EDRMS.	4. Focus on Management and Governance	TBD
231	213 - IT	Barracuda Email Archive Device	This hardware will manage large email mailboxes that have grown beyond acceptable limits for the City's exchange server and must use email archiving to avoid Outlook mailbox corruption.	The City currently has a number of email mailboxes that have grown beyond acceptable limits and have caused challenges for our exchange server. To mitigate mailbox corruption issues, the City will establish a policy for mailbox archiving and this device will manage and secure the individual user archive databases as they are created.	4. Focus on Management and Governance	IT Reserve
232	213 - 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: • Builds and strengthens the relationship with the builders and developers in the community • Opens up digital technology for 24/7 access. Economic growth: • Creates an open for business atmosphere, with online opportunities, supported with in person service. Livability: • Building Services improvements would improve safety and livability, gaining compliance on health and safety of new construction and renovations in the community Management & governance: • Provides more transparent processes and communication with the development community.	2. Focus on Economic Growth	TBD

Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
233	322 - Fire Protection	#2 Fire Station Replacement	Replacement of Fire Hall #2	To replace under sized, non-post disaster fire station in a poor location with a post disaster station with at least room for 4 fire apparatus and typical features of a modern fire station. The call back response time for No 2 Fire station is better then No 1 Station, as it is closer to the residents of firefighters. The present 3 apparatus capacity of No 2 Station needs to move to at least 4 or 5 apparatus in a new building that is located on appropriate collector or arterial roads, close to residential area where firefighters live.	3. Focus on Livability	TBD
234	322 - Fire Protection	#3 Fire Station	New future satellite fire station located at Hwy 19 and Orange Point Road to provide fire protection to the North end of the City.	The North end of the City is separated from the remainder of the City by the Campbell River. In the event the transportation network is compromised across the Campbell River, there will be no fire protection services to residents on the North side of the river. The area North of the Campbell River is a mix of residential, commercial and heavy industrial. The placement of a small satellite fire station with one fire apparatus on City owned property at the corner of Hwy 19 and Orange Point road would provide and ensure a level of fire protection to the Northern part of the City and improve on fire protection to the residents, commercial and industrial businesses.	4. Focus on Management and Governance	Fire Reserve
235	450 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a 5 year cycle.	4. Focus on Management and Governance	TBD
237	450 - Facilities	City Hall Main Building Signs	One of the two main lit City Hall building signs has now failed and repair is not feasible. The signs would be replaced with signage consistent with the City's Signage Bylaw.	The existing signs are original to the building (1982) and are at the end of their anticipated lifecycle. The replacement signs will help to start the modernization of the City Hall façade.	4. Focus on Management and Governance	Facilities Reserve
238	450 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.	4. Focus on Management and Governance	TBD
240	532 - Roads	Alder Street Upgrades	The Master Transportation Plan (MTP) has identified a number of upgrades for consideration to Alder St. The long-term plans include traffic control at Merecroft, improvements to walkways and transit stops and consideration for bike lanes. A design process and public consultations must be undertaken to produce the long-term plan for this area. The review of the corridor was completed late in 2014. Recommendations focus on pedestrian improvements and transit access improvements.	The Alder Street corridor upgrade came from the initial review in the Master Transportation Plan (MTP) and the recommended improvements came from a follow up corridor review. Recommendations support some traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.	4. Focus on Management and Governance	TBD
241	550 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.	4. Focus on Management and Governance	TBD
242	550 - Storm Drains	Redwood - 14th to 19th	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.	4. Focus on Management and Governance	TBD
243	570 - Airport	NW Development Area Construction	NW Development Area Construction.	Future development area, included in masterplan document.	2. Focus on Economic Growth	TBD
244	570 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.	2. Focus on Economic Growth	TBD
245	570 - Airport	Extend Taxi B	Extend Taxi B.	Master Plan document.	4. Focus on Management and	TBD
246	570 - Airport	Lower Maintenance Shop Replacement	Lower Maintenance Shop Replacement.	Existing building was constructed in 1968.	4. Focus on Management and	TBD
247	570 - Airport	ATB HVAC	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.	2. Focus on Economic Growth	TBD
248	532 - Roads / 550 - Storm Drains / 580 - Sewer / 590 - Water	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, broadband, electrical, and surface improvements. Currently, there are no Fed/Prov. Funds to support the construction of this project. In addition, other major Capital projects are also underway in 2019/20. Fiber portion is \$30K design and \$576K build.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.	2. Focus on Economic Growth	Grants / Debt / CWF / Capital Works / Sewer
249	740 - Recreation & Culture	Weight Room/Lobby/Admin Concept Design Update - PT2	To prepare detailed design drawings so that the project is eligible for recreation infrastructure grant opportunities (One of which is being announced in early 2018). Once a grant is obtained follow through with construction.	Completed a space assessment and conceptual design in 2016 to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. Once a grant is obtained construction for renovation/expansion can get underway. An additional consideration is the facility is 25 years old and requiring significant renewal works in 2021 to maintain its life; \$1.2 million for roof, envelope and HVAC upgrades.	3. Focus on Livability	Gaming Reserve
250	590 - Water	Abandonment of Works on BC Hydro Property	For removal of all existing valves and infill of the two valve chambers at the Elk Falls Water Quality Centre (UV plant)	To enable the property to be returned to BC Hydro	4. Focus on Management and	Water Reserve

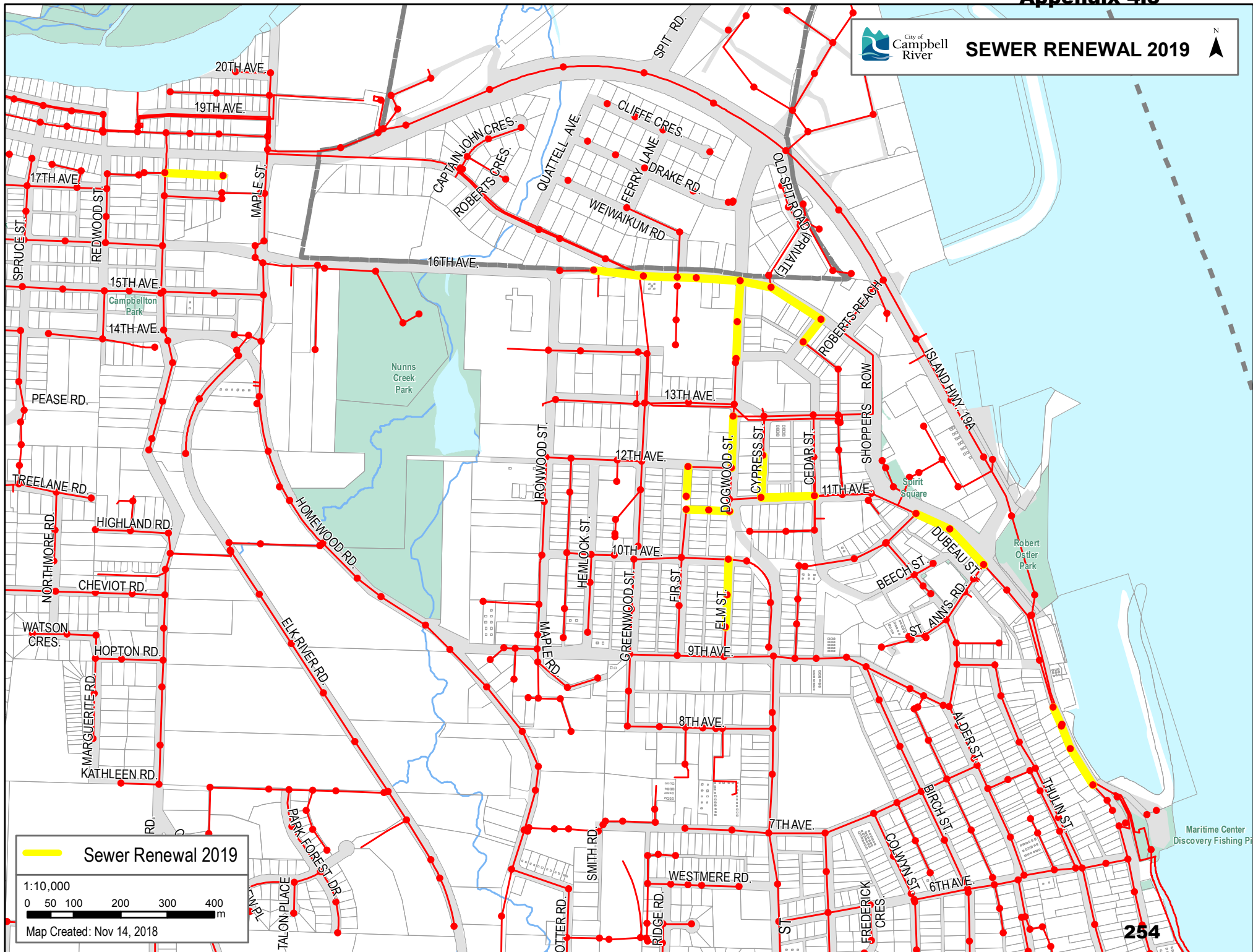
Index	Department	Capital Project Name	Capital Project Description	Capital Project Justification	Relation to Strategic Priorities	Funding Source
251	590 - Water	Mitigation of Water Quality Impacts of BC Hydro's John Hart Dam Seismic Upgrade Project	Mitigation of water quality impacts of BC Hydro's John Hart Dam Seismic Upgrade Project. Scope unknown.	BC Hydro's John Hart Seismic Upgrade Project is scheduled for 2020-2024 and is expected to impact the City's drinking water source (John Hart Lake) to the point that would require Boil Water Notices if not mitigated. The City is working with BC Hydro to determine the scope of mitigation required. It is assumed that this will be fully funded by BC Hydro.	3. Focus on Livability	TBD
252	590 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the community's drinking water.	3. Focus on Livability	TBD
253	720 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in need of a total redesign. 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 throughout 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 downtown core.	3. Focus on Livability	TBD

Index	Department	Project Name	Operating Costs	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Strategic Priorities (Funded)													
1	532 - Roads	3.5 Acre Walkway	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2	532 - Roads	Cypress Street Improvements	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
3	532 - Roads	Snow Clearing Equipment - Skid Steer	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
4	532 - Roads	Snow Clearing Equipment	19,200			19,200	19,200	19,200	19,200	19,200	19,200	19,200	19,200
5	532 - Roads	Willis Road Pedestrian Upgrades Phase 2	250	250	250	250	250	250	250	250	250	250	250
6	532 - Roads	Float Plane Entrance Parking Lot	15,000		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
7	532 - Roads / 550 - Storm Drains / 580 -	Highway 19A - Phase 3	100,000		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
8	580 - Sewer	NWEC Upgrades Phase 3	170,000		170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000	170,000
9	590 - Water	John Hart Reservoir	30,000			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL INCREASE IN OPERATING COSTS			\$ 355,450	\$ 21,250	\$ 306,250	\$ 336,250	\$ 355,450	\$ 355,450	\$ 355,450	\$ 355,450	\$ 355,450	\$ 355,450	\$ 355,450
INCREMENTAL INCREASE					\$ 285,000	\$ 30,000	\$ 19,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Capital Projects (Funded)													
10	213 - 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	1,500
11	213 - IT	Enterprise Centre Plotter	700	700	700	700	700	700	700	700	700	700	700
12	213 - IT	Data Storage upgrade	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
13	213 - IT	Firehall 1 Disaster Recovery Upgrade	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
14	213 - IT	Nimble Network Storage Controller	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
15	213 - IT	Operations Management Software Replacement	50,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
16	213 - IT	Internet Security Hardware	5,000			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
17	213 - IT	Budget Software	15,000				15,000	15,000	15,000	15,000	15,000	15,000	15,000
18	322 - Fire Protection	Structure Protection Unit	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
19	450 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20	450 - Facilities	City Facilities Fall Protection	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
21	532 - Roads	South Peterson Improvements	10,000			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
22	532 - Roads	Traffic Control Upgrades - Replacement	500	500	500	500	500	500	500	500	500	500	500

Index	Department	Project Name	Operating Costs	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
23	550 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	250		250	250	250	250	250	250	250	250	250
24	550 - Storm Drains	2nd and 4th Ave Outfall Upgrades	250			250	250	250	250	250	250	250	250
25	580 - Sewer	NWEC Biosolids Dewatering	480,000									480,000	480,000
26	580 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	10,000					10,000	10,000	10,000	10,000	10,000	10,000
27	580 - Sewer	NWEC Electrical Upgrade	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
28	590 - Water	Beaver Lodge Pump Station Upgrades	TBD										
29	720 - Parks	Vehicle for Street Tree Maintenance **See Ongoing Service Levels**	11,000		11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
30	720 - Parks	Elk Falls Cemetery Parking Lot Pavement	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
31	720 - Parks	Willow Point Skatepark Lighting	4,000		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
32	720 - Parks	Remote Variable Height Slope Mower	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
33	720 - Parks	Outdoor Washroom Installation - Jubilee Trail and Baikie Island	7,800		7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
34	720 - Parks	Mountain Bike Skills Park - Sportsplex Lands	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
35	720 - Parks	Elks Falls Cemetery Phase Two Detailed Design & Construction	25,000			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL INCREASE IN OPERATING COSTS			\$ 656,900	\$ 38,600	\$ 111,650	\$ 141,900	\$ 151,900	\$ 176,900	\$ 176,900	\$ 176,900	\$ 176,900	\$ 656,900	\$ 656,900
INCREMENTAL INCREASE					\$ 73,050	\$ 30,250	\$ 10,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000
TOTAL INCREASE IN OPERATING COSTS			\$ 1,012,350	\$ 59,850	\$ 417,900	\$ 478,150	\$ 507,350	\$ 532,350	\$ 532,350	\$ 532,350	\$ 532,350	\$ 1,012,350	\$ 1,012,350
INCREMENTAL INCREASE					\$ 358,050	\$ 60,250	\$ 29,200	\$ 25,000	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000

By Fund:

General	54,850	242,900	273,150	302,350	317,350	317,350	317,350	317,350	317,350	317,350	317,350	317,350
Sewer	5,000	175,000	175,000	175,000	185,000	185,000	185,000	185,000	185,000	185,000	665,000	665,000
Water	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL	59,850	417,900	478,150	507,350	532,350	532,350	532,350	532,350	532,350	532,350	1,012,350	1,012,350



**City of Campbell River
Reserve Fund Continuity Summary**

	A	F	G	H	I	J	K	L	M	N	O	P
1	Reserve Balances Summary	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2		Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing
3	Unrestricted Reserves:											
4	Airport Reserve	475,432	77,173	714	107,600	215,853	128,565	274,024	492,965	170,029	390,603	18,830
5	Capital Lending Reserve	2,021,123	2,112,503	1,840,522	1,005,361	1,825,742	2,590,303	3,362,510	3,659,357	3,915,251	4,134,551	4,353,851
6	Capital Works Reserve	1,217,251	751,091	106,020	163,957	655,156	1,698,576	2,964,096	4,868,401	6,886,336	8,830,420	11,223,967
7	Carbon Neutral Reserve	289,565	360,861	432,869	505,598	579,054	653,244	728,177	803,859	880,297	957,500	1,035,475
8	Community Partnership Committee Reserve	44,922	45,371	45,825	46,283	46,746	47,213	47,685	48,162	48,644	49,130	49,621
9	Community Works Gas Tax Reserve	4,961,183	972,198	556,359	277,762	281,704	194,785	167,597	158,629	262,379	200,517	228,936
10	Facilities Reserve	369,543	747,595	51,101	283,912	135,251	50,754	101,761	138,129	164,760	610,808	1,246,146
11	Financial Stabilization Reserve	2,760,903	2,126,712	2,113,639	2,134,776	2,052,093	2,072,614	2,059,000	2,052,320	2,001,134	2,021,145	1,984,796
12	Fire Reserve	529,670	1,657	1,057	450	451	452	452	457	462	466	471
13	Fleet & Heavy Equipment Reserve	382,229	231	234	236	2,763	2,791	7,869	2,898	2,927	2,956	2,985
14	Furniture & Equipment Reserve	25,695	13,832	8,920	13,049	17,220	39,612	32,938	44,378	64,011	100,002	136,352
15	Gaming Reserve	300,725	108,297	76,540	263,131	565,212	867,789	1,175,917	1,484,601	1,798,897	2,113,811	2,434,399
16	IT Reserve	81,463	2,810	818	826	834	843	346	350	353	357	360
17	International Relationship Reserve	54,231	59,823	65,471	71,176	76,938	57,507	63,132	68,814	74,552	80,347	60,951
18	Legacy Landmark Reserve	80,657	81,464	82,278	83,101	83,932	84,771	85,619	86,475	87,340	88,213	89,096
19	Parks Reserve	1,017,535	883,886	777,080	323,786	70,888	30,591	83,821	330,704	695,894	57,665	426,083
20	Solid Waste Reserve	60,740	35,589	36,005	6,869	55,759	73,942	62,515	71,306	48,791	49,279	49,772
21	Storm Water Reserve	420,512	100,103	217,557	370,122	777,217	1,194,241	308,193	378,641	1,011,153	24,596	791,432
22	TOTAL	15,093,378	8,481,196	6,413,010	5,657,994	7,442,811	9,788,592	11,525,653	14,690,444	18,113,208	19,712,366	24,133,523
23												
24	Sewer/Water Funds:											
25	Sewer Reserve	15,580,860	8,249,463	125,432	249,544	1,798,273	3,956,791	5,866,113	7,714,181	9,609,954	10,858,296	9,924,268
26	Water Reserve	4,718,814	3,199,197	3,026,091	532,413	21,457	1,372,241	2,211,424	3,039,177	3,850,580	4,649,068	5,430,853
27	TOTAL	20,299,674	11,448,659	3,151,523	781,958	1,819,731	5,329,032	8,077,537	10,753,358	13,460,534	15,507,364	15,355,121
28												
29	Mandatory:											
30	Parkland Acquisition DCC	583,387	2,661	168,577	336,153	505,405	676,349	849,002	1,023,382	1,199,506	1,377,391	1,557,055
31	Parkland Development DCC	780,814	861,342	942,675	1,024,822	1,107,790	1,191,588	1,276,224	1,361,706	1,448,043	1,535,244	1,623,316
32	Sewer DCC	703,816	576,524	346,959	519,099	692,960	868,559	1,045,915	1,225,044	1,405,965	1,588,694	1,773,251
33	Storm Drain Quinsam DCC	974,641	984,388	994,231	1,004,174	1,014,215	1,024,358	1,034,601	1,044,947	1,055,397	1,065,951	1,076,610
34	Roads DCC	3,891,850	3,562,119	261,035	399,995	540,345	682,099	825,270	969,872	1,115,921	1,263,430	1,412,415
35	Water DCC	3,374,895	3,686,394	3,496,008	273,718	554,205	837,497	1,123,622	1,412,608	1,704,484	1,999,279	2,297,022
36	Deferred Revenue - Cash in Lieu of Parks	522,722	527,949	533,229	538,561	543,947	549,386	554,880	560,429	566,033	571,693	577,410
37	TOTAL	10,832,124	10,201,376	6,742,715	4,096,522	4,958,867	5,829,836	6,709,514	7,597,989	8,495,349	9,401,682	10,317,079
40												
41	Surplus Reserves:											
42	General Accumulated Surplus	6,886,303	6,060,000	6,120,600	6,181,806	6,243,624	6,306,060	6,369,121	6,432,812	6,497,140	6,562,112	6,627,733
43	Sewer Accumulated Surplus	1,500,000	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639	1,828,492
44	Water Accumulated Surplus	1,700,000	850,000	867,000	884,340	902,027	920,067	938,469	957,238	976,383	995,910	1,015,829
45	TOTAL	10,086,303	8,440,000	8,548,200	8,657,958	8,769,299	8,882,248	8,996,834	9,113,079	9,231,012	9,350,661	9,472,054
46												
47	GRAND TOTAL	56,311,479	38,571,231	24,855,447	19,194,431	22,990,708	29,829,708	35,309,538	42,154,871	49,300,103	53,972,072	59,277,778

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Reserve Net Funding Model												
2			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
3													
4	Existing Capital Allocation To Reserves												
5	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
6	Fire Reserve		-	-	-	-	-	-	-	-	-	-	-
7	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
8	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
9	IT Reserve		51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
10	Storm Parcel Tax		503,600	675,300	848,900	1,024,400	1,030,200	1,035,900	1,041,700	1,047,500	1,053,200	1,059,000	9,319,700
11	Parks Parcel Tax		517,600	520,500	523,500	526,400	529,400	532,400	535,300	538,300	541,200	544,200	5,308,800
12	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
13	Airport		256,275	257,556	258,844	260,138	261,439	262,746	264,060	265,380	266,707	268,041	2,621,187
14			1,953,475	2,129,356	2,307,244	2,486,938	2,497,039	2,507,046	2,517,060	2,527,180	2,537,107	2,547,241	24,009,687
15													
16	Revenue Allocated to Community Infrastructure												
17	Annual Infrastructure Investment		820,000	1,010,000	1,200,000	1,390,000	1,580,000	1,770,000	1,960,000	2,150,000	2,340,000	2,530,000	16,750,000
18	Downtown Revitalization Funds		3,000	273,000	349,000	349,000	356,000	363,500	363,500	363,500	363,500	363,500	3,147,500
19	Fortis Franchise Fees		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
20	Debt Retirement Costs		850,000	850,000	850,000	850,000	850,000	990,000	1,000,000	1,015,000	1,015,000	1,015,000	9,285,000
21	Less New Debt Servicing		-	-	-	-	-	-	-	-	-	-	-
22	Financial Stabilization Excess		3,000,000	-	-	-	-	-	-	-	-	-	3,000,000
23			4,873,000	2,333,000	2,599,000	2,789,000	2,986,000	3,323,500	3,523,500	3,728,500	3,918,500	4,108,500	34,182,500
24													
25	Additional Capital Allocation to Reserves												
26	Facilities Reserve		1,695,000	1,523,000	1,200,000	625,000	390,000	655,000	610,000	400,000	775,000	958,000	8,831,000
27	Fire Reserve		335,000	330,000	330,000	352,000	352,000	352,000	325,000	25,000	25,000	25,000	2,451,000
28	Fleet Reserve		475,000	335,000	300,000	340,000	265,000	300,000	145,000	500,000	415,000	265,000	3,340,000
29	Furniture & Equipment Reserve		35,000	35,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	470,000
30	IT Reserve		570,000	110,000	145,000	26,000	188,000	26,500	45,000	62,000	60,000	27,000	1,259,500
31	Storm Water Reserve		-	-	-	-	-	-	-	-	-	-	-
32	Parks Reserve		-	-	-	-	-	-	-	-	-	-	-
33	Capital Works		1,763,000	-	574,000	1,396,000	1,741,000	1,940,000	2,348,500	2,691,500	2,593,500	2,783,500	17,831,000
34	Airport Reserve		-	-	-	-	-	-	-	-	-	-	-
35	Capital Lending Reserve		-	-	-	-	-	-	-	-	-	-	-
36			4,873,000	2,333,000	2,599,000	2,789,000	2,986,000	3,323,500	3,523,500	3,728,500	3,918,500	4,108,500	34,182,500

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Airport Reserve													
2	30-5-995340-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18	CAPITAL													
19	570 - Airport	3015	CFwd	Fueling Facility - Civil Works	10,000									
20	570 - Airport	3011	CFwd	Airport Development Servicing	35,000									
21	570 - Airport	3012	CFwd	Security Fencing - South Development Area	20,000									
22	570 - Airport	3017	CFwd	Aircraft De-icing Equipment	200,000									
23	570 - Airport	3018	CFwd	Airside Concrete Parking, Combined Taxi "C" Widening	60,000									
24	570 - Airport	3019	CFwd	AvGas, Access and Parking for Aircraft	105,000									
25	570 - Airport	3020	CFwd	Roadway Paving	25,000									
26	570 - Airport	3021		Shelter	20,000									
27	570 - Airport	3022		Public Parking Lot Lighting Upgrade	70,000									
28	570 - Airport	3023		Deicing Trailer	5,000									
29	570 - Airport	NEW		ATB HVAC - Assessment		25,000								
30	570 - Airport	NEW		General Aviation Entrance Shelter			25,000							
31	570 - Airport	NEW		Public Smoking Shelters			10,000							
32	570 - Airport	NEW		Airside Concrete Parking, Combined Taxi 'C' Widening		150,000								
33	570 - Airport	NEW		Expand ATB Parking							500,000			
34	570 - Airport	NEW		Airside Drive Upgrade										550,000
35	570 - Airport	NEW		Runway Rehabilitation			4,000		300,000					
36	570 - Airport	NEW		Sub-Total (Capital)	550,000	175,000	39,000	-	300,000	-	-	500,000	-	550,000
37														

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Airport Reserve													
2	30-5-995340-1500													
3	Budget 2019-2028													
4														
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7														
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9														
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11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18	OPERATING													
39	570 - Airport	S015		Airport Business Opportunities	30,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
40	570 - Airport	NEW		Airport Fueling Station-Repayment (5 year)	64,023	64,023	64,023	64,023						
41	570 - Airport	S068		Flight Way Clearing		30,000				30,000				
42	570 - Airport	S049		Crack Sealing		20,000		20,000		20,000		20,000		20,000
43	570 - Airport	S048		Runway Line Painting		20,000		20,000		20,000		20,000		20,000
44	Sub-Total (Operating)				94,023	159,023	114,023	154,023	50,000	120,000	50,000	90,000	50,000	90,000
45														
46	Grand Total				644,023	334,023	153,023	154,023	350,000	120,000	50,000	590,000	50,000	640,000
47														
48													2019-2028 Total Expenditures	3,085,092

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Capital Lending Reserve														
2	10-5-994322-1500														
3	Budget 2019-2028														
4															
5															
6															
7															
8															
9															
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17															
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19															
20															
21															
22															
23	Dept	CC#	Res #	Project Name											
24															
25	CAPITAL														
26	322 - Fire	1009	CFwd	Pumper/Rescue (Replacement)	20,000	986,000									
27	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	600,000										
28	532 - Roads	6009		Seagull Walkway Repairs			1,500,000								
29															
30															
31															
32	Sub-Total (Capital)				620,000	986,000	1,500,000	-	-	-	-	-	-	-	-
33															
34	Grand Total				620,000	986,000	1,500,000	-	-	-	-	-	-	-	-
35															
36													2019-2028 Total Expenditures	3,106,000	

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Capital Works Reserve													
2	10-5-995321-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
9	Brought Forward - Capital Works Reserve				1,217,251	751,091	106,020	163,957	655,156	1,698,576	2,964,096	4,868,401	6,886,336	8,830,420
10	Annual Existing Taxation Transfer				220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
11	Increased Funding from Net Funding Model				1,763,000	-	574,000	1,396,000	1,741,000	1,940,000	2,348,500	2,691,500	2,593,500	2,783,500
12	CVRD Host Agreement - 2019 Lump Sum Corridor				870,000									
13	CVRD Host Agreement - Corridor (2019 - Holding)				(870,000)									
14	Interest at 1% Y/E Balance				65,853	18,547	16,526	29,341	35,694	48,011	62,594	87,611	106,760	125,696
15	Total - Capital Works Reserve				3,266,104	989,638	916,546	1,809,298	2,651,850	3,906,586	5,595,190	7,867,511	9,806,596	11,959,616
16	Expenditures (detail below)				(2,515,013)	(883,617)	(752,590)	(1,154,142)	(953,274)	(942,490)	(726,790)	(981,176)	(976,176)	(735,649)
17	Carry forward to next year				751,091	106,020	163,957	655,156	1,698,576	2,964,096	4,868,401	6,886,336	8,830,420	11,223,967
18														
19														
20														
21														
22														
23														
24	Dept	CC1	Res #	Project Name										
25	CAPITAL													
26	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
27	532 - Roads	6031	CFwd	Snow Clearing Equipment - Skid Steer	64,885									
28	532 - Roads	NEW		Snow Clearing Equipment				300,000						
29	532 - Roads	6002	CFwd	Intersection Improvements	20,000									
30	532 - Roads	6002		Intersection Improvements	225,000			20,000	235,000			20,000	245,000	
31	532 - Roads	6009	CFwd	Seagull Walkway Design	150,000									
32	532 - Roads	6016		Ferry Terminal Access Improvements		200,000								
33	532 - Roads	6017	CFwd	Pier St & MHC Entrance Improvements	30,000									
34	532 - Roads	6017		Pier St & MHC Entrance Improvements	500,000									
35	532 - Roads	6018		Parking Lot improvements	25,000	25,000								
36	532 - Roads	6020	CFwd	Traffic Control Upgrades - Replacement	200,000									
37	532 - Roads	6020		Traffic Control Upgrades - Replacement		210,000		220,000		220,000		230,000		
38	532 - Roads	6020		Traffic Control Upgrades - Replacement										

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Capital Works Reserve													
2	10-5-995321-1500													
3	Budget 2019-2028													
4														
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8	Brought Forward - Capital Works Reserve				1,217,251	751,091	106,020	163,957	655,156	1,698,576	2,964,096	4,868,401	6,886,336	8,830,420
9	Annual Existing Taxation Transfer				220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
10	Increased Funding from Net Funding Model				1,763,000	-	574,000	1,396,000	1,741,000	1,940,000	2,348,500	2,691,500	2,593,500	2,783,500
11	CVRD Host Agreement - 2019 Lump Sum Corridor				870,000									
12	CVRD Host Agreement - Corridor (2019 - Holding)				(870,000)									
13	Interest at 1% Y/E Balance				65,853	18,547	16,526	29,341	35,694	48,011	62,594	87,611	106,760	125,696
14	Total - Capital Works Reserve				3,266,104	989,638	916,546	1,809,298	2,651,850	3,906,586	5,595,190	7,867,511	9,806,596	11,959,616
15	Expenditures (detail below)				(2,515,013)	(883,617)	(752,590)	(1,154,142)	(953,274)	(942,490)	(726,790)	(981,176)	(976,176)	(735,649)
16	Carry forward to next year				751,091	106,020	163,957	655,156	1,698,576	2,964,096	4,868,401	6,886,336	8,830,420	11,223,967
17														
24	Dept	CC1	Res #	Project Name										
25														
39	532 - Roads	6025	CFwd	Asphalt Overlay	100,000									
40	532 - Roads	6025		Asphalt Overlay	200,000	200,000	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000
41	532 - Roads	6028	CFwd	Cypress Street Improvements	225,405									
42	532 - Roads	8006		Capital Works Management	194,723	198,617	202,590	206,642	210,774	214,990	219,290	223,676	223,676	228,149
43	532 - Roads	6034		Willis Road Pedestrian Upgrades Phase 2	355,000									
44	532 - Roads	6039		Master Transportation Plan	65,000									
45	532 - Roads	6038		Dogwood Corridor Review	60,000									
46	532 - Roads	NEW		South Peterson Improvements			300,000							
47	720 - Parks	9051		Vehicle for Street Tree Maintenance	50,000									
48	Sub-Total (Capital)				2,515,013	883,617	752,590	996,642	795,774	784,990	569,290	823,676	818,676	578,149
49	OPERATING													
50	532 - Roads			Hwy 19A Repayment	-	-	-	157,500	157,500	157,500	157,500	157,500	157,500	157,500
51	Sub-Total (Operating)				-	-	-	157,500	157,500	157,500	157,500	157,500	157,500	157,500
52														
53	Grand Total				2,515,013	883,617	752,590	1,154,142	953,274	942,490	726,790	981,176	976,176	735,649
54														
55	2019-2028 Total Expenditures													10,620,917

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Carbon Neutral Reserve													
2	10-5-991221-1500													
3	Budget 2019-2028													
4														
5														
6														
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36														

Carbon Neutral Reserve

10-5-991221-1500
Budget 2019-2028

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

Brought Forward	289,565	360,861	432,869	505,598	579,054	653,244	728,177	803,859	880,297	957,500
Contribution to Carbon Neutral Reserve	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Contribution from CARIP	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Interest at 1% of Y/E Balance	3,296	4,009	4,729	5,456	6,191	6,932	7,682	8,439	9,203	9,975
Total	360,861	432,869	505,598	579,054	653,244	728,177	803,859	880,297	957,500	1,035,475
Expenditures (detail below)										
Carry forward to next year	360,861	432,869	505,598	579,054	653,244	728,177	803,859	880,297	957,500	1,035,475

Dept CC# Res# Project Name

OPERATING

Sub-Total (Operating)

Grand Total

2019-2028 Total Expenditures -

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Facilities Reserve													
2	10-5-995322-1500													
3	Budget 2019-2028													
4														
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8	Brought Forward				369,543	747,595	51,101	283,912	135,251	50,754	101,761	138,129	164,760	610,808
9	Annual Contribution				190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
10	Increased Funding from Net Funding Model				1,695,000	1,523,000	1,200,000	625,000	390,000	655,000	610,000	400,000	775,000	958,000
11	Interest at 1% of Y/E Balance				7,402	506	2,811	1,339	503	1,008	1,368	1,631	6,048	12,338
12	Total				2,261,945	2,461,101	1,443,912	1,100,251	715,754	896,761	903,129	729,760	1,135,808	1,771,146
13														
14	Expenditures (detail below)				(1,514,350)	(2,410,000)	(1,160,000)	(965,000)	(665,000)	(795,000)	(765,000)	(565,000)	(525,000)	(525,000)
15	Carry forward to next year				747,595	51,101	283,912	135,251	50,754	101,761	138,129	164,760	610,808	1,246,146
16														
17	Dept	CC#	Res#	Project Name										
18	CAPITAL													
19														
20	450 - Facilities	4039	CFwd	Big House Pavilion Preservation	50,000									
21	450 - Facilities	4038		Discovery Pier Structural Repairs	125,000		125,000		125,000		125,000		125,000	
22	450 - Facilities	4061	CFwd	ERT Materials Transfer Pit Site Improvements	44,350									
23	450 - Facilities	4061		ERT Materials Transfer Pit Site Improvements	50,000									
24	450 - Facilities	4048	CFwd	City Facilities Fall Protection	200,000									
25	450 - Facilities	4065		Video Surveillance System Server & Licence Update, C	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000		
26	450 - Facilities	4070	CFwd	DOC Front Counter Safety Upgrades	40,000									
27	450 - Facilities	NEW		City Hall 2nd Floor Foyer Service Improvements	100,000									
28	450 - Facilities	NEW		CRCC Hydronic Circulating Pump Replacement		15,000								
29	450 - Facilities	4043		DOC Washout Bay			60,000							
30	450 - Facilities	NEW		Library Skylight Replacement			75,000							
31	450 - Facilities	NEW		Tidemark Theatre Foundation Repairs				45,000						
32	450 - Facilities	NEW		Museum Roof Replacement & Skylight Repair		30,000	650,000							
33	450 - Facilities	NEW		RCMP Building Roof Replacement			15,000	350,000						
34	450 - Facilities	NEW		CRCC Roof Replacement			20,000	600,000						
35	450 - Facilities	NEW		MHC Heat Pump / Fan Replacement x 6					25,000	200,000				
36	450 - Facilities	NEW		MHC Building Automation System				40,000						
37	450 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repair				55,000						
38	450 - Facilities	NEW		RCMP HVAC DDC & Re-Commissioning				60,000						
39	450 - Facilities	NEW		City Hall Storefront Door Replacement				45,000						
40	450 - Facilities	NEW		City Hall Seismic Upgrades				130,000						
41	450 - Facilities	NEW		RCMP Chiller Replacement				150,000						

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Facilities Reserve														
2	10-5-995322-1500														
3	Budget 2019-2028														
4															
5															
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
7															
8	Brought Forward				369,543	747,595	51,101	283,912	135,251	50,754	101,761	138,129	164,760	610,808	
9	Annual Contribution				190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
10	Increased Funding from Net Funding Model				1,695,000	1,523,000	1,200,000	625,000	390,000	655,000	610,000	400,000	775,000	958,000	
11	Interest at 1% of Y/E Balance				7,402	506	2,811	1,339	503	1,008	1,368	1,631	6,048	12,338	
12	Total				2,261,945	2,461,101	1,443,912	1,100,251	715,754	896,761	903,129	729,760	1,135,808	1,771,146	
13															
14	Expenditures (detail below)				(1,514,350)	(2,410,000)	(1,160,000)	(965,000)	(665,000)	(795,000)	(765,000)	(565,000)	(525,000)	(525,000)	
15	Carry forward to next year				747,595	51,101	283,912	135,251	50,754	101,761	138,129	164,760	610,808	1,246,146	
16															
17	Dept	CC#	Res#	Project Name											
18															
19	42	450 - Facilities	NEW	Tidemark Theatre Envelope Rehabilitation (Stucco)						450,000					
20	43	450 - Facilities	NEW	Tidemark Theatre Window Replacement						30,000					
21	44	450 - Facilities	NEW	Library Envelope Rehabilitation						200,000					
22	45	450 - Facilities	NEW	Haig Brown House Roof Replacement							35,000				
23	46	450 - Facilities	NEW	MHC Aluminum Window Replacement Allowance							60,000				
24	47	450 - Facilities	NEW	CRCC Gym Wall Partition Replacement							80,000				
25	48	450 - Facilities	NEW	CRCC Cooling Tower Replacement							100,000				
26	49	450 - Facilities	NEW	MHC Roof Replacement										250,000	
27	50	450 - Facilities	NEW	Enterprise Centre Roof Replacement & Skylights										275,000	
28	51	450 - Facilities	NEW	City Hall Window Replacement								250,000			
29	52	450 - Facilities	NEW	City Hall Façade Improvements								300,000			
30	53	740 - Recreation	NEW	Willow Point Park / Sportsplex Entrance Signage									100,000		
31	54	450 - Facilities	NEW	Sportsplex Rehabilitation & Expansion Project	250,000	2,200,000									
32	55	450 - Facilities	NEW	Police & Public Safety Building Parking Expansion			200,000								
33	56	450 - Facilities	NEW	Centennial Pool Rehabilitation	590,000										
34	57	450 - Facilities	NEW	Enterprise Centre Backup Generator		150,000									
35	58	450 - Facilities	NEW	Dogwood Operations Centre Change Room/First Aid M					25,000	150,000					
36	59	450 - Facilities	NEW	Dogwood Operations Centre Envelope Rehabilitation									300,000		
37	60	450 - Facilities	NEW	Sportsplex Moveable Wall	50,000										
38	61	740 - Recreation	NEW	Weight Room Floor						50,000					
39	62	Sub-Total (Capital)			1,514,350	2,410,000	1,160,000	965,000	665,000	795,000	765,000	565,000	525,000	525,000	
40	68														
41	69	Grand Total				1,514,350	2,410,000	1,160,000	965,000	665,000	795,000	765,000	565,000	525,000	525,000
42	70														
43	71													2019-2028 Total Expenditures	9,889,350

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Financial Stabilization Reserve														
2	10-5-991223-1500														
3	Budget 2019-2028														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res #	Project Name											
18															
19	CAPITAL														
20	Sub-Total (Capital)														
21	OPERATING														
22	114 - Human Res	S111		Exempt Salary Survey	12,000			12,000			12,000			12,000	
23	114 - Human Res	S112		CUPE Agreement Renewal	15,000			15,000			15,000			15,000	
24	114 - Human Res	S095		Strategic Human Resources Management	107,000										
25	111 - Communica	S110		Statistically Valid Community Survey		9,000			9,000					9,000	
26	212 - Finance	S094		DCC Review											
27	502 - CPDS	S087		Sea Level Rise Assessment	89,919										
28	502 - CPDS	S113		Big Rock Boat Ramp - Environmental Monitoring	5,000	5,000		5,000		5,000					
29	502 - CPDS	S069		Co-Op Position - CEEP	17,984										
30	532 - Roads	S114		Bridge Inspections		20,000		20,000		20,000		20,000		20,000	
31	311 - Legislative S	S102		Municipal Election				51,000				51,000			
32	740 - Recreation	S108		PLAY Campbell River	2,000										
33	740 - Recreation	S104		Enhanced Skatepark Environment	15,000										
34	Sub-Total (Operating)														
35															
36	Grand Total														
37															
38															
													2019-2028 Total Expenditures		588,903

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Fire Reserve														
2	10-5-995323-1500														
3	Budget 2019-2028														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res #	Project Name											
18															
19	CAPITAL														
20	322 - Fire	1004		Fire Small Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
21	322 - Fire	1006	CFwd	#1 Fire Station Replacement	467,418										
22	322 - Fire	NEW		Structure Protection Unit	65,000										
23	322 - Fire	NEW		SCBA Replacement						300,000					
24	Sub-Total (Capital)				557,418	25,000	25,000	25,000	25,000	25,000	325,000	25,000	25,000	25,000	
25	OPERATING														
26	322 - Fire			Pumper Repayment	305,611	305,611	305,611	327,004	327,004	327,004					
27	Sub-Total (Operating)				305,611	305,611	305,611	327,004	327,004	327,004					
28															
29	Grand Total				863,029	330,611	330,611	352,004	352,004	352,004	325,000	25,000	25,000	25,000	
30															
31													2019-2028 Total Expenditures		2,980,262

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Fleet & Heavy Equipment Reserve													
2	10-5-995324-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
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12														
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16														
17														
18														
19														
20	Dept	CC#	Res #	Project Name										
21														
22	CAPITAL													
23	447 - Fleet	4009	CFwd	Fleet Replacement	282,000									
24	447 - Fleet	4009	NEW	Fleet Replacement	775,000	535,000	500,000	537,500	465,000	495,000	350,000	700,000	615,000	465,000
25														
26														
27														
28														
29														
30														
31														
32	Sub-Total (Capital)				1,057,000	535,000	500,000	537,500	465,000	495,000	350,000	700,000	615,000	465,000
33														
34	Grand Total				1,057,000	535,000	500,000	537,500	465,000	495,000	350,000	700,000	615,000	465,000
35														
36													2019-2028 Total Expenditures	5,719,500

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Furniture & Equipment Reserve													
2	10-5-995325-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
44	740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)			13,500							
45	740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)				11,000						
46	740 - Recreation	9900		Swing Arm 2 (10 year cycle)					2,300					
47	740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)						14,000				
48	740 - Recreation	9900		Extractor 1 (10 year cycle)							8,000			
49	740 - Recreation			Balance	(250)	450	300	(50)	(200)	(200)	400	300		
50				Custodial Equipment	5,850	15,750	17,800	10,950	3,900	15,600	14,600	2,800	-	-
51	Tables and Chairs													
52	740 - Recreation	9900		Tables and Chairs	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000		
53														
54				Sub-Total (Capital)	62,000	55,000	61,000	61,000	43,000	72,000	54,000	46,000	30,000	30,000
55														
56				Grand Total	62,000	55,000	61,000	61,000	43,000	72,000	54,000	46,000	30,000	30,000
57														
58													2019-2028 Total Expenditures	
														514,000

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Gaming Reserve													
2	10-5-991224-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	213 - IT	2018	CFwd	Municipal Broadband Network-Next Phase	100,000									
21	450 - Facilities	4064	CFwd	Council Chambers Accessibility Improvements	35,000									
22	Sub-Total (Capital)				135,000	-	-	-	-	-	-	-	-	-
23	OPERATING													
24	218 - Reserves			Fund Centennial Pool & Operations Budget	300,000	150,000	75,000							
25	502 - Planning & Development			Campbellton Neighbourhood Association-VIU	10,000									
26	740 - Recreation & Culture			Summerside Express Mentorship	10,000									
27	720 - Parks			Tree Protection Bylaw	15,000									
28	310 - Mayor & Co	S053		Beautification Grants	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
29	310 - Mayor & Co	S083		Homeless Count	2,500		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
30	310 - Mayor & Co	S078		Social Grants	90,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
31	310 - Mayor & Co	S109		Safer Downtown Initiative (Amendment)	129,000	132,000	-	-	-	-	-	-	-	-
32	502 - Roads	S067		Downtown Small Initiatives Fund	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
33	502 - Roads	S084		Downtown Signage Incentive Program	35,000	35,000	35,000							
34	502 - Roads	S038		Façade Storefront Downtown Revitalization	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
35	740 - Recreation & Culture	S093		Increase Spirit Square Program Budget	12,000	12,000								
36	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
37	Sub-Total (Operating)				758,500	584,000	367,500	255,000	257,500	255,000	257,500	255,000	257,500	255,000

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Gaming Reserve													
2	10-5-991224-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18	COUNCIL CONTINGENCY													
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
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42														
43														
44														
45														
46														
47														
48														
49												2019-2028 Total Expenditures	5,137,500	

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	General Accumulated Surplus													
2	10-5-981120-0000													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18	OPERATING													
19														
20														
21														
22														
23	Sub-Total (Operating)				-									
24														
25	Grand Total				-									
26														
27													2019-2028 Total Expenditures	-

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	IT Reserve													
2	10-5-995326-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
9	Brought Forward				81,463	2,810	818	826	834	843	346	350	353	357
10	Annual Contribution				51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
11	Increased Funding from Net Funding Model				570,000	110,000	145,000	26,000	188,000	26,500	45,000	62,000	60,000	27,000
12	Interest at 1% of Y/E Balance				28	8	8	8	8	3	3	3	4	4
13	Total				702,491	163,818	196,826	77,834	239,843	78,346	96,350	113,353	111,357	78,360
14	Expenditures (detail below)				(699,681)	(163,000)	(196,000)	(77,000)	(239,000)	(78,000)	(96,000)	(113,000)	(111,000)	(78,000)
15	Carry forward to next year				2,810	818	826	834	843	346	350	353	357	360
16	Dept	CC#	Res#	Project Name										
17	CAPITAL													
18	213 - IT	2006	CFwd	Recreation CLASS Software Replacement	51,181									
19	213 - IT	2019		Internet Security Hardware			35,000			35,000				
20	213 - IT	2014	CFwd	Vadim e3 Upgrade	7,500									
21	213 - IT	2030		Operations Management Software Replacement	500,000	50,000	50,000							
22	213 - IT	2001		Printer/Peripherals Replacement	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
23	213 - IT	2002		Workstation/Laptop Replacement	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
24	213 - IT	2023		Primary File Server Replacement					15,000					
25	213 - IT	2024		Enterprise Centre Plotter					8,000					
26	213 - IT	2025		Data Storage Upgrade					30,000					
27	213 - IT	2015		Scheduled Photocopier Replacement	10,000	20,000	60,000	9,000	10,000	10,000	10,000	20,000	60,000	10,000
28	213 - IT	2016		GIS Orthophotos		17,000		17,000		17,000		17,000		17,000
29	213 - IT	2029		CRadvantage Economic and Governance Strategy	25,000									
30	213 - IT	2031		Firehall 1 Disaster Recovery Upgrades	25,000									
31	213 - IT	2032		Nimble Network Storage Controller	30,000									
32	213 - IT	NEW		Budget Software					100,000					
33	Sub-Total (Capital)				699,681	138,000	196,000	77,000	214,000	78,000	96,000	88,000	111,000	78,000

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				IT Reserve										
3				10-5-995326-1500										
4				Budget 2019-2028										
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8				Brought Forward	81,463	2,810	818	826	834	843	346	350	353	357
9				Annual Contribution	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
10				Increased Funding from Net Funding Model	570,000	110,000	145,000	26,000	188,000	26,500	45,000	62,000	60,000	27,000
11				Interest at 1% of Y/E Balance	28	8	8	8	8	3	3	3	4	4
12				Total	702,491	163,818	196,826	77,834	239,843	78,346	96,350	113,353	111,357	78,360
13														
14				Expenditures (detail below)	(699,681)	(163,000)	(196,000)	(77,000)	(239,000)	(78,000)	(96,000)	(113,000)	(111,000)	(78,000)
15				Carry forward to next year	2,810	818	826	834	843	346	350	353	357	360
16	Dept	CC#	Res#	Project Name										
17														
35	OPERATING													
36	213 - IT	S072		Network Security Audit		25,000			25,000			25,000		-
37				Sub-Total (Operating)	-	25,000	-	-	25,000	-	-	25,000	-	-
38														
39				Grand Total	699,681	163,000	196,000	77,000	239,000	78,000	96,000	113,000	111,000	78,000
40														
41												2019-2028 Total Expenditures		1,850,681
42														
43														

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				International Relationship Reserve										
3				10-5-991225-1500										
4				Budget 2019-2028										
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8				Brought Forward (Ishikari Reserve Portion)	26,205	31,517	36,882	42,301	47,774	28,052	33,382	38,766	44,204	49,696
9				Annual Tax Contribution	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
10				Expenditures (detail below)					(25,000)					(25,000)
11				Interest at 1% of Y/E Balance	312	365	419	473	278	331	384	438	492	297
12				Sub-Total	31,517	36,882	42,301	47,774	28,052	33,382	38,766	44,204	49,696	29,993
13														
14				Brought Forward (Economic Twinning Reserve Portion)	28,026	28,306	28,589	28,875	29,164	29,455	29,750	30,047	30,348	30,651
15				Expenditures (detail below)										
16				Interest at 1% of Y/E Balance	280	283	286	289	292	295	297	300	303	307
17				Sub-Total	28,306	28,589	28,875	29,164	29,455	29,750	30,047	30,348	30,651	30,958
18														
19				Carry forward to next year	59,823	65,471	71,176	76,938	57,507	63,132	68,814	74,552	80,347	60,951
20														
21				Dept										
22				CC#										
23				Res#										
24				Project Name										
25				310 - Mayor & Council					25,000					25,000
26				Sub-Total (Ishikari Portion)					25,000					25,000
27				Sub-Total (Economic Twinning Portion)										
28				Grand Total					25,000					25,000
29														
30														
31														
32														
33														

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Legacy Landmark Reserve													
2	10-5-991226-1500													
3	Budget 2019-2028													
4														
5														
6														
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31														
32														
33														
34														
35														

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Brought Forward	80,657	81,464	82,278	83,101	83,932	84,771	85,619	86,475	87,340	88,213
20% Perpetual Care for the Year	807	815	823	831	839	848	856	865	873	882
Interest at 1% of Y/E Balance										
Total	81,464	82,278	83,101	83,932	84,771	85,619	86,475	87,340	88,213	89,096
Expenditures (detail below)										
Carry forward to next year	81,464	82,278	83,101	83,932	84,771	85,619	86,475	87,340	88,213	89,096
Grand Total										
2019-2028 Total Expenditures										-

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Deferred Revenue - Cash in Lieu of Parks													
2	10-4-232840-0000													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16	Dept	CC3	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total										
34														
35														
											2019-2028 Total Expenditures			-

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parkland Acquisition DCC													
2	10-4-232610-0000													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18	Dept	CC#	Res#	Project Name										
19				Property Acquisition	745,000									
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total	745,000	-	-	-	-	-	-	-	-	-
34														
35													2019-2028 Total Expenditures	745,000

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parkland Development DCC													
2	10-4-232620-0000													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19														
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21														
22														
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26														
27														
28														
29														
30														
31														
32														
33														
34	Grand Total													
35														
36														
												2019-2028 Total Expenditures		-

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parks Reserve													
2	10-5-994326-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	720 - Parks	9015	CFwd	Nunns Creek Park Master Plan	60,000									
21	720 - Parks	9041	CFwd	Willow Point Park Field House Repairs	75,000									
22	720 - Parks	9038		Baikie Island Bridge Replacement			150,000							
23	720 - Parks	9029		Entrance Sign Jubilee		140,000								
24	720 - Parks	9043		Willow Point In Field Mix Replacement		25,000								
25	720 - Parks	9049		Remote Variable Height Slope Mower	60,000									
26	720 - Parks	9044		Parks Information and Sign Program	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
27	720 - Parks	9046		Parks Irrigation Strategy	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
28	720 - Parks	9045		Fence Upgrades and Replacements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
29	720 - Parks	9048		Asset Management - Park Infrastructure Renewal Fun	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
30	720 - Parks	NEW		Nunns Creek Backstop Replacement		60,000								
31	720 - Parks	NEW		Ostler Park Greenspace Drainage and Turf Design	60,000									
32	720 - Parks	NEW		Mountain Bike Skills Park - Sportsplex lands	85,000									
33	720 - Parks	NEW		Outdoor washroom installation - Jubilee Trail and Bai		45,000								
34	720 - Parks	NEW		Willow Point Park Skatepark Lighting		85,000								
35	720 - Parks	NEW		Willow Point Lights			300,000							
36	720 - Parks	9053		Elks Falls Cemetery Phase Two Detailed Design & Con	40,000		500,000							
37	720 - Parks	NEW		Mclvor Lake Upgrades			50,000	200,000						
38	720 - Parks	NEW		Willow Point Field Drainage Upgrade				90,000						
39	720 - Parks	NEW		Ostler Park Rubberized Surface Replacement					90,000					
40	720 - Parks	NEW		Robron Artificial Turf Replacement									1,000,000	
41	720 - Parks	NEW		Hwy 19a Cemetery Improvements				150,000						
42	720 - Parks	NEW		Maritime Heritage Park Construction				50,000	200,000					
43	Sub-Total (Capital)				560,000	535,000	880,000	680,000	470,000	380,000	270,000	180,000	1,180,000	282 180,000

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Parks Reserve													
2	10-5-994326-1500													
3	Budget 2019-2028													
4														
5														
6														
7					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
8	Brought Forward				1,017,535	883,886	777,080	323,786	70,888	30,591	83,821	330,704	695,894	57,665
9	Annual Contribution - Parks Parcel Tax				517,600	520,500	523,500	526,400	529,400	532,400	535,300	538,300	541,200	544,200
10	Increased Funding from Net Funding Model													
11	Interest at 1% of Y/E Balance				8,751	7,694	3,206	702	303	830	3,274	6,890	571	4,219
12	Total				1,543,886	1,412,080	1,303,786	850,888	600,591	563,821	622,395	875,894	1,237,665	606,083
13	Expenditures (detail below)				(660,000)	(635,000)	(980,000)	(780,000)	(570,000)	(480,000)	(291,691)	(180,000)	(1,180,000)	(180,000)
14	Carry forward to next year				883,886	777,080	323,786	70,888	30,591	83,821	330,704	695,894	57,665	426,083
15														
16	Dept													
17	CC#													
18	Res#													
19	Project Name													
20														
21	OPERATING													
22	720 - Parks													
23	Robron Park Repayment				100,000	100,000	100,000	100,000	100,000	100,000	21,691			
24	Sub-Total (Operating)				100,000	100,000	100,000	100,000	100,000	100,000	21,691	-	-	-
25														
26	Grand Total				660,000	635,000	980,000	780,000	570,000	480,000	291,691	180,000	1,180,000	180,000
27														
28														
29														
30												2019-2028 Total Expenditures	5,936,691	

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	Roads DCC														
2	10-4-232500-0000														
3	Budget 2019-2028														
4															
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name											
18															
19	CAPITAL														
20	532 - Roads	8008/9	CFwd	Highway 19A - Phase 3	500,000	3,438,668									
21	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	
22															
23															
24	Sub-Total (Capital)				625,000	3,563,668	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
25															
26	Grand Total				625,000	3,563,668	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
27															
28													2019-2028 Total Expenditures		5,188,668

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2				Sewer Accumulated Surplus										
3				50-5-981180-0000										
4				Budget 2019-2028										
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8				Brought Forward	1,500,000	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639
9				Sewer annual surplus	3,657,346	3,693,839	3,879,035	4,076,666	4,268,498	4,278,882	4,232,883	4,240,441	3,735,992	3,691,573
10				Transfer excess to Sewer Capital	(3,642,495)	(3,678,691)	(3,863,584)	(4,060,906)	(4,252,423)	(4,262,485)	(4,216,158)	(4,223,382)	(3,718,591)	(3,673,824)
11				Interest at Year End	15,149	15,451	15,761	16,076	16,397	16,725	17,060	17,401	17,749	18,104
12				Total	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639	1,828,492
13														
14				Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
15				Carry forward to next year	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639	1,828,492
16														
17				Minimum value of surplus to maintain operations	1,530,000	1,560,600	1,591,812	1,623,648	1,656,121	1,689,244	1,723,029	1,757,489	1,792,639	1,828,492
18				Ending surplus value	-	-	-	(0)	(0)	0	0	(0)	0	0
19														
20	Dept	CC#	Res #	Project Name										
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34				Grand Total	-	-	-	-	-	-	-	-	-	-
35														
36													2019-2028 Total Expenditures	

City of Campbell River
Reserve Fund Continuity Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Sewer Reserve													
2	50-5-995380-1500													
3	Budget 2019-2028													
4														
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8	Brought Forward				15,580,860	8,249,463	125,432	249,544	1,798,273	3,956,791	5,866,113	7,714,181	9,609,954	10,858,296
9	Debt				4,800,000									
10	Transfer from Sewer Surplus				3,642,495	3,678,691	3,863,584	4,060,906	4,252,423	4,262,485	4,216,158	4,223,382	3,718,591	3,673,824
11	Interest at Year End				81,678	1,242	2,471	17,805	39,176	58,080	76,378	95,148	107,508	98,260
12	Total				24,105,032	11,929,395	3,991,487	4,328,255	6,089,872	8,277,356	10,158,649	12,032,711	13,436,053	14,630,380
13														
14	Expenditures (detail below)				(15,855,570)	(11,803,963)	(3,741,943)	(2,529,981)	(2,133,081)	(2,411,243)	(2,444,468)	(2,422,757)	(2,577,757)	(4,706,112)
15	Carry forward to next year				8,249,463	125,432	249,544	1,798,273	3,956,791	5,866,113	7,714,181	9,609,954	10,858,296	9,924,268
16														
17	Dept	CC#	Res #	Project Name										
18														
44	580 - Sewer	5027		Highway 19A Sewer Upgrade	200,000		2,000,000							
45	580 - Sewer	5029		SCADA Communication Equipment Rehabilitation	37,500									
46	Sub-Total (Capital)				15,785,570	11,753,963	3,676,943	2,459,981	2,058,081	2,411,243	2,414,468	2,417,757	2,567,757	4,671,112
47	OPERATING													
48	580 - Sewer	S055		Lift Station Auto - Cleaning	15,000									
49	580 - Sewer	S090	CFwd	Biosolids Management Options Study	10,000									
50	580 - Sewer	S089		Confined Space Entry Alternate Procedures	15,000									
51	580 - Sewer	NEW		Lift Station 11 Transformer Inspection	5,000		5,000		5,000		5,000		5,000	
52	580 - Sewer	NEW		Sewer Maintenance & Monitoring	25,000		10,000	20,000	20,000		25,000	5,000	5,000	35,000
53	580 - Sewer	NEW		SRW Clearing		50,000	50,000	50,000	50,000					
54	Sub-Total (Operating)				70,000	50,000	65,000	70,000	75,000	-	30,000	5,000	10,000	35,000
55														
56	Grand Total				15,855,570	11,803,963	3,741,943	2,529,981	2,133,081	2,411,243	2,444,468	2,422,757	2,577,757	4,706,112
57														
58													2019-2028 Total Expenditures	50,626,875

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Storm Water Reserve													
2	10-5-995328-1500													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	550 - Storm Drain	6502		Downtown Storm Mitigation	200,000	200,000	200,000	200,000						
21	550 - Storm Drain	6501	CFwd	Drainage Improvements	150,000									
22	550 - Storm Drain	6501		Drainage Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
23	550 - Storm Drain	6036	CFwd	Fir Street Upgrades	175,000									
24	550 - Storm Drain	NEW		Nunns Creek/2nd Ave Detention Pond (Quinsam)		25,000		125,000	1,500,000					
25	550 - Storm Drain	NEW		2nd and 4th Ave Outfall Upgrades			75,000	75,000						
26	550 - Storm Drain	NEW		Shoreline Outfall Upgrades		35,000	125,000	125,000	125,000	125,000	125,000	125,000		
27	550 - Storm Drain	NEW		Nunns Creek (16th Ave) Creek Crossing						200,000			1,740,000	
28	550 - Storm Drain	NEW		14th - Spruce to Redwood						350,000				
29	Sub-Total (Capital)				825,000	560,000	700,000	625,000	625,000	1,925,000	975,000	425,000	2,040,000	300,000
30	OPERATING													
31														
32	Sub-Total (Operating)													
33														
34	Grand Total				825,000	560,000	700,000	625,000	625,000	1,925,000	975,000	425,000	2,040,000	300,000
35														
36	2019-2028 Total Expenditures													9,000,000

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Water Accumulated Surplus													
2	70-5-981160-0000													
3	Budget 2019-2028													
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														
18														
19														
20	Dept	CC#	Res #	Project Name										
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33														
34				Grand Total										
35														
36														

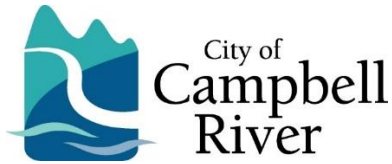
2019-2028 Total Expenditures -

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Water Reserve													
2	70-5-995360-1500													
3	Budget 2019-2028													
4														
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7	Brought Forward				4,718,814	3,199,197	3,026,091	532,413	21,457	1,372,241	2,211,424	3,039,177	3,850,580	4,649,068
8	Transfer from Water Surplus				3,835,673	3,095,896	3,277,994	3,498,813	3,720,278	3,703,531	3,687,129	3,666,035	3,645,215	3,624,126
9	Interest at Year End				31,675	29,961	5,271	212	13,587	21,895	30,091	38,125	46,030	53,771
10	Total				8,586,162	6,325,054	6,309,356	4,031,439	3,755,322	5,097,667	5,928,645	6,743,337	7,541,825	8,326,965
11	Expenditures (detail below)				(5,386,966)	(3,298,963)	(5,776,943)	(4,009,981)	(2,383,081)	(2,886,243)	(2,889,468)	(2,892,757)	(2,892,757)	(2,896,112)
12	Carry forward to next year				3,199,197	3,026,091	532,413	21,457	1,372,241	2,211,424	3,039,177	3,850,580	4,649,068	5,430,853
13														
14	Dept	CC#	Res #	Project Name										
15														
16	532 - Roads	6022	CFwd	Highway 19A - Phase 3	88,000	1,100,000								
17	570 - Airport	3011	CFwd	Airport Development Servicing	17,500									
18	570 - Airport	3012	CFwd	Security Fencing - South Development Area	10,000									
19	590 - Water	7031	CFwd	System Modifications for Water Supply Project	792,923									
20	590 - Water	7025	CFwd	WM Cathodic Protection	125,000									
21	590 - Water	7024	CFwd	Shetland PRV	40,000									
22	590 - Water	7036	CFwd	Watermain Renewal	1,000,000									
23	590 - Water	7036		Watermain Renewal	1,000,000	1,000,000	1,275,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
24	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
25	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
26	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
27	590 - Water	8006		Capital Works Management	146,043	148,963	151,943	154,981	158,081	161,243	164,468	167,757	167,757	171,112
28	590 - Water	7027		Water Facility Renewal	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
29	590 - Water	7045		Water Facility Decommissioning	250,000	75,000	75,000	75,000						
30	590 - Water	7033		Water Dept. Temporary Location	300,000									
31	590 - Water	7024		Shetland PRV	225,000									
32	590 - Water	7038		Pressure Reducing Valve Abandonment	45,000									
33	590 - Water	7043		Bathurst/McLean Pressure Reducing Valve Replacement	195,000									
34	590 - Water	7039		Load Bank Testing Unit	25,000									
35	590 - Water	7041		Valve Maintenance Trailer	50,000									
36	590 - Water	7042		SCADA Phase 3	50,000									
37	590 - Water	5029		SCADA Communication Equipment Rehabilitation	37,500									
38	590 - Water	7044		John Hart Pump Station Modifications	250,000									
39	590 - Water	7021		Dogwood Operations Centre Backflow/Meter		125,000								
40	590 - Water	7035		Water Asset Registry		25,000	25,000							
41	590 - Water	NEW		Rockland Road Transmission Main		100,000	875,000							
42	590 - Water	7034		CRIB/CCR Water Improvements			150,000	1,500,000						
43	590 - Water	NEW		John Hart Reservoir			2,500,000							
44	590 - Water	NEW		Water Condition Assessments				55,000						
45	Sub-Total (Capital)				5,296,966	3,223,963	5,701,943	3,934,981	2,308,081	2,811,243	2,814,468	2,817,757	2,817,757	2,821,112
46														
47														

**City of Campbell River
Reserve Fund Continuity Schedule**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	Water Reserve													
3	70-5-995360-1500													
4	Budget 2019-2028													
5														
6					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7														
8	Brought Forward				4,718,814	3,199,197	3,026,091	532,413	21,457	1,372,241	2,211,424	3,039,177	3,850,580	4,649,068
9	Transfer from Water Surplus				3,835,673	3,095,896	3,277,994	3,498,813	3,720,278	3,703,531	3,687,129	3,666,035	3,645,215	3,624,126
10	Interest at Year End				31,675	29,961	5,271	212	13,587	21,895	30,091	38,125	46,030	53,771
11	Total				8,586,162	6,325,054	6,309,356	4,031,439	3,755,322	5,097,667	5,928,645	6,743,337	7,541,825	8,326,965
12														
13	Expenditures (detail below)				(5,386,966)	(3,298,963)	(5,776,943)	(4,009,981)	(2,383,081)	(2,886,243)	(2,889,468)	(2,892,757)	(2,892,757)	(2,896,112)
14	Carry forward to next year				3,199,197	3,026,091	532,413	21,457	1,372,241	2,211,424	3,039,177	3,850,580	4,649,068	5,430,853
15														
16	Dept	CC#	Res #	Project Name										
17														
18	OPERATING													
19	590 - Water	NEW		Water Conservation Program	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
20	590 - Water	S089		Confined Space Entry Alternate Procedures	15,000									
21	Sub-Total (Operating)				90,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
22														
23	Grand Total				5,386,966	3,298,963	5,776,943	4,009,981	2,383,081	2,886,243	2,889,468	2,892,757	2,892,757	2,896,112
24														
25													2019-2028 Total Expenditures	35,313,270



Business Case Analysis 2019-2029 Financial Planning

Project Title: Economic Development Service Levels

SITUATION ASSESSMENT

Without additional funding to support economic development's operational budget, the Economic Development Officer (EDO) will be unable to maintain and build on established services. Lack of certainty around the economic development budget also means that future planning is limited, as any plans for growth and expansion are contingent on the SLCR being approved each year.

In 2018, Council approved an additional \$57,000 for economic development's operations budget to maintain and build on services developed in 2017. The added funding allowed the EDO to build a strong foundation for economic development, create a business retention and expansion platform, and showcase Campbell River globally, leveraging the economic development budget with partnership opportunities.

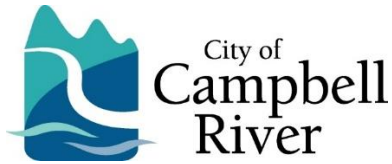
A primary contributor to Campbell River's economy is the tourism industry and it is thriving. Since implementing the Municipal and Regional District Tax (MRDT) in early 2017, revenues are much higher than anticipated. The original annual budget for MRDT was \$250,000. For the 10 month period in 2017, \$403,816 in MRDT revenue was collected, far exceeding the budget. Similarly, from January to July of this year, \$253,820 has been collected and numbers are on track to be about 10% higher than last year. These numbers mean that not only are tourism operators benefiting from a strong industry, local Campbell River businesses are experiencing the benefits thanks to strong visitor numbers.

The EDO works closely with the local destination management organization on tourism initiatives and planning. The DMO's 2017 operating budget was \$410,000. As a comparison, economic development's 2017 operating budget was \$58,418. This difference in funds means the DMO is able to implement largescale destination marketing and tourism activities.

In addition to positive tourism numbers, we are seeing strong trend in building statistics with a 23.04% increase in total construction values to date for the first 9 months of 2018 vs the same period for 2017 (as of September 30th, 2018). Campbell River's economy is diverse and strong, but we need to continue to attract, retain, and grow our investor and business community.

Problem

Without an increase to the base budget, the EDO will be unable to maintain services established to date. Uncertainty concerning the budget also means that the EDO's long-term planning is limited to items within the current base budget, as the annual SLCR reviews delay plans for any items contingent on the approval until after the next year is underway.



Business Case Analysis 2019-2029 Financial Planning

Opportunity

The following is a synopsis of 2019 economic development projects contingent on Council approving a \$57,000 operations increase as was granted for the 2018 budget.

5 Year Vision & Tactical Plan

Economic development currently operates under a strategic framework which focuses on five core areas: business retention and expansion, investor relations, communication, opportunities, and collaboration. To strengthen this framework and develop a longer-term vision, the EDO would like to implement a five year rolling plan and annual tactical. This five year vision would align with Council's strategic plan while providing context for annual economic development plans and activities.

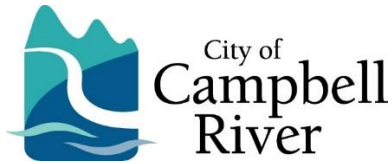
The Modern Entrepreneur Platform

In 2018, under the successful Modern Entrepreneur label, economic development entered into partnerships with North Island College, Campbell River Chamber of Commerce and Community Futures Strathcona to expand its professional development offerings. There is a demand for these workshops from the local community. The 4-week entrepreneurship boot camp, for example, filled up within 48 hours. Some of our events ended up with wait lists. A recent testimonial after one of our workshops stated:

*"Just wanted to say a big **THANK YOU** for the modern entrepreneurship workshops. The sales workshops last week were great at changing my attitude on sales from "I hate sales!" to "This is fun and I have a good service to help people". I've dreaded sales forever but now feel a lot better about it."*

And, "Great value in these workshops and I'm encouraging more small business owners to attend because they're so terrific. Thanks again for your hard work on these and I look forward to the next ones!"

Economic development will continue to offer professional development workshops in 2019. It is, however, vital to build on the success and momentum of the Modern Entrepreneur program to support existing sectors and attract new sectors to the community. Under the Modern Entrepreneur label, economic development will create a platform to support many of Campbell River's primary industries and workforce development. By bringing together businesses, entrepreneurs, industry experts, and community stakeholders, this platform will encourage collaboration, knowledge-sharing, and mentorship. The 2019 Modern Entrepreneur platform will cover "Modern Manufacturing," "Modern Retail," "Modern Food" (including aquaculture and agriculture), and "Modern Development."



Business Case Analysis 2019-2029 Financial Planning

Building this layer will ensure Campbell River's growing economy continues to adapt to an internationalized marketplace, remains competitive in these sectors and expands to new areas. This is a big opportunity in light of the recent announcement that Vancouver Island has been declared a foreign trade zone, which simplifies importing and exporting products.

Combined with our workshops, this enhanced Modern Entrepreneur platform will support workforce development and help Campbell River be known as a place where people love to live and work.

Campbell River as an Intelligent Community – Campbell River's Advantage

The municipal broadband network, CRadvantage, continues to be a significant opportunity for the City of Campbell River. In 2017, a marketing plan for the CRadvantage was created. A number of initiatives including the CRadvantage website, video and brochure have been created. In 2019, economic development will increase marketing of existing CRadvantage to local businesses and building owners who do not yet subscribe to the service. Additionally, new media needs to be created to reflect the fact that the broadband is live and that customers already subscribe to the service. This may be done through a social media campaign, a FAQ (frequently asked questions) campaign and updated print media. There is an opportunity to solicit testimonials from current subscribers to showcase the value of CRadvantage.

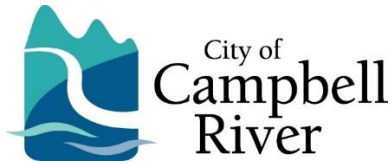
Building on the municipal broadband network and in conjunction with Island Coastal Economic Trust grant funding, the EDO and IT Manager issued a Technology Attraction Strategy Request for Proposals designed to identify ways to build the technology eco-system. The strategy will be completed by November 2018 and will provide research on the type of technology companies most likely to relocate to Campbell River, identify the City's strengths and weaknesses, and develop strategies to cultivate an environment conducive to technology based businesses. This research will allow the economic development officer to create an industry specific, target marketing plan for implementation in 2019.

Profiling Campbell River

In 2019, economic development would like to increase its reporting and marketing tools, releasing regular economic updates that provide a snapshot of the local economy. These updates would include stats related to building permits, business licenses, housing, airport activity, and other relevant data. This information is critical to investors considering opportunities within Campbell River.

Stock Images

The ability to create professional looking, high-quality documents is critical to successful marketing initiatives and is contingent on having access to a variety of stock photos. The lack of stock photos has



Business Case Analysis 2019-2029 Financial Planning

negatively impacted economic development, at times requiring us to buy photos on demand to support a marketing initiative. These stock photos would also be available for use by other City departments.

The photos will showcase our beautiful, modern seaside community while highlighting some of the new developments in commercial and residential sectors, as well as showcasing the great people and experiences of Campbell River.

Summary

The 2019 Economic development base operating budget is insufficient to maintain the current level of service provided to date. Economic development requires a budget that supports day-to-day operations and planned projects, while also enabling us to capitalize quickly on opportunities as they arise.

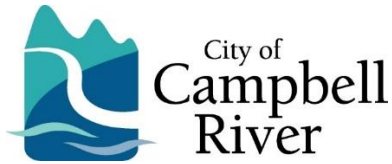
LINK TO STRATEGIC PLAN

Focus on Relationships and Economic Growth

The focuses on relationships and economic growth in the City's strategic plan directly link with the EDO's economic development strategy. Providing an information portal for investors, organizing campaigns for business retention and expansion, sharing local business' success stories through newsletters, and collaborating with local stakeholders and other communities all contributes to establishing strong relationships for Campbell River. Simultaneously, these activities cultivate a robust business environment, ensuring current businesses stay and grow, while new businesses make Campbell River their home. All of this supports our city's economic growth.

ALTERNATIVES

1. Provide funding for the full slate of Economic Development projects currently underway. (Increase budget by \$57,000)
2. Provide funding for a partial slate of Economic Development projects. (Increase budget by \$36,000)
3. Provide no additional funding for Economic Development projects.



Business Case Analysis 2019-2029 Financial Planning

EVALUATION OF ALTERNATIVES

- 1) **Increasing the annual base budget by \$57,000** will support continuing our established initiatives along with executing new endeavours to build relationships and strengthen economic growth. This would include the following items:
 - a. **Modern Entrepreneur Platform: \$20,000**
 - b. **Campbell River as an Intelligent Community – Campbell River’s Advantage \$10,000**
 - c. **Profiling Campbell River \$20,000**
 - d. **Stock Images \$7,000**

- 2) **Increasing the annual base budget by \$36,000** will support established initiatives, but the ability to explore new opportunities, build relationships, and collaborate will be limited.
 - a. **Modern Entrepreneur Platform: \$20,000**
 - b. **Campbell River as an Intelligent Community – Campbell River’s Advantage \$10,000**
 - c. **Stock Images \$6,000**

- 3) **Leaving the budget as is** will result in some established initiatives being discontinued and the EDO would be unable to pursue any of the activities outlined in Alternatives 1 and 2.

RECOMMENDATION

Alternative 1, Increase the economic development base budget by \$57,000

Economic development infrastructure needs to be maintained and built on. Increasing the economic development budget for 2019 and future years by \$57,000 is critical to ensuring that the benefits of ongoing strategies are not lost and that new initiatives are pushed forward.

The EDO has made great strides in building the City’s economic development infrastructure. The City has a strong investor package, diverse marketing materials, a growing tech eco-system, and much more. The proposed activities, combined with the fundamentals of economic development already being implemented, will ensure Campbell River’s economy will continue to grow.

Project Title: Strategic Human Resource Management

Situation Analysis:

The creation and initial implementation of the Strategic Management Plan (SMP) in 2017/2018 has set the City on a new path with a clear vision and established principles of leadership. A focus now on strategic human resource management will support the SMP through a sustained momentum of continuous positive change.

To date, the SMP shorter-term focus has been on alignment, and the structural changes are now in place to bring functional areas together to best meet changing organizational needs. There is a lot more work to do as we shift focus to achievement... *how we work together*. This is the foundation of enhanced talent management and the beginning of a growth-oriented people plan.

In order to meet the short and long-term needs of our human capital, the HR department must have the capacity and skills to continue building a forward-thinking Strategic HR Management Plan. This plan will focus on the capability rather than the structure of the organization and will include sound talent management practices, improved business intelligence through workforce analytics, and the creation of a workplace environment and culture that fosters collaboration, learning, agility, adaptability and continual growth.

We are already doing many great things and we must continue to build on what we are doing well. The senior leaders in our organization have established a forward-thinking vision and have acknowledged the need and made a commitment to doing things in new ways to create and sustain desired change.

A Strategic HR Management Plan charts a journey where we collectively shape who we are as an organization and ultimately create the place where we will flourish in our work as we meet our customers' needs.

Changing Role of Human Resources

The Human Resources (HR) Department plays a central role in delivering people focused solutions that meet the City's current and future human capital needs. The HR function plays an essential and instrumental role in partnering and supporting senior leaders, managers and, directly or indirectly, all other employees in the organization to maximize their contribution to the delivery of the City's corporate strategy.

The mission of the Human Resources department is to develop and support people-centric initiatives in order to:

- **Build capacity** – grow and strengthen our leadership capacity to sustain a high-performing public service
- **Recruit for tomorrow** – modernize recruitment and position the City of Campbell River as an employer of choice that offers attractive career opportunities
- **Retain and engage** – create a vibrant and safe work environment that is open, fair, inclusive, supportive and rewarding

As the Strategic Management Plan evolves, and the field of HR continues to transform, so too does the need for value-added human resource services. Accordingly, we are re-evaluating how this department delivers its services to meet organizational needs, which will be determined in a large part by how the Strategic Management Plan takes shape and forms.

What's Next / Problem Statement

Loss of momentum in strategic human resource management = loss of trust & confidence in organizational leadership = damaged staff morale & reduced service delivery to the community.

The successful implementation of the Strategic Management Plan depends entirely on our ability to effectively lead organizational change. We are in the midst of unprecedented organizational change and without adequate resources to drive change initiatives forward we are in great danger of losing the strides that have been made and ultimately damaging trust and confidence in organizational leaders.

At the same time, recruitment volume and complexity continues to increase, workforce demographics indicate significant pending turnover, and there are critical shortages in key areas of the organization. HR staff are working diligently with line managers and senior leaders to find interim and long-term solutions for attracting and retaining top talent.

With additional (continued) capacity, strategic human resource management priorities will be to **focus on talent management and organizational development**. The following four areas all contribute to increasing organizational capability – building resiliency and responsiveness – all while creating a meaningful Strategic HR Management Plan.

Leading organizational change: Managing workplace change will continue to be a priority and how change initiatives are handled is critical to the outcome, particularly to the overall impact to staff.

Volume and complexity of recruitment: Recruitment has evolved immensely in recent years... and it will continue to do so. A “post and fill” reactionary approach is no longer sufficient and an increased focus on strategic marketing initiatives and talent analytics is essential in this competitive job market.

Bargaining on the horizon: With the CUPE collective agreement expiring at the end of 2018, we have a limited-time opportunity to start creating meaningful change. There are areas in desperate need of updating to meet expectations of the modern workforce and ones that continue to present attraction and retention challenges on a daily basis. This will require considerable planning and the resource requirement that will be needed cannot be understated.

Transforming the human resource function: Along with the organizational development changes comes the need to reevaluate how the Human Resources department can best add value to the organization. Providing business intelligence that informs actions related to the management of people requires the expansion and integration of data analytics. This also requires staff to continue developing skills to align with this need and expedite the move from an anecdotal to an evidence-based culture in our organization.

Although substantial organizational changes have been made in 2018, and we are well on our way to creating an even better organization, we are really just scratching the surface. Now more than ever is the time to continue action to increase organizational capability and demonstrate that we are changing how we work together.

Decision Criteria and Measures:*Relationships*

Will help guide the development of a competent and diverse workforce that meets the needs of the community and is visibly reflective of our diverse community.

Economic Growth

Will lead to building a quality workforce by putting the right people in the right staff positions to establish programs, structures and internal processes that positively impact economic development.

Livability

Will assist with building leadership capacity and organizational capability that improves the ability of individual departments to deliver on their key objectives.

Management and Governance

Will allow the attraction, retention and development of a quality, engaged workforce, which will enable the organization's infrastructure to grow in its ability to manage complex issues and provide strong leadership to the community at large.

Alternative Solutions:

1. Continue one FTE position for a one-year term
2. Add one permanent FTE position to the department
3. Contract specialized services
4. Status quo

Evaluation of Alternatives:**1. Add one FTE position for a one-year term**

This alternative recommends extending the current Human Resource Advisor position for a one-year term to add the capacity needed for the HR department to continue work on strategic initiatives and meet current organizational needs. Short and medium term deliverables include:

- Contributing to the success of the Strategic Management Plan by growing organizational change initiatives;
- Empowering management staff through education and coaching to effectively manage employee relations matters, thereby building organizational capacity;
- Incorporating workforce analytics by initiating an annual employee survey and utilizing results to help form the Strategic HR Management Plan;
- Exploring job evaluation options (multi-year project);
- Reviewing CUPE vacation program and making recommendations (through the bargaining process).

Pros:

- Allows focused time for strategic initiatives and identified priorities related to the Strategic Management Plan.
- Enhances HR service delivery capabilities and alignment by adapting, standardizing and streamlining essential processes, procedures and communication.
- Using existing talent would allow HR to continue building on successes to date and not require a time-consuming recruitment and onboarding process.
- Provides opportunity for re-evaluating HR role and skills development of permanent HR staff during a period of transition.

- Provides value-added reporting and HR business intelligence to guide decision-making related to people.

Cons:

- Cost estimate is \$107,000 over the one-year term.
- Potential loss of historical corporate knowledge at the end of the term.

2. Add one permanent FTE to the department

This alternative recommends hiring an additional HR position to allow the department to continue its movement to operate at the desired strategic level, thereby anticipating and meeting the changing demands of HR services while focusing on deliverables that increase organizational capability.

Pros:

- Ability to achieve strategic HR management goals & objectives.
- Provides in-house resources on a long-term basis, retaining corporate knowledge.
- Longer term deliverables include:
 - Implement the corporate Strategic HR Management Plan within two to three years. This is essential to carry on the mandate of the Strategic Management Plan;
 - Master change management to effectively meet the continuous organizational shifts in today's workplace;
 - Build and maintain an enhanced digital HR strategy to meet the changing demands and expectations of the workforce;
 - Improve the overall workplace experience as part of a forward-thinking talent management strategy.

Cons:

- Ongoing annual cost of compensation for one FTE is \$110,000.
- With the organization and HR department in transition, this longer-term solution may require seeking a different professional skill set (eg. emphasis on data analysis).

3. Contracted Services

This alternative recommends engaging contractors for specific transactional or strategic activities on a project basis. Cost estimates to take action on specific activities are substantially higher and would still leave significant gaps in human resources service delivery.

Pros:

- Action may be taken sooner on identified projects.
- Can contract specific expertise as required.

Cons:

- Still requires significant staff time to work with consultants.
- Does not allow for corporate knowledge to be developed and retained in-house.
- Contractor fees are at a significantly higher rate than internal staffing rates. A ball park estimate of costs would exceed \$300,000 annually to contract services for organizational development initiatives to carry on with SMP, partially outsourcing recruitment activities and additional collective bargaining support.
- Finding qualified contractors (at a reasonable cost) could be quite challenging in this competitive market.

4. Status Quo

Not continuing the term position, and returning to the former status quo and thereby reducing the staffing resources in the HR department from the original level, would result in a significant reduction in HR service delivery. Given the consistently high and changing demands for HR services from all parts of the organization, the HR department would not be able to operate in a strategic manner and the gains we have made would be lost.

Pros:

- No budgetary increase.

Cons:

- The department would revert back to functioning at a transactional, reactionary level only, drastically reducing overall HR effectiveness and service delivery.
- There would be delays in filling vacancies, creating angst and increasing workload for staff in other departments, many of whom are already working above capacity.
- Efforts of the Strategic Management Plan would be diminished and essential organizational development will not move forward in a strategic manner.
- Insufficient and/or inexperienced participants at collective bargaining would result in an opportunity loss to make the changes needed to become an employer of choice

Recommendation:

Alternative 1 - With consideration given for all alternatives, continuing with an HR Advisor level position for a one-year term is the preferred option at this time.

This will provide necessary capacity to focus on the next stages of the SMP, in alignment with the evolving Strategic HR Management Plan. It will also provide an opportunity to incorporate HR data analytics for improved business decision-making and address key outstanding projects while continuing to shift toward a more strategic focus for HR solutions across the City.

Project Title: Reducing building service processing and response times

EXECUTIVE SUMMARY

The City has an opportunity to provide an increased and consistent level of building service without an increase in the city tax requisition. The result of this proposed solution is the opportunity to redefine Building Services for the entire City of Campbell River that is based on the provision of defined and consistent service levels. This would mean that the City could publish service levels and commit to delivering a service level knowing that there is staffing resources to meet the commitment to the building industry. This will result in the builders being able to plan accordingly for crews and future projects knowing the level of service the City will provide.

The building industry in Campbell River has indicated that they need a more timely, consistent and higher level of building application review and inspection service to ensure the viability and continued growth in Campbell River. Current best practice to review, approve and issue a single family dwelling (SFD) building permit is two-weeks and 48 hours to respond to a building inspection request. Over the past 5 years the City has taken an average of 5 weeks to review and issue a SFD building permit and contractors are currently having to wait 10 days for the City to respond to an building inspection request. It should be noted that staff have undertaken a process review to streamline the review and approvals process. The City is unable to consistently meet the best practice standards due to insufficient staffing levels, challenges with both recruitment and retention, and the lack of staffing redundancy.

Over the past 5 years the City's building inspection Department has had significant turnover with 5 building inspectors leaving. During that time, the Department has been short staffed for most of the 5 years of the time due to recruitment and training requirements. This situation has left local contractors frustrated with the level of service which has cost them both time and money. It should be noted that along with building permits, the City's building services function is also responsible to review and issue demolition permits, driveway access permits, sign permits, soil deposition permits, bond refunds, conduct service connection inspections and business licence inspections, respond to building bylaw compliance/enforcement issues and routine front counter inquiries.

Campbell River currently has two full time Building Inspectors and one Building Services Supervisor. The Department's small size leaves it in a very vulnerable position when vacancies occur or when existing staff take leave (i.e. vacation, sick time, etc) during busy development times. When compared to other municipalities it can be seen below in Table 1 that Campbell River has less staff per number of permits processed than other comparable communities.

Table 1

Community	Average number of building permits (2012 - 2016)	Number of building inspectors*	*Includes Supervisor	Permits per inspector	Average processing times
Campbell River	294	2**	no	147	5
Kamloops	1301	9	no	144	
Penticton	415	3	No response	138	
Comox	135	1	no	135	
Kelowna	1660	13	no	128	2
RD Nanaimo	818	8	No response	102	
Courtenay	200	2	no	100	
White Rock	180	2	No response	90	10
Cranbrook	244	3	no	81	
North Vanc.	660	10	no	66	8
Langford	330	5	no	66	
Pitt Meadows	132	2	No response	66	2
Mission	197	6	no	32	1.5
Port Moody	79	3	No response	26	2.5

** the City's Building Services Supervisor is currently conducting single family inspections due to a staff vacancy. The BSS principle role is process assessment and streamline, complex buildings such as commercial and industrial building review and bylaw enforcement.

The City's building permit fees are one of the lowest in the BC. A review of the City's processes and current building permit fees schedule indicates there is an opportunity to meet builder's expectations with an increase to permit fees. Staff have discussed this with several builders and the majority are willing to pay more for increased service levels. The proposed fee increase (below) is based on what it would cost to hire an additional building inspector. This "fee for service" approach would not require an increase in taxation and would bring Campbell River's building permit fees in line with the BC average. Table 2 summarize Campbell River's current average fees compared to other municipal governments.

Table 2

Community	Average Cost of Building permit (based on \$200,000 construction value)
Campbell River (current)	\$1,510
Salmon Arm	\$1,643
Oliver	\$1,650
Summerland	\$1,821
Vernon	\$2,050
Campbell River (proposed)	\$2,160
RDN	\$2,295
Penticton	\$2,470
Coldstream	\$2,500
Victoria	\$2,530
Vancouver	\$2,824
West Kelowna	\$3,280

Summary:

- Over the past 5 years the City of Campbell River has averaged over 150 single family building permits per year.
- Current data illustrates that the cost of a building permit for a single family home with a \$200,000 construction value is \$1,510.
- The BC Building Act establishes the qualifications for the different levels of Building Official (Level 1, 2 or 3) and the scope of work or practice that each level may perform. Level 1 Building Inspectors are limited to inspecting basic Part 9 residential buildings. Level II Building Inspectors have an increased scope and may inspect all Part 9 residential buildings including small multi-family and small commercial. Level 3 can inspect all Part 9 buildings, and all Part 3 commercial buildings.
- It is recommended that the City budget for an additional Level II Building Inspector. The cost of a Level II Inspector is \$91,630. With the increase in multi-family and small commercial building development in the City, an additional Building Inspector II would provide greater flexibility for the City to meet the building community demands for different levels of inspections.
- In addition, creating another Level II inspector position will also allow for succession and retention planning. The City will have difficulty retaining a Level I building inspector once they have obtained their level II qualifications. If the City does not create an internal succession “step up” option then we can expect these inspectors will leave for a better opportunity. In addition, the rates of pay for the City’s Level I inspectors are lower than competitor municipalities in the region. For example, our most recent inspector to leave is making \$5 dollars more per hour working for the Comox Valley Regional District for the same level of position.

- The City can cover the cost of an additional full time level II building inspector with an increase in permit fees of ~ \$650/permit based on (\$200,000 construction value). This would bring the cost of a building permit for a single family home in Campbell River in line with the average cost of a SFD building permit in our comparable BC communities found in Table 2.
- The BC Building Code and the Building Act recently have undergone drastic changes which affect the delivery of Building Inspection and Plan Review services.
- The processing time of today's house permit takes approximately 20% longer (5hrs to +/- 7hrs) than the same permit 5 years ago resulting from the increase in the Building Code regulation requirements.
- MIABC have reported that the Building Departments when improperly staffed have significantly the highest liability per municipal function related to claims they process.

Appendix A: Current workload and building inspection demands to meet 10 day permit 48 inspections.

The City averages over 300 permits per year with more than 55% of the permits being Single Family Dwellings (SFD).

Time Requirement Example: it takes a knowledgeable inspector 5 to 7 hours to review and process one SFD application. Therefore: 150 SFD permits results in 150/10 days = 10.5 hours / day required for each SFD permit review and approval. Accounting for the other 150 plus permits breaks down to at least 6 hours per day just to address the ancillary buildings and other classifications of buildings for review and assessment. The time required is 5 hrs per day/inspector needed to complete the required legislated building inspections within the regulations. (Requires 2.5 FTEs)

Inspection Example: 300 permits result in over 2900 required inspections. This equates for the need to account for 12 inspections per day. The average max. per person per day the equivalent of 2 FTEs Therefore to accept, process, review, approve and complete the legislated inspections for the building industry. **Is 4.5 FTEs.**

The other identified person hrs per day does not account for time required to respond to inquiries from the public and building community, bylaw enforcement issues and commercial building permits. Building inspectors receive over 115 inquiries per week.

In addition, the above noted time requirements does not enable our inspectors to address the required continuing education component. The constantly changing technical requirements of the Code under the Building Act and other code amendments is demanding and stressful. If an inspector does not maintain their certification points, **they are not permitted to perform the inspection duties. This is now the Law.** Who else in our organization loses their job if they don't maintain their educational requirements!

Campbell River has committed to keeping our building industry informed of these changes and providing education opportunities to ensure that they are all prepared for the Provincial code changes. This is delivered to the building community through four Builders and Developers forums every year.

As the City of Campbell River continues to grow there is a need to create redundancy model that will allow us to address not only the above ability to take time away for the educational requirements, but also provide service level excellence during staff time off, sick time, and planed vacation days.

Building Services Responsibilities	Time Demand	
Plan Review – Level I & Level II	10.5 hour per day	10.5
Inspections – Level I & Level II	6/day/inspector	14
Phone calls & Front Counter Inquiries	+/- 115 hrs per week	5
Enforcement	25 hrs/week	5
Driveway Permits	7.5 hrs/week	1.25
Sign Permits	1 hr/week	0.25
Soil Deposition Permits	1 hr/week	0.25
Demolition Permits	4-5 hrs/week	1
Business License Occupancy Approvals	1-2 per day	1.5
Bond Refunds – inspections and approvals	1 hr/day	.5
	totals	39.25

With a 7hr work day equates to a requirement for 5.6 FTEs

With a possible 8 hour work day will equate to a requirement for 4.9 FTEs

Appendix B

Current Budget Figures from Finance:

	2018 hourly	2019 hourly (est)	Wages	Benefits	Travel	Training/ Development	Boot allowance	Total per FTE
Building Inspector 2	39.35	40.14	74,259.00	21,236.67	1,000.00	1,000.00	200.00	\$ 97,695.67
Admin Assistant	27.45	28.00	50,960.00	14,838.02	250.00	500.00	-	\$ 66,548.02
Exempt Supervisor	46.70	47.63	86,686.60	20,017.92	1,500.00	1,500.00	200.00	\$ 109,904.52
Chief Building Official	43.88	44.76	82,806.00	23,671.74	1,000.00	1,000.00	200.00	\$ 108,677.74

- The *BC Building Code* and the *Building Act* recently have undergone drastic changes which affect the delivery of Building Inspection and Plan Review services.
- The processing time of today’s house permit takes approximately 20% longer (5hrs to +/- 7hrs) than the same permit 5 years ago resulting from the increase in the Building Code regulation requirements.
- MIABC have reported that the Building Departments when improperly staffed have significantly the highest liability per municipal function related to claims they process.

Service Delivery and Timeliness - The number of building permits & inspections the City processes and the amount of time these take on average compared to the number of ‘person’ hours available to deliver this service; **see Schedule A**

To cover the total cost of one FTE we recommend an adjustment to the Fee Schedule as follows:

- Do not credit intake fee
- Increase base fee from \$50 to \$150 to reflect minimum number of inspections (pre-slab, framing, Occupancy/Final) for small buildings
- Increase cost of construction as shown below by \$1.00/1000 construction value will bring Campbell River inline with neighbouring communities (see Chart F1 below)
- Generate the revenue to cover a \$100,000 FTE (160 SFD permits @ \$700 increase from \$2300 to \$3000 should generate \$112 000)

Proposed Fee Structure Revisions

Value of Construction	Fee	
Not exceeding \$5,000.00	\$50.00	\$150
Over \$5,000.00 but less than \$100,000.00	\$50.00 for the first \$5,000.00 Plus \$8.00 for each additional \$1,000.00	\$150 + \$9.00 for ea additional \$1,000.00
Over \$100,000.00 but less than \$400,000.00	<ul style="list-style-type: none"> • \$50.00 for the first \$5,000.00 • Plus \$8.00 for each additional \$1,000.00 up to \$100,000.00 • Plus \$7.00 for each additional \$1,000.00 from \$100,000.00 up to \$400,000.00 	\$150 + \$9.00 for ea additional \$1,000.00 up to \$100,000.00 \$8.00 for ea additional \$1,000.00 up from \$100,000.00 to \$400,000.00
Over \$400,000.00	<ul style="list-style-type: none"> • \$50.00 for the first \$5,000.00 • Plus \$8.00 for each additional \$1,000.00 up to \$100,000.00 • Plus \$7.00 for each additional \$1,000.00 from \$100,000.00 up to \$400,000.00 • Plus \$6.00 for each additional \$1,000.00 for more than \$400,000.00 	<ul style="list-style-type: none"> • \$150.00 for the first \$5,000.00 • Plus \$9.00 for each additional \$1,000.00 up to \$100,000.00 • Plus \$8.00 for each additional \$1,000.00 from \$100,000.00 up to \$400,000.00 • Plus \$7.00 for each additional \$1,000.00 for more than \$400,000.00
Other	Fee	Fee Note: All plan review fees are non-refundable
Plan review		
Ancillary building	\$50.00	\$150.00
Single family, duplex and triplex	\$10.00	\$150.00
Multifamily, commercial or industrial	\$50.00	\$250.00
Demolition	\$50.00	\$250.00
Permit to move a building	\$1/2 of fees for new construction	
Construction without a valid permit	Double Fee	
Re-inspection	\$50.00	\$75.00
Building Permit refund if no inspection done	70%	
Building Permit for existing float home	\$50.00	\$150.00
Building Permit for new float home	\$0.45 per sq. ft. of gross floor area	
Building file review	\$50.00	\$150.00
Plumbing	Fee	
1 or 2 plumbing fixtures	\$50.00 base fee	\$150.00 base fee
3 or more plumbing fixtures	\$6.00 per fixture plus base fee	\$8.00 per fixture plus base fee
Fee for water or sewer lines on private property	\$10.00 plus base fee	\$50.00 plus base fee
Fee for fire sprinkler system	\$0.60 per sprinkler head	\$0.75 per sprinkler head
Fee for residential or commercial lawn sprinkler	\$25.00 per zone	\$25.00 per zone + base fee
Fee for commercial irrigation system	\$100.00 per diameter inch of supply	
Fee for fire protection system	\$25.00 per standpipe hydrant or hose connection	\$100.00 per standpipe hydrant or hose connection
Fee for connection to, or alteration of, sanitary or storm t	\$30.00	\$50.00
Fee for septic tank after connection to sewer or demolition	\$20.00 (pump out receipt required)	\$150.00 (pump out receipt required)
Fee for maintenance holes, interceptors and catch basins	\$30.00ea	\$50.00ea
Fee for pump station	\$30.00	\$150.00
Construction without a valid permit	Double Fee	
Callback inspection	\$50.00	\$150.00



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
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Carbon Neutral Reserve	Opportunity	To provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.	Annual transfer from community works gas tax reserve in lieu of purchasing carbon offsets, in addition to annual CARIP (Climate Action Revenue Incentive Program) funding.	N/A	N/A	Annual funding to this reserve of an estimated \$40,000 are based on climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. CARIP grants of approximately \$30,000 per year are received from the Province as part of being a member of the Climate Action Charter commitment.
Community Partnership Committee Reserve	Opportunity	To provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.	Budgeted transfers as available from remaining annual allocation.	N/A	N/A	Grants-in-aid provided to local recreation and culture organizations is based on 1.7% of general operating fund revenues per year; excess funds in any given year can be transferred to reserve for future grants as determined by Council.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Community Works Gas Tax Reserve	Dedicated revenue source, Planned capital spending	To be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. Fund utilized for ongoing enhancements and betterments to the community and Council strategic capital projects.	Federal Community Works Gas Tax funds distributed by the Union of BC Municipalities (UBCM).	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Historically, funding has been used 90% for capital initiatives and 10% for operating initiatives.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Facilities Reserve	Risk mitigation, Planned capital spending	To fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures and site services, and pier marine infrastructure. Includes TCA classes 2000 buildings (excluding airport, sewer, water) and 8001 docks and wharves. Excludes airport, sewer, water funds.	Annual contribution from taxation and net capital funding allocations as necessary.	\$300,000 1% of total cost of facilities tangible capital assets.	\$750,000 2.5% of total cost of facilities equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes MHC repair and maintenance reserve, SPCA building reserve, and Norm Wood salt storage building reserve.
Financial Stabilization Reserve	Risk mitigation, Opportunity	For major emergent operating issues, one-time and intermittent projects, and to offset unrealized revenues.	Excess funds transferred from accumulated surplus general.	\$950,000 2.5% of general operating fund revenues.	\$1,900,000 5% of general operating fund revenues.	Stabilization in part funds emergent issues and offset unrealized revenues which generally do not exceed a percentage of the general operating fund budget. Excess balances transferred to capital reserves.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fleet and Heavy Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City fleet and heavy equipment, excluding fire trucks. Includes airport, sewer, water fleet and heavy equipment; excludes airport heavy equipment eligible for ACAP (Transport Canada) funding. Includes TCA classes 3400 licensed & unlicensed vehicles (excluding 3402/3402 fire trucks).	Net gain/loss from fleet and heavy equipment disposals. Annual contribution from taxation; contribution derived from net charges recovered from City departments after payments for fleet/equipment expenses. Net capital funding allocations as necessary.	\$450,000	\$450,000	Fleet failure is a risk to the City and does interrupt business operations therefore minimum and maximum balances are based on ensuring enough funds remain to replace the most expensive fleet asset which is currently a vacuum truck. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY
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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.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Gaming Reserve	Opportunity	To support Council strategic priorities and initiatives; this fund can be used for any municipal purpose. Recommended use is for Council's strategic operating initiatives including social issues and Council contingency.	Gaming funds received pursuant to the City's Host Financial Assistance Agreement with the Province of BC.	N/A	N/A	Reserve level and related spending is dependent upon gaming funds received. The intent is to spend all funds received. Any municipal purpose pursuant to the City's Host Financial Assistance Agreement with the Province of BC.
General Accumulated Surplus	Working capital	To cover cash flows and working capital before property tax revenues are collected.	Annual general operating surplus.	\$3,000,000 1 month of operating expenses (excluding depreciation and internal cost allocations).	\$6,000,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before property taxes are collected. Includes working capital for airport fund. Excess balances transferred to the financial stabilization reserve.



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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.



**RESERVE AND SURPLUS POLICY
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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.



**RESERVE AND SURPLUS POLICY
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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.

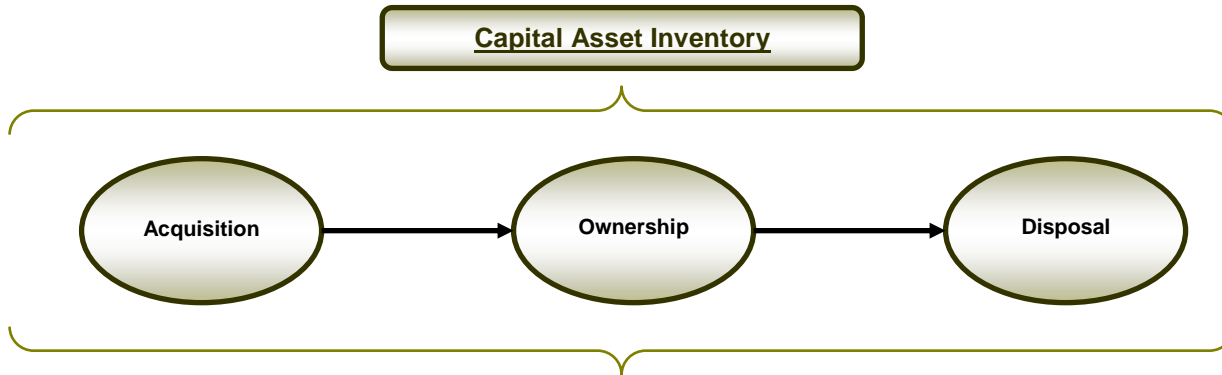
1. The purpose of this policy is for the benefit of the City as a whole; for the users of the City's financial statements and managers of the City's tangible capital assets.
2. Only capital items meeting the capital asset criteria in this policy will be budgeted as capital.
3. Materiality (threshold)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

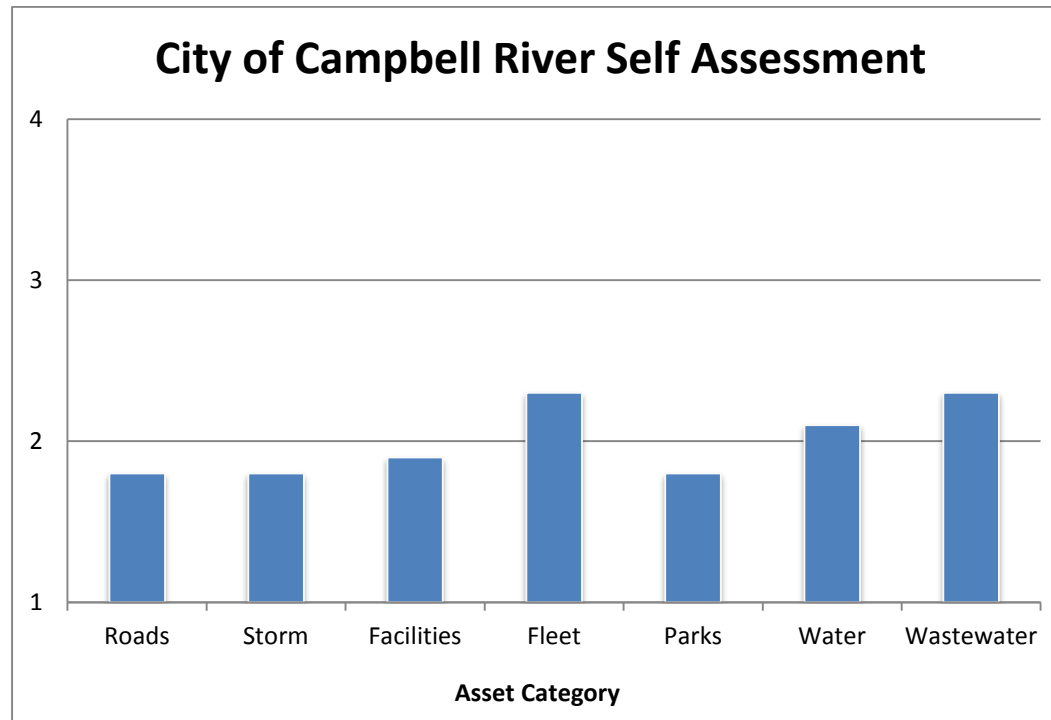
- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management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

GOVERNANCE	
Legal fees under budget	(10,000)
Contracted Services under budget	(30,089)
Miscellaneous	(4,923)
GOVERNANCE TOTAL	(45,012)
RCMP	
RCMP contract billings trending low - vacancies throughout 2018	(408,761)
Police Protection/Victim Services - labour vacancies	(115,449)
Police building utilities under budget	(28,229)
Miscellaneous	(8,256)
RCMP TOTAL	(560,695)
FIRE	
Fire service contract revenues higher than budget	(29,461)
Labour vacancies	(146,614)
Equipment & Fleet maintenance over budget	96,490
Miscellaneous	3,104
FIRE TOTAL	(76,481)
CORPORATE SERVICES	
Labour vacancies	(86,480)
Legal Fees under budget	(91,194)
Miscellaneous	(18,720)
CORPORATE SERVICES TOTAL	(196,394)
ECONOMIC DEVELOPMENT & TOURISM	
Contracted services under budget	(16,734)
Miscellaneous	(18,879)
ECONOMIC DEVELOPMENT & TOURISM TOTAL	(35,613)
COMMUNITY DEVELOPMENT	
Labour vacancies	(372,321)
Building & Development permit fees over budget	(393,019)
Parking ticket revenue over budget	(30,320)
Miscellaneous	7,729
COMMUNITY DEVELOPMENT TOTAL	(787,931)
ASSETS & OPERATIONS	
Labour vacancies	(112,794)
Transit revenues higher than budget	(16,561)
Legacy Landmark donations higher than budget	(26,208)
Contracted services & supplies under budget	(107,309)
Miscellaneous	11,128
ASSETS & OPERATIONS TOTAL	(251,744)
UTILITIES	
Storm Drainage contracted services over budget	27,784
Miscellaneous	(2,484)
UTILITIES TOTAL	25,300
GENERAL FISCAL SERVICES	
CRIB service fee proceeds under budget	56,047
Property taxes collected lower than budget	34,103
Arts & Culture GIAs not awarded	(153,549)
Investment Interest	130,000
Provision for year-end adjustments	150,000
Miscellaneous	(6,470)
GENERAL FISCAL SERVICES TOTAL	210,131
2018 PROJECTED OPERATING SURPLUS	(1,718,439)



CITY OF CAMPBELL RIVER
CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

**CITY OF CAMPBELL RIVER
CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017**

Independent Auditors' Report

Financial Reporting Responsibility **1**

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**CITY OF CAMPBELL RIVER
FINANCIAL REPORTING RESPONSIBILITY
For the Year Ended December 31, 2017**

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

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



Alaina Maher, CPA, CMA
Finance Operations Supervisor



Myriah Foort, CPA, CA
Director of Finance / Chief Financial Officer

Independent Auditors' Report

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

We have audited the accompanying consolidated financial statements of the City of Campbell River, which comprise the consolidated statement of financial position as at December 31, 2017 and the consolidated statements of operations, change in net financial assets, cash flows and related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2017, and the results of its operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 7, 2018

MNP LLP

Chartered Professional Accountants

**CITY OF CAMPBELL RIVER
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2017**

	2017	2016
FINANCIAL ASSETS		
Cash and investments (note 2)	77,502,234	63,283,775
Accounts receivable (note 4)	5,696,809	7,660,638
Inventory held for sale	35,284	47,695
	83,234,327	70,992,108
LIABILITIES		
Accounts payable and accrued liabilities (note 5)	9,093,117	11,022,400
Deposits and holdbacks	4,140,309	3,157,879
Development cost charges (note 6)	9,556,225	7,887,347
Deferred revenue (note 6)	12,933,221	9,103,335
Short-term debt (note 7)	4,300,000	2,900,000
Capital lease (schedule 1)	-	13,001
Long-term debt (note 8 & schedule 1)	4,535,344	2,034,454
	44,558,216	36,118,416
NET FINANCIAL ASSETS	38,676,111	34,873,692
NON FINANCIAL ASSETS		
Inventory of supplies	316,483	308,768
Prepays	145,169	106,597
Tangible capital assets (schedule 2)	252,433,364	241,158,523
	252,895,016	241,573,888
ACCUMULATED SURPLUS (note 10)	291,571,127	276,447,580

See Contingent liabilities Note 11.



Alaina Maher, CPA, CMA
Finance Operations Supervisor



Myriah Foort, CPA, CA
Director of Finance / Chief Financial Officer

**CITY OF CAMPBELL RIVER
CONSOLIDATED STATEMENT OF OPERATIONS
For the Year Ended December 31, 2017**

	2017 Budget (see note 13)	2017 Actual	2016 Actual
REVENUE			
Taxes & parcel taxes (note 12)	30,855,604	31,245,700	29,598,161
Payments in lieu of taxes	633,000	695,387	624,287
Sale of services	22,177,580	24,066,511	21,026,411
Services provided to other governments	1,767,582	1,669,146	1,675,204
Transfers from other governments	13,168,538	9,538,502	9,555,306
Investment and other income	526,150	1,037,683	885,063
Other revenue	204,253	249,632	418,551
Development cost charges recognized	304,676	43,343	369,205
Contributed tangible capital assets	-	2,699,892	1,354,840
Gain/(loss) on disposal of tangible capital assets	-	(14,626)	74,126
	69,637,383	71,231,170	65,581,154
EXPENSES			
General government	7,302,588	7,043,186	6,785,640
Protective services	16,484,221	15,597,148	15,697,225
Transportation services	12,460,310	12,203,639	12,047,011
Environmental health services	2,451,306	2,465,339	2,354,701
Public health services	180,964	161,069	148,508
Development services	1,756,831	1,829,845	1,803,185
Parks, recreation and cultural services	8,125,378	8,029,730	7,778,699
Sewer utility services	4,261,904	4,151,845	3,917,430
Water utility services	5,196,400	4,625,822	4,242,758
	58,219,902	56,107,623	54,775,157
ANNUAL SURPLUS	11,417,481	15,123,547	10,805,997
Accumulated Surplus, Beginning of Year	276,447,580	276,447,580	265,641,583
ACCUMULATED SURPLUS (note 10)	287,865,061	291,571,127	276,447,580

See Budget legislative compliance Note 13.

**CITY OF CAMPBELL RIVER
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2017**

	2017 Budget (see note 13)	2017 Actual	2016 Actual
ANNUAL SURPLUS	11,417,481	15,123,547	10,805,997
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(29,305,458)	(17,507,149)	(17,838,202)
Contributed tangible capital assets	-	(2,699,892)	(1,354,840)
Proceeds on disposal of tangible capital assets	-	14,364	122,636
(Gain)/loss on tangible capital assets	-	14,626	(74,126)
Write-off of tangible capital assets	-	-	31,587
Amortization	8,798,500	8,903,210	8,828,021
	(20,506,958)	(11,274,841)	(10,284,924)
OTHER NON-FINANCIAL ASSETS			
(Increase)/decrease in inventory of supplies	-	(7,715)	(32,458)
(Increase)/decrease in prepaids	-	(38,572)	46,971
	-	(46,287)	14,513
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(9,089,477)	3,802,419	535,589
NET FINANCIAL ASSETS, BEGINNING OF YEAR	34,873,692	34,873,692	34,338,103
NET FINANCIAL ASSETS, END OF YEAR	25,784,215	38,676,111	34,873,692

**CITY OF CAMPBELL RIVER
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2017**

	2017	2016
OPERATING ACTIVITIES		
Annual surplus	15,123,547	10,805,997
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(103,957)	(162,034)
Contributed tangible capital assets	(2,699,892)	(1,354,840)
(Gain)/loss on tangible capital assets	14,626	(74,126)
Writedown of tangible capital assets	-	31,587
Amortization expense	8,903,210	8,828,021
Decrease in inventory of supplies	(7,715)	(32,458)
(Increase)/decrease in prepaids	(38,572)	46,971
Changes in financial assets and liabilities:		
Accounts receivable	1,963,829	(157,968)
Inventory held for resale	12,411	19,821
Accounts payable and accrued liabilities	(1,929,281)	3,271,143
Deposits and holdbacks	982,430	760,061
Development cost charges	1,668,878	496,914
Deferred revenue	3,829,886	493,703
	27,719,400	22,972,792
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	14,364	122,636
Acquisition of tangible capital assets	(17,507,149)	(17,838,202)
	(17,492,785)	(17,715,566)
FINANCING ACTIVITIES		
Debt proceeds	4,300,000	1,600,000
Debt and lease principal repaid	(308,156)	(526,605)
	3,991,844	1,073,395
INCREASE IN CASH AND INVESTMENTS	14,218,459	6,330,622
CASH AND INVESTMENTS BEGINNING OF YEAR	63,283,775	56,953,153
CASH AND INVESTMENTS, END OF YEAR	77,502,234	63,283,775
INTEREST RECEIVED		
	643,204	456,318
INTEREST PAID		
	282,736	332,803

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

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

1. Significant accounting policies

a) Basis of presentation

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

b) Reporting entity

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

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

c) Accrual accounting

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

d) Revenue recognition

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

i) Taxation

Taxes for Municipal Purposes are recognized in the year levied. Levies imposed by other taxing authorities (Note 12) are not included in these financial statements.

ii) Sale of services

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

iii) Transfers from other governments

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

iv) Other revenue

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

v) Development cost charges and other deferred revenues

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

e) Cash and investments

Investments are held with the Municipal Finance Authority of BC (MFA). The Money Market Fund provides a method by which municipalities in British Columbia can access high quality investments not otherwise available to them while retaining a high degree of security and liquidity. The interest rate is variable and the funds are redeemable upon 24 hours notice. The carrying value of investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing, and any permanent decline in market value. The investment balances detailed in Note 2 are reported at market value which is also cost on December 31, 2017.

f) Long-term debt

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 2.80% to 5.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

g) Financial instruments

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

h) Non-financial assets

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

i) Tangible capital assets

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

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

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

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

ii) Inventory

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

i) Use of estimates/measurement uncertainty

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

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, 2017.

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

k) Recent accounting pronouncements

i) PS 3210 Assets

In June 2015, new PS 3210 Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section provides guidance for applying the definition of assets set out in PS 1000 Financial Statement Concepts. The main features of this standard are as follows:

Assets are defined as economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.

Economic resources can arise from such events as agreements, contracts, other government's legislation, the government's own legislation, and voluntary contributions.

The public is often the beneficiary of goods and services provided by a public sector entity. Such assets benefit public sector entities as they assist in achieving the entity's primary objective of providing public goods and services.

A public sector entity's ability to regulate an economic resource does not, in and of itself, constitute control of an asset, if the interest extends only to the regulatory use of the economic resource and does not include the ability to control access to future economic benefits.

A public sector entity acting as a trustee on behalf of beneficiaries specified in an agreement or statute is merely administering the assets, and does not control the assets, as future economic benefits flow to the beneficiaries.

An economic resource may meet the definition of an asset, but would not be recognized if there is no appropriate basis for measurement and a reasonable estimate cannot be made, or if another Handbook Section prohibits its recognition. Information about assets not recognized should be disclosed in the notes.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

ii) PS 3320 Contingent Assets

In June 2015, new PS 3320 Contingent Assets was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this standard are as follows:

Contingent assets are possible assets arising from existing conditions or situations involving uncertainty. That uncertainty will ultimately be resolved when one or more future events not wholly within the public sector entity's control occurs or fails to occur.

Resolution of the uncertainty will confirm the existence or non-existence of an asset.

Passing legislation that has retroactive application after the financial statement date cannot create an existing condition or situation at the financial statement date.

Elected or public sector entity officials announcing public sector entity intentions after the financial statement date cannot create an existing condition or situation at the financial statement date.

Disclosures should include existence, nature, and extent of contingent assets, as well as the reasons for any non-disclosure of extent, and the bases for any estimates of extent made.

When a reasonable estimate can be made, disclosure should include a best estimate and a range of possible amounts (or a narrower range of more likely amounts), unless such a disclosure would have an adverse impact on the outcome.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

iii) PS 3380 Contractual Rights

In June 2015, new PS 3380 Contractual Rights was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). This new Section establishes disclosure standards on contractual rights, and does not include contractual rights to exchange assets where revenue does not arise. The main features of this standard are as follows:

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

Until a transaction or event occurs under a contract or agreement, an entity only has a contractual right to an economic resource. Once the entity has received an asset, it no longer has a contractual right.

Contractual rights are distinct from contingent assets as there is no uncertainty related to the existence of the contractual right.

Disclosures should include descriptions about nature, extent, and timing.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

iv) PS 2200 Related Party Disclosures

In March 2015, the Public Sector Accounting Board (PSAB) issued a new standard, PS 2200 Related Party Disclosures.

This new Section defines a related party and established disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated, and they have, or could have, a material financial effect on the financial statements.

This Section is effective for fiscal years beginning on or after April 1, 2017. Early adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

v) PS 3420 Inter-entity Transactions

In March 2015, the Public Sector Accounting Board (PSAB) issued new PS 3420 Inter-entity Transactions. The new Section establishes standards on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. The main features of the new Section are:

Under a policy of cost allocation, revenues and expenses are recognized on a gross basis.

Transactions are measured at the carrying amount, except in specific circumstances.

A recipient may choose to recognize unallocated costs for the provision of goods and services and measure them at the carrying amount, fair value or other amount dictated by policy, accountability structure or budget practice.

The transfer of an asset or liability for nominal or no consideration is measured by the provider at the carrying amount and by the recipient at the carrying amount or fair value.

Inter-entity transactions are considered in conjunction with PS 2200 Related Party Disclosures.

The standard is effective for fiscal years beginning on or after April 1, 2017. Earlier adoption is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

vi) PS 3430 Restructuring Transactions

In June 2015, new PS 3430 Restructuring Transactions was included in the CPA Canada Public Sector Accounting Handbook (PSA HB). The new Section establishes disclosure standards on contingent assets. The main features of this standard are as follows:

A restructuring transaction is defined separately from an acquisition. The key distinction between the two is the absence of an exchange of consideration in a restructuring transaction.

A restructuring transaction is defined as a transfer of an integrated set of assets and/or liabilities, together with related program or operating responsibilities that does not involve an exchange of consideration.

Individual assets and liabilities transferred in a restructuring transaction are derecognized by the transferor at their carrying amount and recognized by the recipient at their carrying amount with applicable adjustments.

The increase in net assets or net liabilities resulting from recognition and derecognition of individual assets and liabilities received from all transferors, and transferred to all recipients in a restructuring transaction, is recognized as revenue or as an expense.

Restructuring-related costs are recognized as expenses when incurred.

Individual assets and liabilities received in a restructuring transaction are initially classified based on the accounting policies and circumstances of the recipient at the restructuring date.

The financial position and results of operations prior to the restructuring date are not restated.

Disclosure of information about the transferred assets, liabilities and related operations prior to the restructuring date by the recipient is encouraged but not required.

The Section is effective for new restructuring transactions that occur in fiscal periods beginning on or after April 1, 2018. Earlier application is permitted.

The City does not expect application of the new Standard to have a material effect on the consolidated financial statements.

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

2. Cash and investments

	2017	2016
General operating fund	63,604,773	51,918,509
Development cost charges deferred revenue	9,556,225	7,887,347
Capital lending reserve fund	2,797,795	2,382,769
Parks acquisition & development reserve fund	906,797	676,994
Parkland acquisition reserve fund	487,488	418,156
Other bank investments (Scotia investment)	149,156	-
	77,502,234	63,283,775

3. Trust funds

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

	December 31, 2016	Collections	Expenses	December 31, 2017
CR Municipal Cemetery	317,654	4,766	-	322,420
Elk Falls Memorial Cemetery	221,468	11,816	-	233,284
	539,122	16,582	-	555,704

4. Accounts receivable

	2017	2016
Property taxes	1,502,163	1,314,838
Due from other governments	2,457,681	5,315,080
Other	1,736,965	1,030,720
	5,696,809	7,660,638

Other receivables includes from one customer an amount of \$652,133 (2016 - \$702,323) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

5. Accounts payable and accrued liabilities

	2017	2016
Trade accounts payable	2,142,971	3,749,895
Due to other governments	2,497,419	2,752,992
Accrued liabilities	317,220	638,139
Accrued wages and benefits	4,086,993	3,851,769
Accrued interest	48,514	29,605
	9,093,117	11,022,400

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is contaminated from its former use and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2016 - \$300,000) 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, 2017 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

Accrued wages and benefits:

	2017	2016
Employee future benefits	1,586,000	1,568,300
Vacation liability	1,215,079	1,139,851
Banked overtime liability	264,112	227,487
Wages and other accruals	1,021,802	916,131
	4,086,993	3,851,769

Employee future benefits:

	2017	2016
Accrued benefit obligation - beginning	1,568,300	1,532,300
Current service cost	127,200	125,900
Interest cost	53,500	49,600
Benefits paid	(87,100)	(50,500)
Recognition of Actuarial loss/gain	(75,900)	(89,000)
	1,586,000	1,568,300
Discount rate	2.90%	3.30%
Inflation rate	2.50%	2.50%

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

6. Deferred revenue

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

The funded DCC's are disclosed as short-term investments in Note 2 (2017 - \$9,556,225, 2016 - \$7,887,347).

	December 31, 2016	Transfers	Collections	December 31, 2017
Development cost charges				
Park development	594,730	9,505	115,857	701,082
Parkland acquisition	174,048	-	239,315	413,363
Roads	3,304,518	3,808	416,317	3,717,027
Sanitary sewer	470,911	39,535	261,906	693,282
Storm drains	725,089	-	239,902	964,991
Water	2,618,051	-	448,429	3,066,480
	<u>7,887,347</u>	<u>52,848</u>	<u>1,721,726</u>	<u>9,556,225</u>
Deferred revenue				
Future local improvements	2,627,178	3,750	-	2,630,928
Prepaid property taxes	1,707,483	(3,208,221)	3,789,103	2,288,365
Community Works Fund	3,900,939	(937,080)	1,424,064	4,387,923
Parkland acquisition	418,156	-	69,332	487,488
Other	449,578	(617,157)	3,306,096	3,138,517
	<u>9,103,335</u>	<u>(4,758,708)</u>	<u>8,588,595</u>	<u>12,933,221</u>
	<u>16,990,682</u>	<u>(4,705,860)</u>	<u>10,310,321</u>	<u>22,489,446</u>

7. Short-term debt

Short-term financing is secured through the Municipal Finance Authority of BC for capital initiatives approved under loan authorizations. Interest is calculated daily on a variable rate basis at prime less 1.28%. In 2017 the rate averaged at 1.52% (2016 - 1.39%). Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate. The outstanding short-term debt balance at the end of 2017 will be transferred to long-term in spring of 2018.

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

8. Long-term debt

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

Year	General	Sewer	Water	Total
2018	209,033	49,891	155,923	414,847
2019	84,846	49,891	155,923	290,660
2020	84,846	49,891	155,923	290,660
2021	84,846	49,891	155,923	290,660
2022	84,846	49,891	155,923	290,660

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 11b).

9. Municipal Finance Authority debt reserve fund

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

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

	2017	2016
General	42,065	83,143
Sewer	12,258	12,023
Water	29,428	-
	83,750	95,166

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

10. Accumulated surplus

	2017	2016
Unappropriated surplus		
General	4,501,515	4,544,765
Sewer	800,000	800,000
Water	850,000	850,000
	6,151,515	6,194,765
Non-statutory reserves		
General	9,642,866	8,648,894
Airport	407,055	375,777
Sewer	16,652,366	13,391,485
Water	11,414,711	8,565,828
	38,116,998	30,981,984
Statutory reserves		
Capital lending	2,797,795	2,382,769
Parkland acquisition & development	906,797	676,994
	3,704,592	3,059,763
Investment in tangible capital assets	243,598,022	236,211,068
Total	291,571,127	276,447,580

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

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

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

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

11. Contingent liabilities

a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2.224 billion funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1.927 billion was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Campbell River paid \$1,768,964 (2016 - \$1,660,468) for employer contributions, while employees contributed \$1,398,399 (2016 - \$1,331,153) to the Plan in fiscal 2017. The City of Campbell River expects to pay \$1,768,035 for employer contributions in the next fiscal year.

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

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

b) Regional District debt

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District 2017 Audited Financial Statements for specific information and detail.

c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management assess the exposure to be insignificant. As at December 31, 2017 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 \$132,229 (2016 - \$340,355) has been recorded for these claims.

CITY OF CAMPBELL RIVER
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2017

Appendix 8.2

12. Property tax collections for other governments

	2017	2016
BC Assessment Authority	278,662	313,819
Comox Strathcona Regional Hospital District	4,221,769	4,256,969
Comox Strathcona Regional Solid Waste Board	976,520	494,627
Municipal Finance Authority	1,116	1,050
Provincial School Levy	14,528,668	14,514,449
Strathcona Regional District	5,842,546	5,455,367
Regional Library	1,462,850	1,378,870
	27,312,131	26,415,151

13. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on December 14, 2016, to the exception of the amounts noted below.

Adjustments to the 2018-2027 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	11,417,481
Adjustments for non-cash item:	
Amortization offset	8,798,500
Debt proceeds	6,810,278
Debt principal repayments	(743,665)
Capital expenses	(29,305,458)
Net transfer (to)/from reserves & unappropriated surplus	3,022,863
	-

14. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

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

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

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

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

15. Comparative figures

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

CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
CONSOLIDATED SCHEDULE OF LONG-TERM LIABILITIES
As at December 31, 2017

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2016	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2017
Long-term debt								
General								
2964	Issue #102	12/01/17	4.82	20,746	-	14,576	6,170	-
2966	Issue #102	12/01/17	4.82	17,782	-	12,494	5,288	-
2967	Issue #102	12/01/17	4.82	13,040	-	9,162	3,878	-
3303	Issue #103	23/04/23	4.65	104,985	-	9,713	3,580	91,693
2964	Issue #104	20/11/18	5.15	138,245	-	49,516	18,250	70,478
2966	Issue #104	20/11/18	5.15	152,661	-	54,681	20,154	77,827
3074	Issue #104	20/11/18	5.15	55,809	-	19,990	7,368	28,452
3301	Issue #104	20/11/23	5.15	370,056	-	34,235	12,618	323,204
3302	Issue #104	20/11/23	5.15	269,916	-	24,971	9,203	235,742
3302	Issue #106	10/13/24	4.13	80,853	-	6,668	2,107	72,078
3301	Issue #112	06/10/25	3.73	123,996	-	9,260	2,457	112,279
				<u>1,348,089</u>	<u>-</u>	<u>245,264</u>	<u>91,073</u>	<u>1,011,754</u>
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	300,934	-	22,474	5,963	272,498
3345	Issue #117	10/11/26	3.25	400,497	-	27,418	5,940	367,139
				<u>701,431</u>	<u>-</u>	<u>49,891</u>	<u>11,903</u>	<u>639,637</u>
Water								
3518	Issue #141	04/07/32	2.80	-	2,900,000	-	-	2,900,000
				<u>-</u>	<u>2,900,000</u>	<u>-</u>	<u>-</u>	<u>2,900,000</u>
Accrued actuarial adjustment				<u>(15,066)</u>	<u>-</u>	<u>-</u>	<u>981</u>	<u>(16,047)</u>
Total long-term debt				<u>2,034,454</u>	<u>2,900,000</u>	<u>295,155</u>	<u>103,957</u>	<u>4,535,344</u>
Capital leases								
Equipment		05/28/17	2.00	1,704	-	1,704	-	-
Equipment		12/28/17	2.00	11,297	-	11,297	-	-
Total capital lease				<u>13,001</u>	<u>-</u>	<u>13,001</u>	<u>-</u>	<u>-</u>
Total long-term liabilities				<u>2,047,455</u>	<u>2,900,000</u>	<u>308,156</u>	<u>103,957</u>	<u>4,535,344</u>

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
CONSOLIDATED TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
As at December 31, 2017**

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2017	Total 2016
COST							
Opening balance	33,228,595	35,963,551	20,558,477	319,460,853	16,764,561	425,976,036	407,548,279
Additions	-	699,171	1,552,438	5,407,079	12,548,353	20,207,041	19,193,042
Construction completed	-	12,870	57,864	417,777	(488,511)	-	-
Writedowns	-	-	-	-	-	-	(31,587)
Disposals	-	(41,701)	(276,324)	(33,765)	-	(351,790)	(733,699)
Closing balance	33,228,595	36,633,891	21,892,455	325,251,944	28,824,403	445,831,288	425,976,036
ACCUMULATED AMORTIZATION							
Opening balance	-	19,877,271	13,301,303	151,638,940	-	184,817,513	176,674,676
Asset reclassification adjustment	-	-	19,340	(19,340)	-	-	-
Amortization current year	-	992,168	916,923	6,994,119	-	8,903,210	8,828,021
Amortization from disposals	-	(41,701)	(258,803)	(22,296)	-	(322,800)	(685,184)
Closing balance	-	20,827,738	13,978,763	158,591,423	-	193,397,924	184,817,513
NET BOOK VALUE	33,228,595	15,806,153	7,913,692	166,660,521	28,824,403	252,433,364	241,158,523
NET BOOK VALUE (2016)	33,228,595	16,086,279	7,237,834	167,841,253	16,764,561		

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2017**

**SCHEDULE 3
(page 1 of 2)**

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
REVENUE												
Taxes & parcel taxes (note 12)	29,784,436	28,144,356	-	-	176,574	176,085	-	-	-	-	68,636	65,366
Payments in lieu of taxes	695,387	624,287	-	-	-	-	-	-	-	-	-	-
Sale of services	455,289	393,949	1,910,819	1,855,362	2,915,901	2,624,380	2,358,340	2,334,366	82,008	67,935	1,443,848	845,620
Services provided to other governments	1,224,754	1,182,451	383,919	432,780	-	-	-	-	60,473	59,973	-	-
Transfers from other governments	858,588	899,155	380,250	432,430	1,777,620	1,199,203	54,500	8,552	-	-	-	-
Investment and other income	808,590	840,915	-	-	656	656	-	-	-	-	-	-
Other revenue	-	-	-	-	198,336	193,638	16,114	17,000	-	-	15,395	167,907
Development cost charges recognized	-	-	-	-	3,808	105,136	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	1,860,126	929,765	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	(3,157)	89,662	-	-	-	-	-	-
	33,827,044	32,085,113	2,674,988	2,720,572	6,929,864	5,318,525	2,428,954	2,359,918	142,481	127,908	1,527,879	1,078,893
EXPENSES												
Amortization	275,436	240,668	484,783	376,046	4,234,251	4,428,956	-	-	4,392	670	779	6,523
Interest & debt issue expenses	13,420	(13,747)	-	-	180,320	293,687	-	-	-	-	-	-
Operating expenses	1,244,789	1,140,592	8,382,929	8,971,174	5,550,577	5,132,658	2,367,409	2,278,714	32,553	22,882	976,349	1,103,997
Wages & benefits	5,509,541	5,418,127	6,729,436	6,350,005	2,238,491	2,191,710	97,930	75,987	124,124	124,956	852,717	692,665
	7,043,186	6,785,640	15,597,148	15,697,225	12,203,639	12,047,011	2,465,339	2,354,701	161,069	148,508	1,829,845	1,803,185
ANNUAL SURPLUS (DEFICIT)	26,783,858	25,299,473	(12,922,160)	(12,976,653)	(5,273,775)	(6,728,486)	(36,385)	5,217	(18,588)	(20,600)	(301,966)	(724,292)

See Note 14 for description of Segment Reporting categories.

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
CONSOLIDATED SCHEDULE OF SEGMENTED REPORTING
For the Year Ended December 31, 2017**

SCHEDULE 3
(page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated Total	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
REVENUE										
Taxes & parcel taxes	509,897	508,084	30,539,543	28,893,891	706,157	704,307	-	(37)	31,245,700	29,598,161
Payments in lieu of taxes	-	-	695,387	624,287	-	-	-	-	695,387	624,287
Sale of services	1,183,315	980,146	10,349,520	9,101,758	5,983,832	5,322,313	7,733,159	6,602,340	24,066,511	21,026,411
Services provided to other governments	-	-	1,669,146	1,675,204	-	-	-	-	1,669,146	1,675,204
Transfers from other governments	5,859	67,900	3,076,817	2,607,240	-	-	6,461,685	6,948,066	9,538,502	9,555,306
Investment and other income	-	-	809,246	841,571	134,244	26,113	94,193	17,379	1,037,683	885,063
Other revenue	16,787	25,630	246,632	404,175	3,000	14,376	-	-	249,632	418,551
Development cost charges recognized	-	14,049	3,808	119,185	39,535	250,020	-	-	43,343	369,205
Contributed tangible capital assets	-	-	1,860,126	929,765	390,392	168,287	449,374	256,788	2,699,892	1,354,840
(Gain)/loss on disposal of tangible capital assets	-	-	(3,157)	89,662	-	(2,787)	(11,469)	(12,749)	(14,626)	74,126
	1,715,858	1,595,809	49,247,068	45,286,738	7,257,160	6,482,629	14,726,942	13,811,787	71,231,170	65,581,154
EXPENSES										
Amortization	1,450,169	1,339,544	6,449,810	6,392,407	1,281,693	1,247,512	1,171,707	1,188,102	8,903,210	8,828,021
Interest & debt issue expenses	-	-	193,740	279,940	34,628	34,628	73,279	18,235	301,647	332,803
Operating expenses	2,548,461	2,529,588	21,103,067	21,179,605	1,848,907	1,662,950	1,783,768	1,686,027	24,735,742	24,528,582
Wages & benefits	4,031,100	3,909,567	19,583,339	18,763,017	986,617	972,340	1,597,068	1,350,394	22,167,024	21,085,751
	8,029,730	7,778,699	47,329,956	46,614,969	4,151,845	3,917,430	4,625,822	4,242,758	56,107,623	54,775,157
ANNUAL SURPLUS (DEFICIT)	(6,313,872)	(6,182,890)	1,917,112	(1,328,231)	3,105,315	2,565,199	10,101,120	9,569,029	15,123,547	10,805,997

See Note 14 for description of Segment Reporting categories.

Council Agenda Information

COTW [Click and type date of meeting] Regular Council February 04, 2019



City of Campbell River Report/ Recommendation to Council

Date: January 31, 2019
Submitted by: Finance Department, Corporate Services Division
Subject: Quarterly Financial Report – Q4, 2018

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 January 31, 2019 from the Finance Department regarding the City's Quarterly Financial Report – Q4 2018 be received for information.

Background

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

The Financial Plan Bylaw for 2018 was originally adopted in early December 2017 with projected carry forward balances on operating and capital projects based on the best information at the time. After the City's annual fiscal year cut-off, those carry forwards were adjusted to actual amounts remaining for completion of these projects. The results reported in this quarterly financial report are based on the revised carry forward amounts, and not the estimates approved during Financial Planning.

It is important to note that the 2018-2027 Financial Plan Bylaw was amended in August 2018 and reported budgets have been updated accordingly.

Discussion

Overview from the City Manager

The final financial report for 2018 indicates how well the City has performed relative to its planned activities and identifies that the City accomplished much of its work plan. Of the total 154 approved projects, 44 projects are in-progress or are multi-year projects being carried into 2019 (down from 53 in 2017), and 84 are completed (up from 79 in 2017).

During the 2018 fiscal year, the City undertook many significant capital and operating projects. The new water supply system (the largest capital project ever undertaken by the City) was successfully commissioned in the spring of 2018, the replacement of the waterfront forcemain between Hidden Harbour and the Maritime Heritage Centre with a new sewer main under Highway 19A has been completed, and the revitalized Big Rock Boat Ramp reopened. The downtown core continues to be a priority with a focus on downtown safety, through the establishment of a new safety office and increased security presence, and the continuation of downtown revitalization through various granting initiatives and increased programming such as CR Live Streets. The City has also proactively embarked on planning for Sea Level Rise, something which will significantly impact operations and infrastructure in the future. Furthermore, the City continues to focus on renewal and enhancement projects across the City including asphalt overlay, sidewalk infill, parks and recreation amenities, and facilities upgrades.

The operational budget analysis indicates the City is generally on trend as compared to budget and prior year activity, indicating that the City continues to operate in a fiscally responsible manner.

2019 is underway and shaping up to be another active year with many exciting projects, initiatives and a new Council who has already begun to build on the success of the past year and prior Council.

Deborah Sargent, City Manager

Operating Financial Report

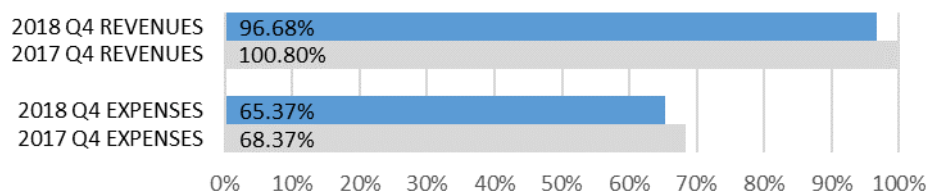
The City's departmental operational revenues and expenses by core service area are summarized below, with a comparison to the same quarter in 2017, as well as the variance to the amended approved 2018 budget. Overall, City revenues are 99% of budget and expenses are 82% of budget. Although fourth quarter financials are not final and year end adjustments continue to take place, current figures and trends can provide a good indication of where the City can anticipate to be once staff finalize the reconciliation of 2018 balances.

	2017 Q4	2017 Budget	2018 Q4	2018 Budget	2018 Variance \$	2018 Variance %
REVENUE						
FISCAL SERVICES	(46,026,982)	(45,661,025)	(46,879,867)	(48,487,792)	(1,607,925)	96.7%
GOVERNANCE	-	-	-	-	-	0.0%
CORPORATE SERVICES	(554,721)	(514,056)	(397,108)	(402,487)	(5,379)	98.7%
RCMP	(772,433)	(795,262)	(710,578)	(764,743)	(54,165)	92.9%
FIRE	(1,670,859)	(1,739,367)	(1,811,993)	(1,780,668)	31,325	101.8%
ASSETS & OPERATIONS	(1,193,817)	(1,098,222)	(1,114,198)	(1,041,849)	72,349	106.9%
UTILITIES	(17,004,538)	(15,929,277)	(17,074,310)	(16,508,413)	565,897	103.4%
COMMUNITY DEVELOPMENT	(2,277,986)	(1,988,382)	(2,330,822)	(2,269,506)	61,316	102.7%
ECONOMIC DEV. & TOURISM	(349,945)	(125,000)	(435,389)	(355,000)	80,389	122.6%
AIRPORT	(2,144,828)	(2,068,674)	(1,970,100)	(2,102,871)	(132,771)	93.7%
REVENUE TOTAL	(71,996,109)	(69,919,265)	(72,724,364)	(73,713,329)	(988,965)	98.7%
EXPENSE						
FISCAL SERVICES	13,088,310	19,143,422	13,747,730	21,031,669	7,283,939	65.4%
GOVERNANCE	1,012,661	1,323,753	853,955	1,310,555	456,600	65.2%
CORPORATE SERVICES	4,610,329	4,958,107	4,575,932	4,844,264	268,332	94.5%
RCMP	8,540,848	9,435,464	6,937,078	9,758,167	2,821,089	71.1%
FIRE	5,764,761	5,817,143	6,095,334	6,099,914	4,580	99.9%
ASSETS & OPERATIONS	10,517,881	10,450,437	10,184,849	10,590,163	405,314	96.2%
UTILITIES	8,859,714	9,618,138	8,668,490	9,617,983	949,493	90.1%
COMMUNITY DEVELOPMENT	5,773,898	6,118,618	6,128,943	7,234,633	1,105,690	84.7%
ECONOMIC DEV. & TOURISM	920,330	714,943	1,051,642	999,758	(51,884)	105.2%
AIRPORT	2,260,165	2,339,240	1,966,768	2,226,223	259,455	88.3%
EXPENSE TOTAL	61,348,898	69,919,265	60,210,721	73,713,329	13,502,608	81.7%
GRAND TOTAL	(10,647,211)	-	(12,513,642)	-	12,513,642	0.0%

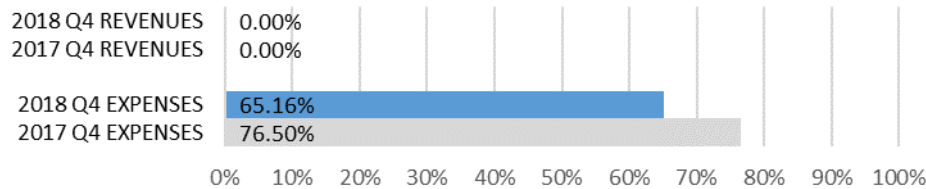
**2018 Budget was re-allocated for the corporate restructure that occurred in early 2018 and is also presented as amended.*

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 2018 and 2017 for comparison.

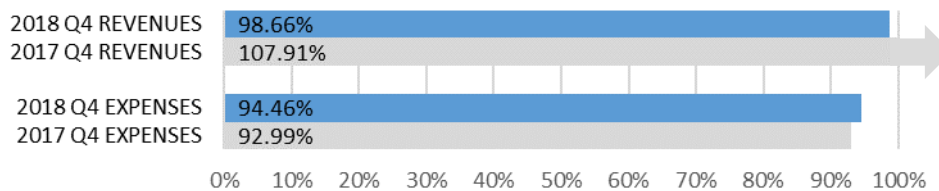
0 - FISCAL SERVICES – Revenue and expense actuals to budget are lower than anticipated due to outstanding reserve transfers that will be made as part of year end reconciliations. Revenues are trending lower due to the increase in the CRIB contract fee budget; however, actual amounts collected remain flat across the years. Expenses are on trend with the prior year, but are lower than budget as fewer principal payments were required on water debt.



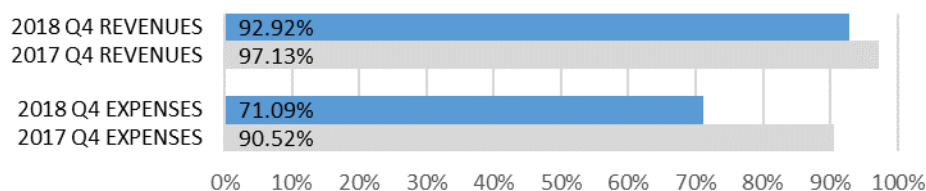
1 – GOVERNANCE – Expenses trending lower than the prior year due to a reduction in 2018 carry forward and service level change request projects; slightly offset by increased contingency spending, specifically on the 10th Ave Geotechnical report.



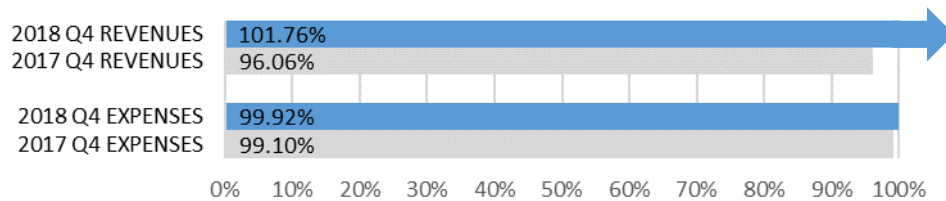
2 – CORPORATE SERVICES – Revenues are trending lower in 2018 as a result of the Q4 Municipal Insurance Association insurance dividend not yet reported; this is slightly offset by the increase in revenue from CR Advantage. Expenses are on trend with the prior year and lower than budget primarily due to staffing vacancies.



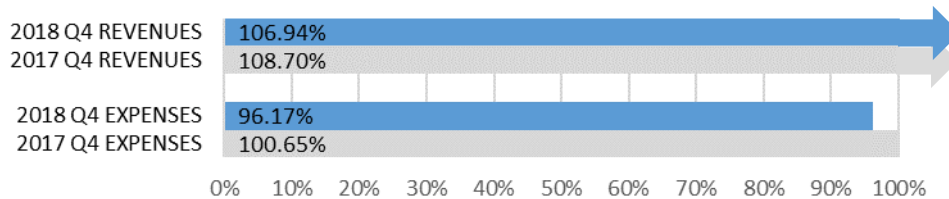
3 – RCMP – Revenue is trending lower as the prior year included a federal reimbursement for capital facility project expenses, despite receiving additional lease and grant revenue in 2018. The fourth quarter RCMP contract billing has not yet been received or accrued for as part of year end (there is typically a two month timing difference); however, once processed, it is anticipated that expenses will be under budget due to the timing of recruitment for the one new officer hired in 2018 and the budget for both new members in 2018, with one not set to be hired until 2019



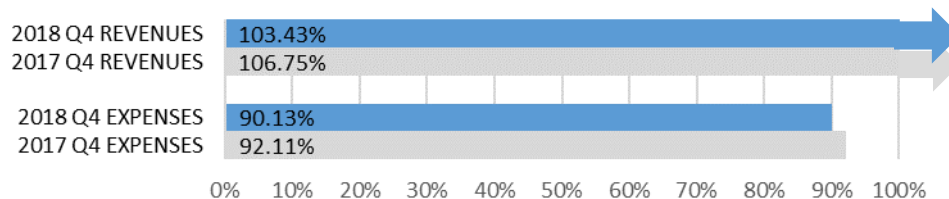
4 – FIRE – Revenue is trending higher than 2017 from the expansion of E911 services to include Peace River, as well as an increase to revenue received for services rendered. Expenses are on trend.



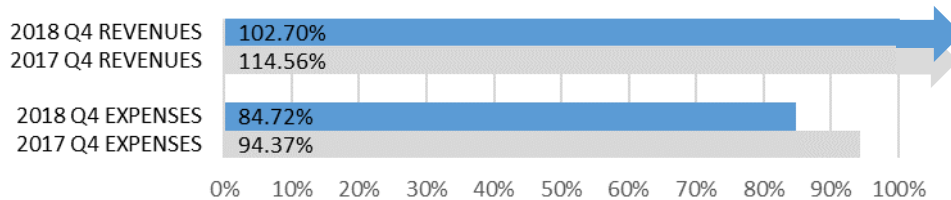
5 - ASSETS & OPERATIONS – Revenue is on trend and higher than budget from increased Legacy Landmark donations and grants received. Expenses are anticipated to be on trend and on budget; the below graph shows that they are slightly lower than 2017 as a result of a timing difference with the fourth quarter BC Transit invoice.



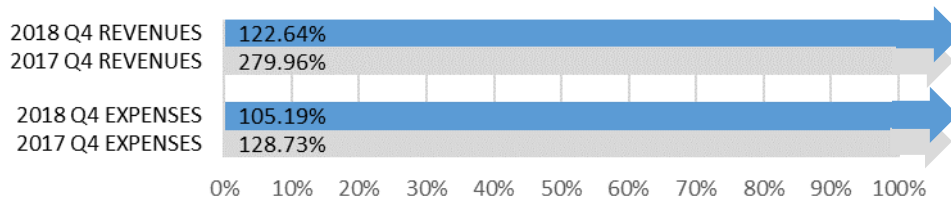
6 – UTILITIES – Revenues are on trend with 2017 and are anticipated to be higher once the fourth quarter utility user fees are recorded. Expenses are on trend with 2017 and under budget primarily from the timing differences associated with the BC Hydro annual water diversion and solid waste contract. Once these accruals are made, it is anticipated that the segment will be slightly under budget from reduced expenditures in sewer contracted services.



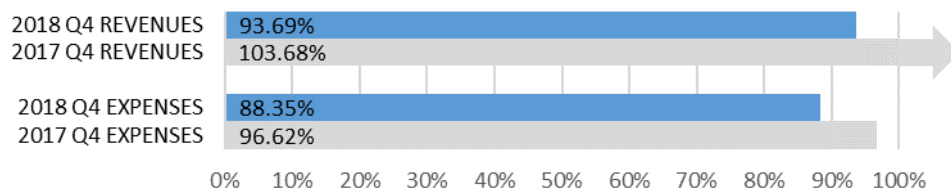
7 - COMMUNITY DEVELOPMENT – Revenue is on budget, but trending lower than the prior year primarily due to a decrease in project specific grant funding, as well as 2017 remedial action and legal recoveries in Bylaw Enforcement. Expenses are lower in 2018 due to vacancies in Planning and Development Services; partially offset by increases related to the Downtown Security office and the new 3rd Bylaw officer.



8 – ECONOMIC DEV. & TOURISM – The City has received higher MRDT revenue than 2017; however, it appears in the below graph to be trending lower as the 2018 budget was increased in anticipation of this. Expenses are slightly higher than budget for 2018 and are trending lower than 2017 due to the City’s tourism contract (the budget was adjusted in 2018 to reflect a full year).

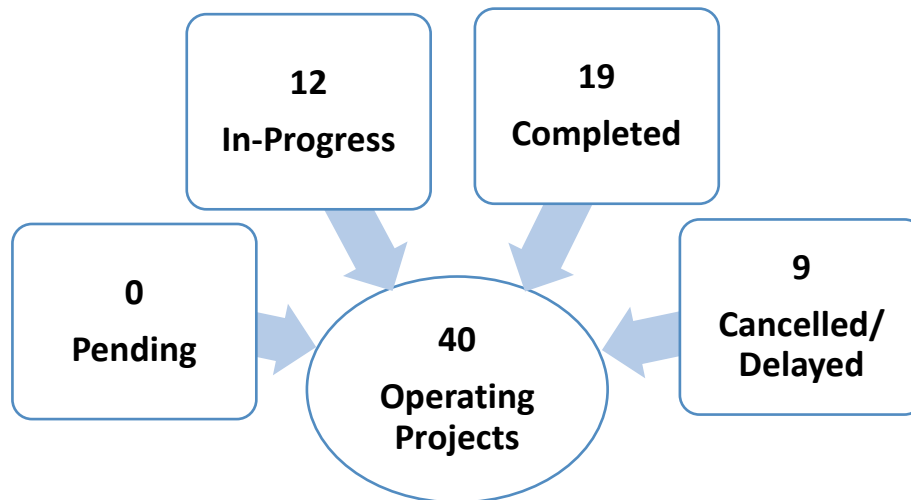


9 – AIRPORT – Revenue is trending lower than 2017 mainly due to lower overall fuel sales. Expenses are also trending lower than the prior year due to the reduced cost of fuel sold. Net profit margin has increased substantially (from 28% in 2017 to 36% in 2018) primarily from the operation of the new fuel supply system.



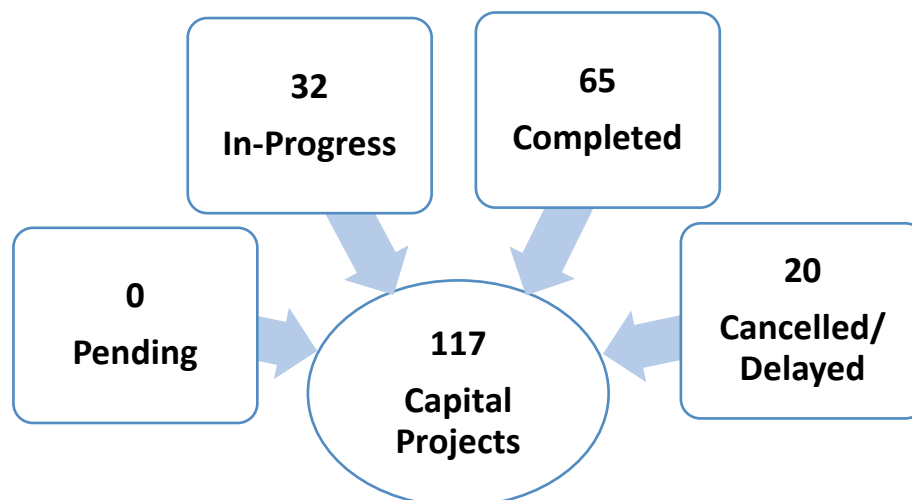
Operating Projects

There are 40 operating projects with a total budget of \$2.95M for 2018 as approved during Financial Planning, including amendments. The total spend in the fourth quarter on operating projects to date is \$1.3M or 44% of budget. Of the 40 planned projects, 12 are currently in progress and will be carried forward into 2019, and 19 have been completed. Appendix 2 provides the detail on the status for each operating project; green highlighted projects are on track with expected project delivery timelines, yellow projects could be delayed, and red projects have been delayed or cancelled. The projects carried into 2019 have been identified in a separate column on Appendix 2.



Capital Projects

There are 117 capital projects with a total amended budget of \$31M for 2018. The most significant of these projects continues to be the Water Supply project which is now commissioned and operational. The total spend to the fourth quarter on capital projects is \$14.6M or 47% of budget. Overall, 32 of 117 capital projects are currently in progress and are being carried into 2019, and 65 have been completed. Appendix 3 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, and red projects have been delayed or cancelled. The projects carried into 2019 have been identified in a separate column on Appendix 3.

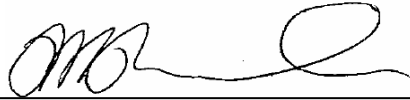



Conclusion

Financial results for the City’s departmental operating budgets are within expectation for the fourth quarter of 2018 and no areas of concern have been identified. Year end adjustments continue to take place while staff finalize the reconciliation of 2018 balances. Although these are not final numbers, interim reporting is an important aspect of financial reporting. The fourth quarter report provides good information as to where the City currently stands, particularly at the department level, and roughly where it can expect to be for the 2018 fiscal year. Council will be updated and provided a detailed analysis of the City’s final 2018 financial results once the year end audit is complete in May 2019.

Attachments:

1. Appendix 1 – Operating Departmental Budget Segments
2. Appendix 2 – Operating Projects (Q4 2018)
3. Appendix 3 – Capital Projects (Q4 2018)

Prepared by:	Reviewed by:
 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Alaina Maher, BCom, CPA, CMA Finance Operations Supervisor	 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Ron Bowles GM, Community Planning / Acting CFO
Reviewed for Form and Content / Approved for Submission to Council:	
 <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Deborah Sargent	
Corporate Review	Initials
Finance	RB

Appendix 1 - Operating Departmental Budget Segments

0 - FISCAL SERVICES	00 Taxation 02 Miscellaneous Other 04 Debt Interest 05 Debt Principal 07 Fiscal Services 08 Reserves
1 – GOVERNANCE	10 Mayor & Council 15 City Manager
2 – CORPORATE SERVICES	20 Deputy City Manager 21 Legislative & Property Services 22 Communications 23 Human Resources 24 Information Technology 25 Finance
3 - RCMP	30 RCMP 31 Police Protection 35 Victim Services
4 - FIRE	40 Fire Protection 45 E911
5 - ASSETS & OPERATIONS	50 GM Assets & Operations 51 Capital Works 52 Stores 53 Fleet 54 Facilities 55 Roads & Transportation 56 Public Transit 58 Parks 59 Cemeteries
6 - UTILITIES	60 Storm Drains 65 Solid Waste 68 Sewer 69 Water
7 - COMMUNITY DEVELOPMENT	70 GM Community Development 71 Long Range Planning & Sustainability 72 Development Services & Business Licensing 74 Bylaw Enforcement 75 Animal Control 79 Recreation & Culture
8 – ECONOMIC DEVELOPMENT & TOURISM	80 Economic Development 85 Tourism
9 - AIRPORT	90 Airport

**APPENDIX 2
OPERATING PROJECTS
at December 31, 2018 (Q4)**

On Track	Project Statuses: A - Not Started B - Planning / Request for Proposal / Design C - In Construction / In Progress D - Completed / In Use X - Cancelled Z - Delayed Until Next Year
Possible Delay	
Delayed/Cancelled	

Index	Department	CC3#	Project Name	December 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
Strategic Projects										
1	Mayor & Council	NA	Centennial Pool and Operating Budget Fund	300,000	300,000	-	100.0%	D ✓		Project complete.
2	Mayor & Council	Various	Council Contingency - Annual Allocation*	98,004	225,000	126,996	43.6%	C	Yes	A total of \$183,471 is currently committed for 2018. Projects that are still ongoing are a 2019 CFwd.
3a	Mayor & Council	X043	Council Contingency - Grassroots Kind Heart Society	-	3,000	3,000	0.0%	X		Grassroots dinner program not scheduled.
3b	Mayor & Council	X059	Council Contingency - Radiant Life Church Security	5,406	9,000	3,594	60.1%	C	Yes	Reimbursement of security contracted services for dinner program.
4	Mayor & Council	X046	Council Contingency - Property management	19,048	20,000	952	95.2%	D ✓		Project Completed and presented to Council in Q2.
5	Mayor & Council	S059	Forestry Task Force Operating Budget	798	25,000	24,202	3.2%	D ✓	Yes	The Forestry Task Force concluded at the end of March. Remaining funds to be transferred to the Economic Development Officer and were a 2019 CFwd.
6	Mayor & Council	S076	3.5 Acre Task Force	-	140,000	140,000	0.0%	D ✓		The CFwd for this project was removed from the 2019-2028 financial plan.
7	Mayor & Council	S053	Beautification Grants	11,440	40,000	28,560	28.6%	C	Yes	Beautification projects are underway by the associations, payments to be processed in 2019 Q1.
8	Mayor & Council	S078	Social Grants	13,200	25,000	11,800	52.8%	Z	Yes	Social grant policy to be reviewed in 2019.
9	Mayor & Council	S097	Ishikari Anniversary Celebration	-	25,000	25,000	0.0%	X		Next Ishikari Celebration not occurring until 2023.
10	Mayor & Council	S109	Safer Downtown*	41,009	176,000	134,992	23.3%	D ✓		Office was operational in June 2018.
11	Planning & Development	S054	Campbellton Planning Projects	5,405	7,500	2,095	72.1%	D ✓		Final draft report received and presented to Council in November.
12	Planning & Development	S067	Downtown Small Initiatives Fund	92,159	93,000	841	99.1%	D ✓		2018 projects complete.
13	Planning & Development	S084	Downtown Signage Incentive Program	34,384	70,000	35,616	49.1%	C	Yes	Marketing for 2019 SIP will begin late March. Sign Bylaw updates have been drafted and it is proposed that these will proceed to Council Q2/Q3 for consideration.
14	Planning & Development	S038	Façade Storefront Downtown Revitalization	11,611	75,000	63,389	15.5%	C	Yes	Two files are currently being reviewed. Marketing for 2019 will be done concurrently with the DFIP program.
15	Recreation & Culture	S093	Increase Spirit Square Program Budget	12,000	12,000	-	100.0%	D ✓		Spirit Square programming is over for the year.
16	Recreation & Culture	S104	Enhanced Skatepark Environment	9,679	15,000	5,321	64.5%	D ✓		Pilot project is complete.
17	Recreation & Culture	S101	Public Art Master Plan	7,992	20,000	12,008	40.0%	Z	Yes	Master planning will continue in early 2019. Project will be transitioned to Long Range Planning.
18	Recreation & Culture	S086	Public Art	-	48,000	48,000	0.0%	Z		On hold until master plan is complete. Project will be transitioned to Long Range Planning.

**APPENDIX 2
OPERATING PROJECTS
at December 31, 2018 (Q4)**

On Track	Project Statuses: A - Not Started B - Planning / Request for Proposal / Design C - In Construction / In Progress D - Completed / In Use X - Cancelled Z - Delayed Until Next Year
Possible Delay	
Delayed/Cancelled	

Index	Department	CC3#	Project Name	December 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
Corporate Projects										
19	Human Resources	S095	Strategic HR Management	96,625	97,000	375	99.6%	D ✓		Additional request for a 1 year term was approved in 2019 Financial Planning.
20	Finance	S094	DCC Review	-	75,000	75,000	0.0%	Z		Project deferred to 2019.
21	Economic Development	S105	Enhance and Maintain Services	58,042	57,000	(1,042)	101.8%	D ✓		Project complete.
22	Legislative Services	S102	Municipal Election	55,504	51,000	(4,504)	108.8%	D ✓		Complete. Offset by \$14,673 cost sharing of election expenses with the Regional District.
23	Planning & Development	S087	Sea Level Rise Assessment*	213,270	505,000	291,730	42.2%	C	Yes	Technical reports nearing completion.
24	Planning & Development	S096	Interim Development Services Manager	-	150,000	150,000	0.0%	D ✓		No longer a term position with City organizational restructure that occurred in early 2018. Moved to base operating budget.
25	Roads	S106	Snow Clearing - Sidewalks	-	30,000	30,000	0.0%	B		Seasonal project.
Operational Projects										
26	Economic Development	S098	Tech Attraction Strategy	20,000	20,000	-	100.0%	D ✓		Project complete.
27	Planning & Development	C036	Zoning/OCP Update	15,408	84,000	68,592	18.3%	Z	Yes	This project will resume in 2019 in a phased approach. The update focused on legal changes for 2018 and will move into further phased updates for key issues in 2019 (e.g. shipping containers, building height, secondary suites etc.).
28	Planning & Development	S069	Community Energy Efficiency Program *	71,437	188,871	117,434	37.8%	D ✓	Yes	The City is continuing to offer \$250 home energy rebates for existing homes, a top up to the Provincial Oil to Heat Pump program, and Energy Step Code Incentives for new buildings.
29	Planning & Development	S099	BC Hydro Energy Retrofit Program	-	16,000	16,000	0.0%	D ✓		This funding is for the DC Fast Charger (EV Charging Station) which has been commissioned at the Community Centre. Project complete.
30	Planning & Development	S100	Development Process Update	7,613	40,000	32,387	19.0%	C	Yes	Early 2019 Staff will begin updating Prospero for both engineering and planning. Mobile Inspections will be finalized now Building Function at full staff.
31	Airport	S015	Business Development Opportunity Fund	38,413	50,000	11,587	76.8%	D ✓		Project complete.
32	Airport	S049	Crack Sealing	-	20,000	20,000	0.0%	Z		Delayed to 2019.
33	Airport	S048	Runway Line Painting	-	20,000	20,000	0.0%	Z		Delayed to 2019.
34	Sewer	S055	Lift Station Auto - Cleaning	20,454	30,000	9,546	68.2%	C	Yes	Equipment purchased for 2018 and 2019. Installation to happen in Spring 2019 following completion of confined space entry procedures.
35	Sewer	S090	Biosolids Management Options Study	-	35,000	35,000	0.0%	D ✓	Yes	Project complete. Awaiting final invoice.
36	Sewer	S089	Confined Space Entry Alternate Procedures	4,850	10,000	5,150	48.5%	C	Yes	Underway. Completion anticipated in 2019.
37	Water	S089	Confined Space Entry Alternate Procedures	4,850	10,000	5,150	48.5%	C	Yes	Underway. Completion anticipated in 2019.
38	Water	S074	Water Conservation Plan	6,470	103,000	96,530	6.3%	C		Underway. Completion anticipated in 2019.
39	Recreation & Culture	S108	PLAY Campbell River	30,270	30,000	(270)	100.9%	D ✓		Project complete.

*2018 Budget as amended.

TOTAL \$ 1,305,339 \$ 2,950,371 \$ 1,645,032 44.2%

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
Strategic Priorities Projects										
NEW	213 - IT	2018	Broadband - Phase 2*	15,227	100,000	84,773	15.2%	Z	Yes	Council approved this project in 2018. This small network expansion takes advantage of a planned revitalization along Cypress Street. Project will coincide with Cypress Street revitalization.
1	322 - Fire Protection	1006	#1 Fire Station Replacement	30,772	467,418	436,646	6.6%	C	Yes	Vendor selected for feasibility study and work has begun on the report.
2	450 - Facilities	4039	Big House Pavilion Deconstruction & Preservation	-	50,000	50,000	0.0%	B	Yes	Stakeholder review in progress. Project budget carried forward to 2019.
3	450 - Facilities	4064	Council Chambers Accessibility Improvements	-	35,000	35,000	0.0%	B	Yes	Conceptual design options to be brought to COW in February 2019 with intent to undertake detailed design by end of Q2.
4	532 - Roads	6028	Cypress Street Improvements	13,747	33,021	19,274	41.6%	Z	Yes	Tendered only one response significantly over budget. To be re-tendered early in 2019.
5	532 - Roads	6017	Pier Street, Sign and MHC Entrance Improvements	25,945	325,000	299,055	8.0%	Z	Yes	Design underway. Added to the 2019 Financial Plan for reconsideration due to insignificant budget based on conceptual designs.
6	532 - Roads	6016	Ferry Terminal Access Improvements	-	9,837	9,837	0.0%	Z		BC Ferries has just started a review of their capital reinvestment in the Campbell River Terminal. This project is on hold as not to duplicate their program and potential improvements.
7	532 - Roads	6030	Petersen/Shetland/Willis Walkability	81,556	60,000	(21,556)	135.9%	D ✓		Work completed on Hopkin and Cheviot for 2018.
8	532 - Roads	6031	Snow Clearing Equipment	-	50,000	50,000	0.0%	D ✓	Yes	In service. Timing difference with billing; invoice not received.
9	532 - Roads	6032	Street Lights – 10th Ave	7,746	10,000	2,254	77.5%	D ✓		Hydro installed lights on requested pole - additional funds used for Spirit Square/downtown bylaw office lighting.
10	532 - Roads	6033	3.5 Acre Walkway *	222,775	600,000	377,225	37.1%	C	Yes	Project is underway. Phase 1 Hardscape completed in 2018. Landscaping to be completed in 2019.
11	532 - Roads	6034	Willis Road Pedestrian Upgrades Phase 2	2,557	355,000	352,443	0.7%	Z		Project to commence in 2019 due to delays in engineering work and allowable fisheries schedules.
12	532 - Roads	6035	Willis Road Connection Concept	-	30,000	30,000	0.0%	B		Awaiting information on a shared review of this project with MOTI.
13	532 - Roads	6009	Seagull Walkway Design	-	150,000	150,000	0.0%	Z	Yes	Project ready for tender but due to staff resourcing has not yet been posted.
14	532 - Roads	6018	Parking Lot Improvements	23,750	25,000	1,250	95.0%	D ✓		Complete.
15	Multi-Departmental	8008	Highway 19A - Phase 3	208,768	1,396,192	1,187,424	15.0%	B	Yes	Project split into two parts. 2019 will see construction of watermain and forcemain. Design 90% complete. Construction tender Q1/19. Balance of works in detailed design for 2019.
16	550 - Storm Drains	6502	Downtown Storm Mitigation	27,384	274,908	247,524	10.0%	C		Multi-year project with ongoing works for the next 3-5 years. Work planned for 2018 was completed.
17	570 - Airport	****	Fueling Facility	339,753	481,481	141,728	70.6%	D ✓	Yes	Maintenance Period.
18	570 - Airport	3011	Airport Development Servicing	9,834	70,000	60,166	14.0%	C		Draft Engineering plans submitted to City staff for final approval - anticipated construction Spring 2019.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
19	570 - Airport	3012	Security Fencing - South Development	-	40,000	40,000	0.0%	C	Yes	Will be undertaken with construction of item 18 (Airport Development Servicing).
20	570 - Airport	3017	Aircraft De-icing Equipment	4,614	200,000	195,386	2.3%	C	Yes	Several on-site pre-inspections were carried out on RFPs units received finding significant costly deficiencies. Reviewing business case and working with airlines. Expect a new RFP process in Q2 2019.
21	580 - Sewer	5002	Waterfront Sewer Force main	3,444,388	6,768,897	3,324,509	50.9%	C	Yes	Phase 1 complete. Forcemain construction from Rockland to 1st Ave 2019 followed by Lift Stations No's 5, 6 and 18 construction in 2020.
22	580 - Sewer	5019	Larwood-Erickson Sewer Upgrade *	1,758,582	4,100,000	2,341,418	42.9%	C	Yes	Larwood Sewer complete. Work suspended Dec/18-Mar/19 and will resume when favourable weather returns with construction on Harrogate and Erickson to be complete by end of Q3/19.
23	580 - Sewer	5006	NWEC Upgrades - Phase 3	-	300,000	300,000	0.0%	Z	Yes	Plant Operations still evaluating and confirming scope based on outcomes of Silvas Report on Biosolids management.
24	590 - Water	****	Water Facility Renewal	1,418,844	1,361,160	(57,684)	104.2%	D ✓	Yes	Maintenance Period.
25	720 - Parks	9035	Robron Field House Civil Works *	4,295	622,285	617,990	0.7%	B	Yes	Pending negotiations with Campbell River Youth Soccer Association.
26	720 - Parks	9018	Big Rock Boat Ramp - Phase 1 *	1,999,579	2,176,000	176,421	91.9%	D ✓	Yes	Maintenance Period.
27	720 - Parks	9041	Willow Point Park Field House Repairs	4,293	75,000	70,708	5.7%	Z	Yes	To be carried forward into 2019.
28	720 - Parks	9015	Nunn's Creek Master Plan	13,943	60,000	46,057	23.2%	Z	Yes	To be carried forward into 2019.
29	740 - Recreation & Culture	9906	Sportsplex Renovation/Expansion Detailed Design and Construction	-	80,000	80,000	0.0%	Z		Phases I and III delayed until 2019 for further discussion with Council. Phase II to be incorporated with Sportsplex roof and HVAC replacement.
Other Capital Projects										
NEW	212 - Finance	2028	Tax Payment Software	11,144	-	(11,144)	100.0%	D ✓		Completed in Q4.
30	212 - Finance	2020	Asset Management	57,883	60,000	2,117	96.5%	D ✓		Completed in Q4. Expenditures included parks risk matrix, asset management request for proposal, global information system data clean up and asset management training.
31	213 - IT	2006	Recreation Management Software	22,664	51,181	28,517	44.3%	Z	Yes	Project still in progress. Parks and field bookings transitioning from Parks to Recreation and Culture. Ongoing configuration and feature development.
32	213 - IT	2012	Dogwood DOC Phone System	18,869	24,576	5,707	76.8%	D ✓		Completed in Q4.
33	213 - IT	2014	Vadim E3 Upgrade	1,666	9,000	7,334	18.5%	C	Yes	Upgrade has taken place, final testing/implementation to be done in Q1 of 2019. Waiting on final invoice to be received.
34	213 - IT	2015	Scheduled Photocopier Replacement	10,541	16,000	5,459	65.9%	D ✓		Complete.
35	213 - IT	2016	GIS Orthophotos	17,672	17,000	(672)	104.0%	D ✓		Complete.
36	213 - IT	2001	Printer/Peripheral Replacement	19,281	20,000	719	96.4%	D ✓		Complete.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
37	213 - IT	2002	Workstation/Laptop Replacement	35,316	36,000	684	98.1%	D ✓		Complete.
38	213 - IT	2023	Primary File Server Replacement	15,084	15,000	(84)	100.6%	D ✓		Completed early Q2.
39	213 - IT	2024	Enterprise Centre Plotter	7,987	8,000	13	99.8%	D ✓		Implemented in Q1 2018.
40	213 - IT	2025	Data Storage upgrade	28,409	30,000	1,591	94.7%	D ✓		Implemented in Q1 2018.
41	213 - IT	2026	Emergency Operations Center Inventory	21,958	-	-	100.0%	D ✓		Complete.
42	322 - Fire Protection	1009	Pumper Rescue Replacement	912,999	901,696	(11,303)	101.3%	D ✓		Vehicle in service.
43	322 - Fire Protection	1004	Small Equipment Replacement	15,171	15,000	(171)	101.1%	D ✓		Equipment delivered and in service.
44	447 - Fleet	4009	Fleet Replacement Plan	560,027	856,084	296,057	65.4%	C	Yes	5 units received, 3 units awaiting delivery in 2019 and 1 unit deferred to 2019.
45	448 - Capital Works	8006	Capital Works Management	474,483	477,263	2,780	99.4%	D ✓		On schedule with 2018 work plan.
46	450 - Facilities	4047	Dick Murphy Park Viewing Platform Construction	16,561	29,401	12,840	56.3%	D ✓		Construction complete and viewing platform in use.
47	450 - Facilities	4049	Library Air Handler Replacement	21,865	58,422	36,557	37.4%	D ✓		Construction complete.
48	450 - Facilities	4050	Small Equipment	25,739	30,000	4,261	85.8%	D ✓		Minor acquisitions still to come but fund nearly fully expended. Utilized to replace road safety barricades, heated pressure washers x 2 and small gas powered equipment in 2018.
49	450 - Facilities	4052	Energy and Water Consumption Reduction Projects	23,810	25,000	1,190	95.2%	D ✓		LED lighting retrofit to all squash / racquetball courts at the Sportsplex. Nearing completion.
50	450 - Facilities	4065	Video Surveillance System Ongoing Camera Renewal Program	47,276	60,000	12,724	78.8%	D ✓		Project complete.
51	450 - Facilities	4048	City Facilities Fall Protection	3,250	200,000	196,750	1.6%	B	Yes	Project deferred to 2019.
52	450 - Facilities	4066	Contractor Coordinator Vehicle	42,300	45,000	2,700	94.0%	D ✓		Vehicle delivered and in service.
53	450 - Facilities	4067	City Hall Main Stairwell Carpet Replacement	40,350	35,000	(5,350)	115.3%	D ✓		Complete.
54	450 - Facilities	4062	CRCC Front Desk Safety Improvements	42,259	30,000	(12,259)	140.9%	D ✓		Project substantially complete, only minor deficiencies still outstanding.
55	450 - Facilities	4068	CRCC Kiln Exhaust System Replacement	-	15,000	15,000	0.0%	X		An emergency repair of this equipment was undertaken in late 2017 including replacing the main exhaust fan motor after the finalization of the 2018 capital plan. Replacement no longer needed.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
56	450 - Facilities	4069	DOC Welding Bay Source Extraction Ventilation	19,330	20,000	670	96.6%	D ✓		Project complete.
57	450 - Facilities	4070	DOC Front Counter Safety Upgrades	1,005	40,000	38,995	2.5%	C	Yes	Under construction. Anticipated completion Q1 2019.
58	450 - Facilities	4071	Haig Brown House Chimney Rebuild	-	25,000	25,000	0.0%	X		Project no longer necessary.
59	450 - Facilities	4072	Sportsplex Building Envelope Condition Assessment	3,715	20,000	16,285	18.6%	D ✓		Complete.
60	450 - Facilities	4058	MHC Envelope Repairs	4,156	50,000	45,844	8.3%	C		Tender issued but came in substantially over budget. Emergency repairs will be undertaken on most critical areas of the envelope with a larger envelope rehabilitation scheduled in future years.
61	450 - Facilities	4073	Tidemark Theatre HVAC / Exhaust Replacement	5,125	30,000	24,875	17.1%	D ✓		Repairs complete. A portion of the work will be reviewed in 2019 based on engineering assessment of entire building HVAC systems.
62	450 - Facilities	4061	ERT Materials Transfer Pit Site Improvements	1,044	44,350	43,306	2.4%	C	Yes	Environmental Site Assessment underway. Site inspection and drilling complete. Awaiting final report with recommendations.
63	450 - Facilities	4038	Discovery Pier Structural Repairs	102,664	100,000	(2,664)	102.7%	D ✓		Complete.
64	450 - Facilities	4055	Misc. Facilities Project/Purchases	52,634	-	(52,634)	100.0%	D ✓		2018 projects complete. Operating projects that are required to be capitalized under accounting standards.
65	450 - Facilities	4074	Downtown Security Office	78,422	-	(78,422)	100.0%	D ✓		Substantially complete. Operational as of July 16.
NEW	450 - Facilities	4075	RCMP Workstations	4,037	-	(4,037)	100.0%	D ✓		Project complete.
66	532 - Roads	6006	Sidewalk Infill	45,267	245,132	199,865	18.5%	B		Tied in with the Cypress Street Project. Tendered with bids greatly exceeding the budget.
67	532 - Roads	6012	Pedestrian Signal Crossing Lights	41,675	30,000	(11,675)	138.9%	D ✓		Complete.
68	532 - Roads	6007	Transit Bus Shelters	-	40,000	40,000	0.0%	D ✓	Yes	Shelters installed, waiting for invoicing from BC Transit.
69	532 - Roads	6027	Pavement Management Plan	1,502	65,000	63,498	2.3%	D ✓		Reviewing final report.
70	532 - Roads	6008	LED Light Conversion	49,318	50,000	682	98.6%	D ✓		2018 work is complete.
71	532 - Roads	6002	Intersection Improvements	-	20,000	20,000	0.0%	B	Yes	Tender awarded for design work for Maryland. Construction to take place in 2019
72	532 - Roads	6001	Cycling Infrastructure	8,621	15,000	6,379	57.5%	D ✓		2018 works completed.
73	532 - Roads	6025	Asphalt Overlays	253,929	500,000	246,071	50.8%	D ✓	Yes	2018 works completed by the end of November. \$250,000 funding to Larwood.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

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

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
74	532 - Roads	6020	Traffic Control Upgrades - Replacement	-	200,000	200,000	0.0%	C	Yes	Tender awarded work to be completed before the end of Feb 2019.
75	550 - Storm Drains	6501	Annual Drainage Improvements	(4,983)	100,000	104,983	-5.0%	D ✓	Yes	Work for 2018 is completed, CFwd related to Fir Street upgrade project.
76	550 - Storm Drains	6036	Fir Street Upgrades	-	175,000	175,000	0.0%	C	Yes	Construction tender complete and contract awarded. Work to commence in Mar/19 and be complete end of Q3/19.
77	570 - Airport	3010	Airport Snowblower *	440,856	420,000	(20,856)	105.0%	D ✓		Equipment received and in service.
78	570 - Airport	3018	Airside Concrete Parking, Combined Taxi "C" Widening	-	60,000	60,000	0.0%	B	Yes	Design consultant RFP to be completed in Q1/19 and design development by end of 2019 for 2020 ACAP funding application.
79	570 - Airport	3019	AvGas, Access and Parking for Aircraft	-	105,000	105,000	0.0%	B	Yes	Preparing drawings and spec's for RFP/RFI/Tender. Project will be a design build spring 2019.
80	570 - Airport	3020	Roadway Paving	-	25,000	25,000	0.0%	Z	Yes	To be completed after construction of item 79 (AvGas, Access and Parking for Aircraft).
81	570 - Airport	3021	Shelter	-	20,000	20,000	0.0%	B		RFQ being developed, to be issued in Spring 2019.
82	580 - Sewer	5003	Lift Station #11 Upgrade	-	45,248	45,248	0.0%	D ✓		Maintenance period.
83	580 - Sewer	5005	NWEC Upgrade Phase 2	34,044	160,465	126,421	21.2%	D ✓		Maintenance period.
84	580 - Sewer	5009	Lift Station Generators	273,366	416,527	143,161	65.6%	D ✓	Yes	Maintenance period.
85	580 - Sewer	5022	Biosolids Site Management	-	500,000	500,000	0.0%	B		Preliminary Design underway.
86	580 - Sewer	5023	Sewer Asset Registry	-	25,000	25,000	0.0%	Z		Deferred to future year due to lack staff capacity.
87	580 - Sewer	5020	Sewer Main Replacement	166,494	1,000,000	833,506	16.6%	C	Yes	60% complete. Supply chain delay resulting in completion date adjusted to end of Q1/19.
88	580 - Sewer	5024	Sewer Facility Renewal	85,744	220,000	134,256	39.0%	D ✓	Yes	Digester diffusers - complete. Oxidation Ditch diffusers - complete. LS #11 Hatches - installed. Aeration pipe lining method was investigated - lining is not possible.
89	580 - Sewer	5025	NWEC Electrical Upgrade	-	200,000	200,000	0.0%	B	Yes	Consultants engaged and design underway with expected completion Q3/19.
90	590 - Water	7034	CRIB/CCR Water Improvements	-	20,000	20,000	0.0%	Z		Deferred to future year due to lack staff capacity.
91	590 - Water	7033	Water Dept. Temporary Location	-	300,000	300,000	0.0%	Z		Existing lease has been extended to mid-2019. New location not needed until 2019.
92	590 - Water	7025	WM Cathodic Protection	12,960	125,000	112,040	10.4%	Z	Yes	Report received in Q3. Work will be designed and tendered in Q1-2019. Scheduled to be completed in 2019.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track
Possible Delay
Delayed/Cancelled

Project Statuses:
A - Not Started
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Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
93	590 - Water	7024	Petersen/Shetland PRV	18,082	40,000	21,918	45.2%	B	Yes	Design complete Q1/19. Construction Q2-3/19.
94	590 - Water	7023	Area D Connection Improvements	-	20,000	20,000	0.0%	Z		Deferred to future year due to lack staff capacity.
95	590 - Water	7035	Water Asset Registry	-	25,000	25,000	0.0%	Z		Deferred to future year due to lack staff capacity.
96	590 - Water	7027	Water Service Renewal	57,949	50,000	(7,949)	115.9%	D ✓		Complete.
97	590 - Water	7026	Fire Hydrant Renewal	42,751	50,000	7,250	85.5%	D ✓		Complete.
98	590 - Water	7036	Watermain Renewal	2,745	1,000,000	997,255	0.3%	C	Yes	Construction tender complete and contract awarded. Work to commence in Mar/19 and be complete end of Q3/19.
99	590 - Water	7037	Forklift	47,615	-		100.0%	D ✓		Complete.
100	Utilities	8000	SCADA Platform	111,626	90,024	(21,602)	124.0%	D ✓		Phase 1 and 2 completed.
101	Utilities	8002	Meter Renewal	36,907	100,000	63,093	36.9%	D ✓		2018 projects complete.
102	720 - Parks	9021	Shade Sails Installation	28,816	29,000	184	99.4%	D ✓		Complete.
103	720 - Parks	9905	Campbellton Neighbourhood Association - End of Spruce Street Concept Plan	27,020	30,000	2,980	90.1%	D ✓		Complete.
104	720 - Parks	9042	Elk Falls Cemetery Parking Lot Pavement	62,801	65,000	2,199	96.6%	D ✓		Complete.
105	720 - Parks	9030	Seawalk Improvements	3,435	85,000	81,565	4.0%	D ✓		Complete.
106	720 - Parks	9043	Willow Point In Field Mix Replacement	37,890	52,000	14,110	72.9%	D ✓		Complete.
107	720 - Parks	9008	Marine Foreshore Restoration	82,865	100,000	17,135	82.9%	D ✓		Complete.
108	720 - Parks	9044	Parks Information and Sign Program	17,153	25,000	7,847	68.6%	D ✓		Complete.
109	720 - Parks	9045	Fence Upgrades and Replacements	19,675	20,000	325	98.4%	D ✓		Complete.
110	720 - Parks	9046	Parks Irrigation Strategy	25,518	35,000	9,482	72.9%	D ✓		Complete.
111	740 - Recreation & Culture	9904	Walter Morgan Studio - Rehabilitation	13,836	196,998	183,162	7.0%	C	Yes	Structural framework construction is underway - scheduled completion for Feb 29. Heritage restoration works to be completed after framework and before June 1, 2019.

**APPENDIX 3
CAPITAL PROJECTS
at December 30, 2018 (Q4)**

On Track	Project Statuses: A - Not Started B - Planning / Request for Proposal / Design C - In Construction / In Progress D - Completed / In Use X - Cancelled Z - Delayed Until Next Year
Possible Delay	
Delayed/ Cancelled	

Index	Department	CC1	Project Name	Dec 2018 (Q4)	2018 Budget	\$ Variance	% Variance	Status	2019 CFWD	Comments
112	740 - Recreation & Culture	9900	Recreation Equipment	2,866	9,000	6,134	31.8%	D ✓		Equipment purchased, received and installed.
113	740 - Recreation & Culture	9907	Centennial Pool Condition Assessment	31,783	30,000	(1,783)	105.9%	D ✓		Final report complete and scheduled for presentation to Council on Jan. 29.
114	740 - Recreation & Culture	9908	Sportsplex Weight Room Equipment Replacement	106,855	150,000	43,145	71.2%	D ✓		Project complete. Equipment received and installed.
<i>*2018 budget as amended.</i>				TOTAL	14,612,030	30,984,566	16,442,110	47.2%		



Report To Council

TO: Mayor and Council
FROM: City Manager
AUTHORED BY: Communications Advisor
DATE: October 12, 2016
SUBJECT: 2016 Citizen Satisfaction Survey Results

Recommendation:

That the City Manager's report regarding 2016 citizen satisfaction survey results, be received.

Purpose:

This report is to provide Council with an update on the results of the 2016 citizen satisfaction survey.

Background:

Council budgets for a statistically-valid citizen satisfaction survey every three years to gather comprehensive community feedback on a wide range of topics. This year's survey took place from Sept. 7 through 21 to complement budget preparation and deliberation.

Discovery Research conducted 400 telephone surveys of randomly-selected residents aged 18 or older.

People who were not interviewed by telephone could share their opinion by completing the online survey from a link on the home page of the City's website.

The cost of conducting the survey was \$8,920, plus GST (total \$9,366).

In 2013, the City of Campbell River participated in the syndicated Ipsos Reid citizen satisfaction survey, which conducted 300 telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older. The cost was approximately \$9,200 plus GST (total \$9,660). These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research at a cost of approximately \$10,000. Compared against results of the 2006 survey, 2013 responses indicated that Campbell River residents were generally more satisfied with City services – and that people in Campbell River also had a keen interest in economic stability.

Discussion:

Residents were asked to rate their satisfaction with the quality of life and services provided by the City of Campbell River. The results indicate that satisfaction levels are higher in 2016 than in 2013 and 2006.

Key issues explored in the 2016 satisfaction survey included:

- quality of life and favourite things about living in Campbell River
- most important issue facing the community
- ranking the importance of Council's priorities
- most important environmental concern
- satisfaction levels with various City services and overall quality of services
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- information needs, methods and quality rating



While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

Highlights of 2016 survey results

Quality of life in Campbell River given high ratings

96% rate the overall quality of life in Campbell River as good (57%) or very good (39%).

95% rated Campbell River a good place to raise children and a good place to retire.

In 2013, 93% rated good/very good

In 2006, 88.1% were satisfied with Campbell River as a place to live

Most important issue facing Campbell River – Economic Concerns

29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/increasing costs (10%) and the aging infrastructure (10%).

Top 2013 priorities

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

Top 2006 priorities:

- *roads maintenance and repair 20.8%*
- *police protection: 29.5%*
- *public washrooms: 14.8%*
- *recreation facilities and services for families: 13.8%*

Favourite thing about Living in Campbell River - Ocean

54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was easy access to outdoor recreation.

Residents Satisfied with City Services and Programs

96% were satisfied with overall services and programs provided by the City.

In 2013, 85% were satisfied with level and quality of City services

In 2006, 64.1% were satisfied

Majority feel City of Campbell River is doing a good job

86% agreed that "In general, I believe the City of Campbell River is doing a good job."

In 2013, the level of satisfaction with Council and administration decisions was 53%.

Higher Satisfaction

The highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).



Lower Satisfaction

The lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are courteous, knowledgeable and accessible – with overall service satisfaction at 88%.

In 2013, 68% said they were satisfied with customer service.

In 2006, 58.8% were satisfied.

Satisfaction with specific aspects of contact experience

- *Staff's courteousness: 95% (88% in 2013)*
- *Ease of reaching staff: 93% (83% in 2013)*
- *Staff's helpfulness: 92% (80% in 2013)*
- *Speed and timeliness of service: 86% (79% in 2013)*
- *Staff's knowledge: 93% (74% in 2013)*
- *Staff's ability to resolve issue: 79% (65% in 2013)*

Preferred source of information about City issues – Local Newspaper

57% feel the best source of information about City issues is news articles in the local newspapers, and 76% of respondents received news that way.

29% would prefer to learn about issues through online sources, including social media.

In 2013, preferred methods for City to communicate information to citizens were:

- *Newspaper: 45%*
- *Mail: 11%*
- *Internet (unspecified): 8%*
- *Email: 8%*
- *City website: 6%*
- *Newsletter/pamphlet/brochure: 5%*
- *Social media: 4%*

In general, people felt the amount of information provided by the City was adequate (78%), and that the quality of information was satisfactory (86%). (These were not rated in 2013.)

Other comparisons

- In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
 - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- Rating value of services for tax dollars, 73% of respondents said they received good value.
 - In 2013, 61% of respondents said they received good value for tax dollars.
- On the question of preference for balancing taxation and service levels, 46% supported increasing taxes to maintain services; 30% want services reduced to maintain current tax level.
 - In 2013, 37% said increase taxes and 44% said cut services.
- 30% of respondents would like to see expanded or new services introduced (41% aged 18 to 44; 26% aged 45-64; 19% aged 65+)



Demographics information

- 400 people interviewed (50% female, 50% male)
- 86 per cent owned their home
- 35 per cent had children in the household under age 18
- 42 per cent of respondents were between the age of 45 and 64
 - 18 to 44 = 37%
 - 65 or older = 21%
- Length of residency in Campbell River: 46% had lived in Campbell River 11 to 30 years

The detailed report on survey findings is attached as an appendix to this report and includes online survey data as well as satisfaction levels for a range of departmental services.

Statistics generated from a sample size of 400 are considered to be accurate within $\pm 4.9\%$, at the 95% confidence interval (19 times out of 20).

Communications:

City staff will prepare a news release documenting highlights of the survey findings, with complementary online postings (website, Facebook).

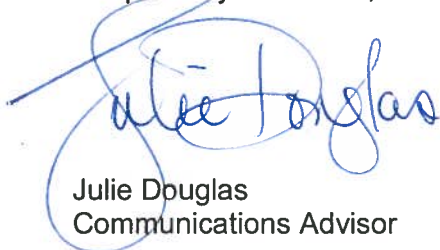
Conclusion:

Monitoring and measuring stakeholder satisfaction is a key part of successful service-delivery, and a truly random, statistically-valid survey of community opinion offers a reliable method for gauging support and concerns related to City services – and helps staff and Council clarify and focus on community priorities. Regular follow-up surveys will continue to provide accurate measurement and ongoing guidance re: service provision to local citizens.

Council may wish to use the survey findings to influence future decisions for community service delivery as outlined in Council's financial and strategic plans.

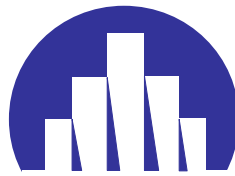
Respectfully submitted,

Report reviewed / endorsed by,


Julie Douglas
Communications Advisor


Deborah Sargent
City Manager

Attachment: 2016 Citizen Satisfaction Survey



DISCOVERY RESEARCH



2016 Campbell River Citizen Survey

Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

Date: September 2016

Executive Summary

A telephone survey was conducted with a random sample of 400 Campbell River residents in September 2016. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River.

Quality of life in Campbell River given high ratings

Ninety-six percent rate the *overall quality of life in Campbell River* as good (57%) or very good (39%). Similarly, 95% rated Campbell River a *good place to raise children* and a *good place to retire*.

Most important issue facing Campbell River – Economic Concerns

Twenty-nine percent indicated that a *poor economy/lack of jobs* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (10%) and the *aging infrastructure* (10%).

Favourite thing about Living in Campbell River - Ocean

Fifty-four percent felt their favourite thing about living in Campbell River is being *close to the ocean* and 42% felt it was easy *access to outdoor recreation*.

Residents Satisfied with City Services and Programs

Ninety-six percent were satisfied with the *overall services and programs provided by the city of Campbell River*.

Majority feel City of Campbell River is doing a good job

Eighty-six percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails* (99% satisfied); *water supply* (97%); *sewage system* (96%); and *recreation programs* (96%).

Lower Satisfaction

The lowest satisfaction ratings were given for *economic development* (64% satisfied); *land use planning* (67%); *public washrooms* (67%); and *snow and ice removal* (68%).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction rating. The vast majority of residents feel that City Staff are *courteous, knowledgeable* and *accessible*.

Preferred source of information about City issues – Local Newspaper

Fifty-seven percent feel the best source of information about City issues is *news articles in the local newspapers* and 29% would prefer to learn about issues through *online sources*.

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Introduction

In September of 2016, the City of Campbell River conducted a comprehensive telephone survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budgeting decisions for the upcoming years.

Discovery Research, an independent consulting firm, was retained to conduct the 2016 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's telephone survey.

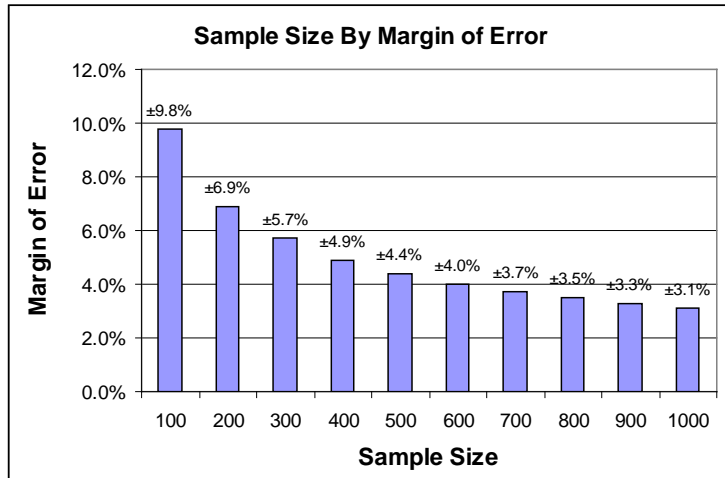
Objectives

The 2016 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**

Methodology

A random sample of 400 Campbell River residents completed a telephone survey in September 2016. The random sample was generated such that each household in Campbell River had an equal opportunity of being selected for the research.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 400 will be accurate within ±4.9%, at the 95% confidence interval (19 times out of 20).

Weighting

Campbell River’s actual population distribution by age was taken from the 2011 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

Age	Population from 2011 Census	Unweighted Sample	Weighted Sample
18-44	37%	21%	37%
45-64	42%	49%	42%
65+	21%	30%	21%

Online Survey

While telephone interview respondents are more representative of the overall population of Campbell River, in addition to a telephone survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage.

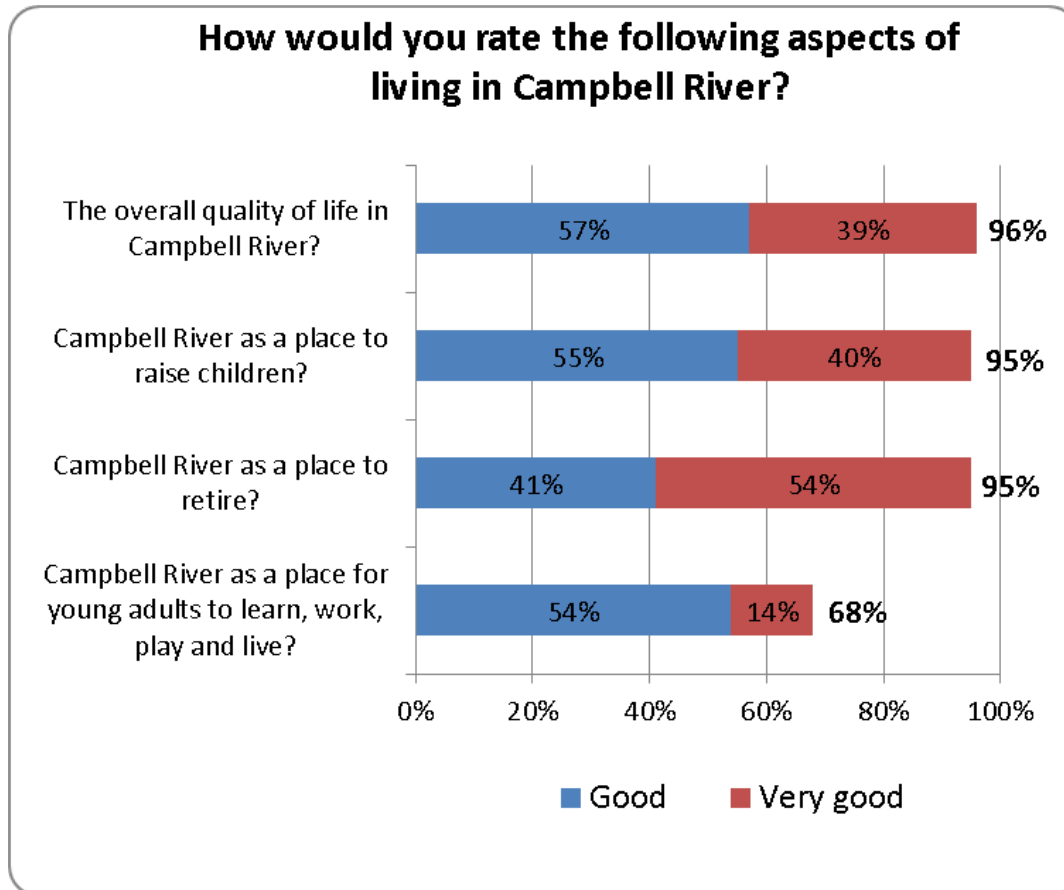
As a result of self-selection bias, online respondents are more likely than telephone respondents to have an issue or complaint about City services, and satisfaction ratings generated from the online survey are slightly less favourable than telephone results.

In total, 228 online surveys were started by residents and 182 surveys were completed.

Online results can be seen in *Appendix 2*.

Section 1 – Overall Quality of Life in Campbell River

Q2. Quality of life in Campbell River

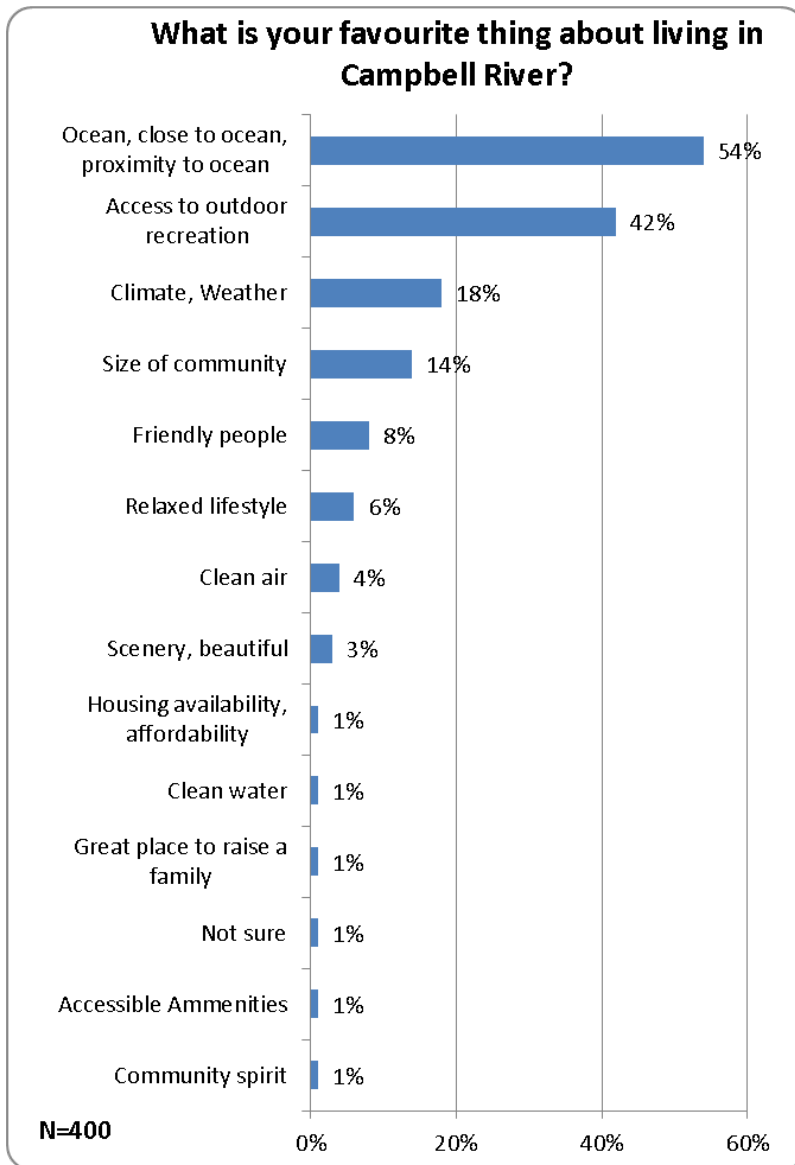


Residents provided high ratings (**96%**) for the *overall quality of life in Campbell River* (very good=**57%** and good=**39%**)

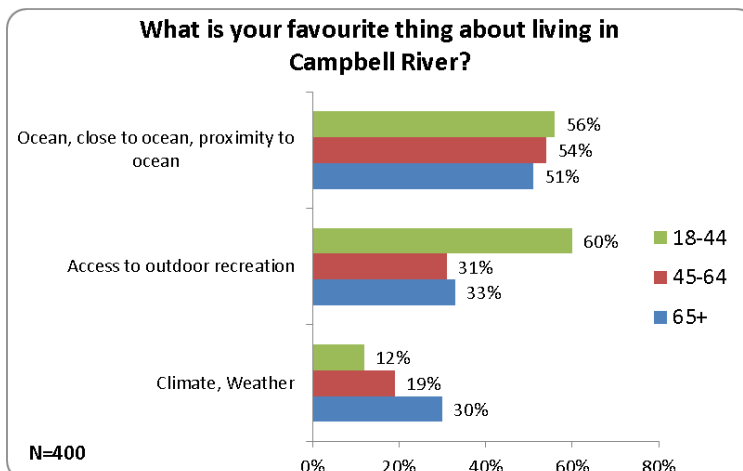
Campbell River was also rated highly (**95%**) as a *place to raise children* and a *place to retire*.

The majority of Citizens (**68%**) gave a good rating for *Campbell River as a place for young adults to learn, work, play and live*.

Q3. Favourite thing about living in Campbell River

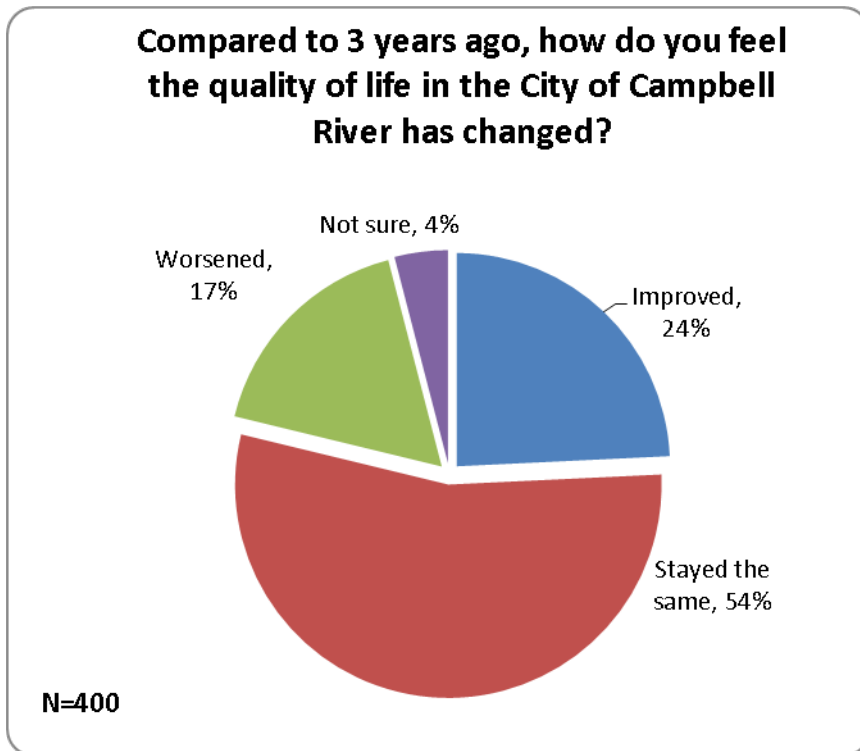


Over half of respondents (54%) felt their favourite thing about living in Campbell River was being close to the ocean and a further 42% indicated their favourite thing was access to outdoor recreation.



Among Citizens 18-44 years old, 60% listed access to outdoor recreation as one of their favourite things about living in Campbell River. Older respondents were more likely to appreciate the weather.

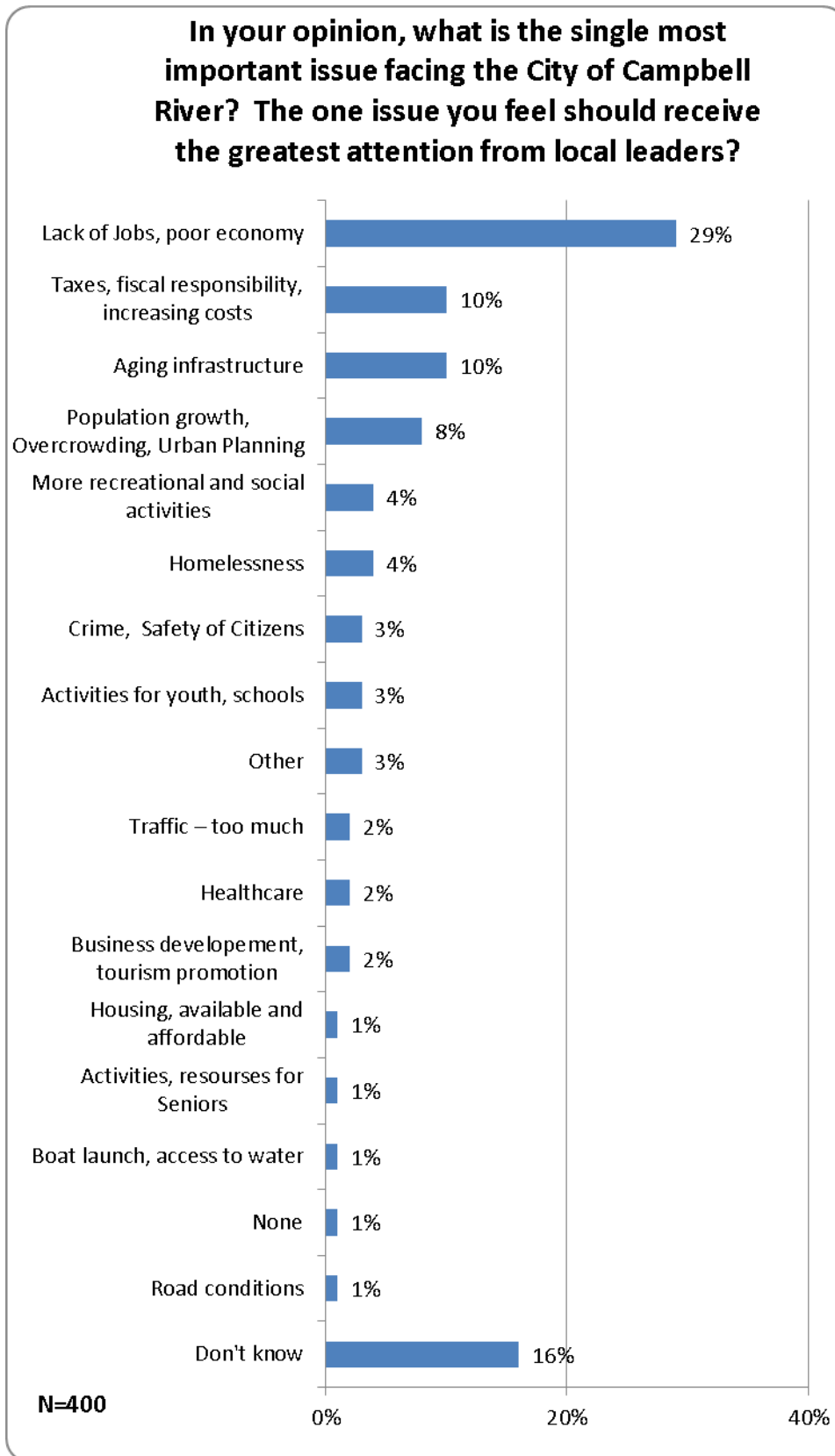
Q4. Quality of life in Campbell River compared to 3 years ago



The majority of respondents (54%) felt that the quality of life in Campbell River has *not changed* in the past 3 years. Twenty-four percent felt the quality of life has *improved* and 17% felt the quality of life has *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.

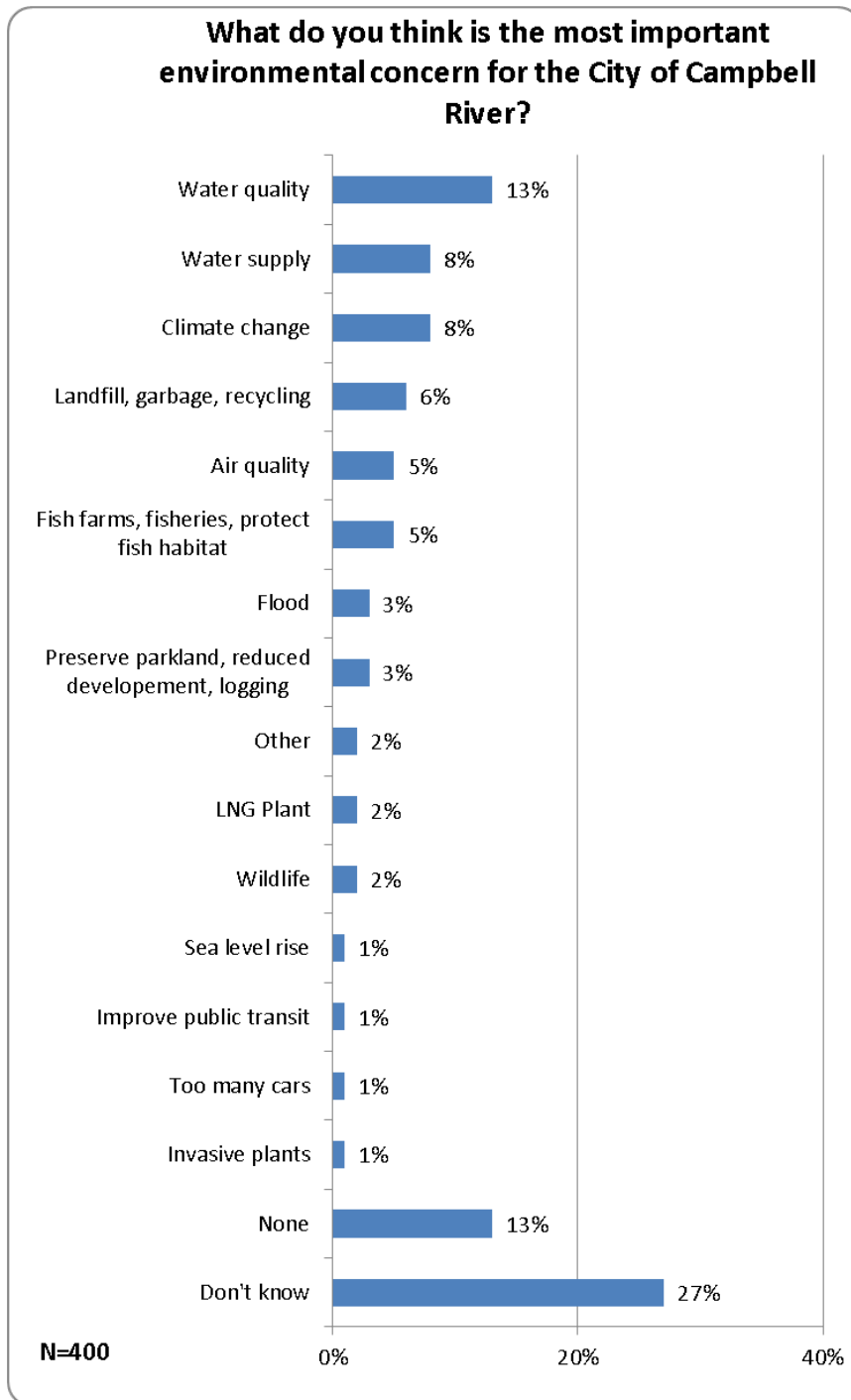
Q5. Most important issue facing Campbell River



Twenty-nine percent of residents feel the single most important issue facing the City of Campbell River is *lack of jobs, and poor economy*. Ten percent feel the most important issue is related to both an *aging infrastructure* and *increasing taxes, costs and fiscal responsibility*.

Population growth, overcrowding and urban planning were the most important issues for **8%** of respondents.

Q6. Most Important Environmental Concern

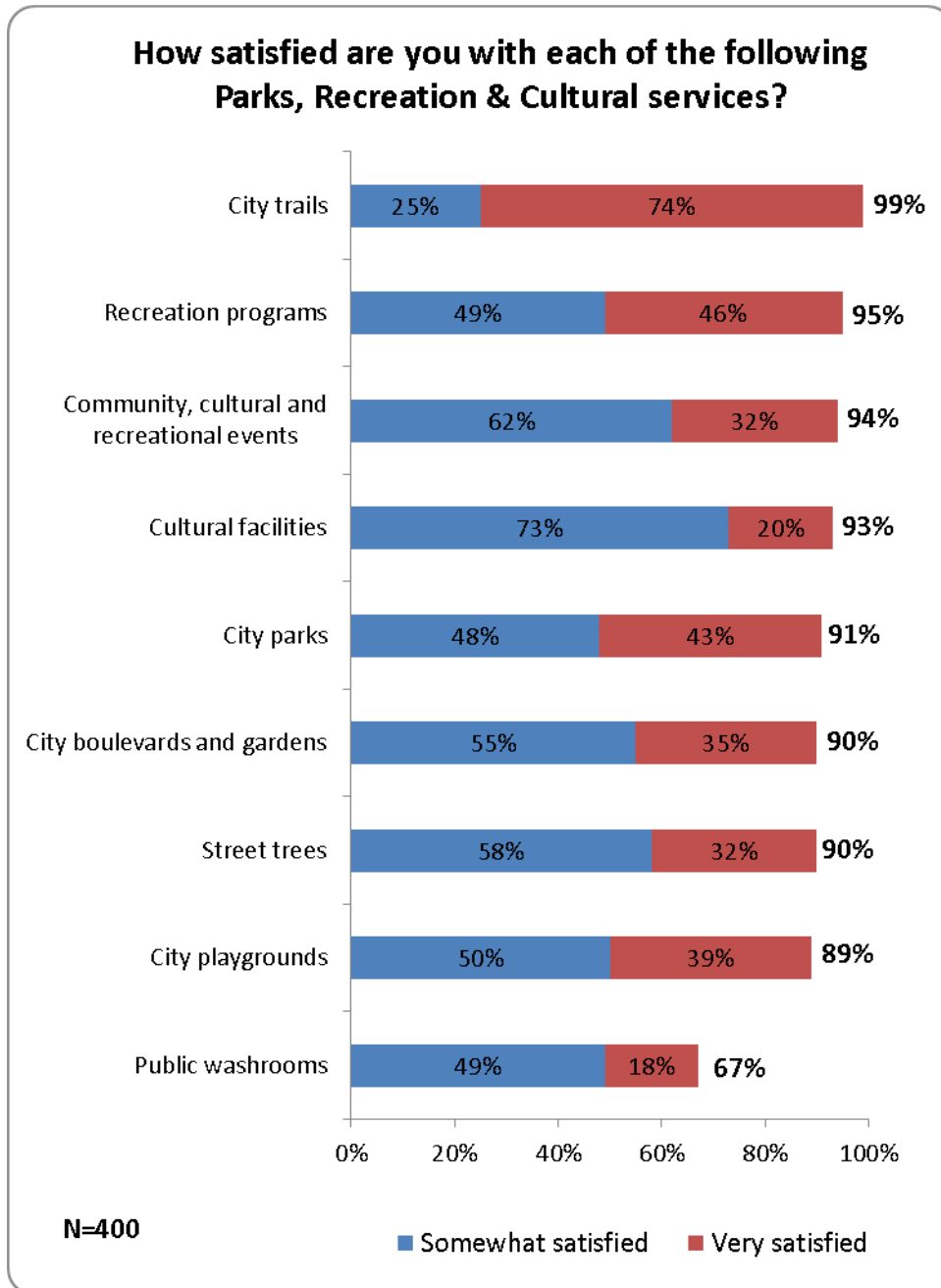


The most important environmental issues were *water quality (13%)*; *water supply (8%)* and *climate change (8%)*.

Thirteen percent did not think there was an environmental concern in Campbell River and 27% could not think of a concern.

Section 2 – Satisfaction with City Services and Programs

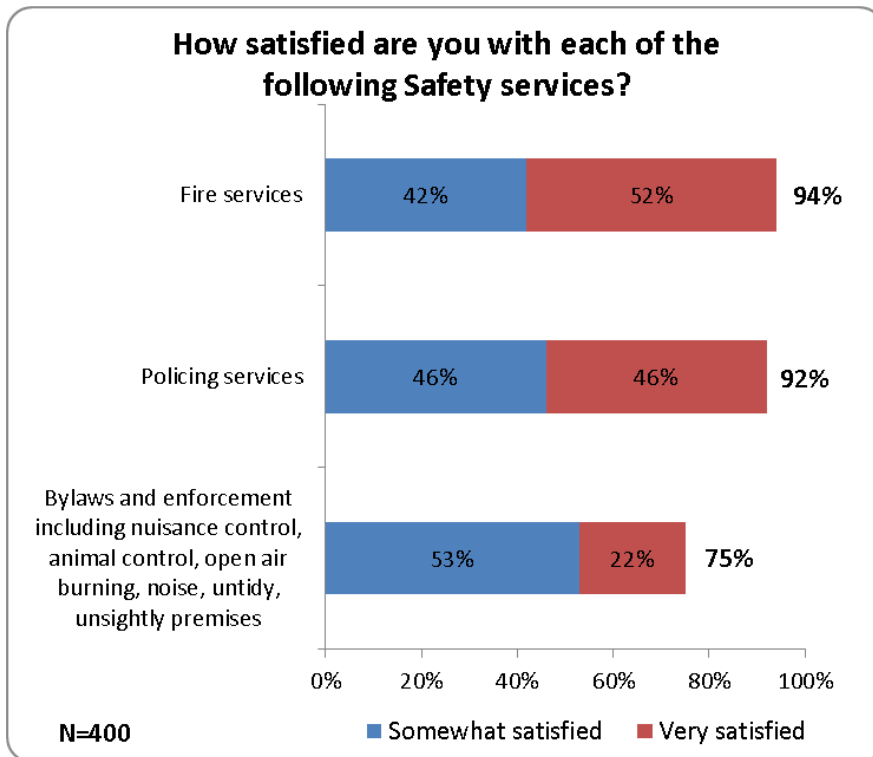
Q7. Parks Recreation and Cultural Services



Ninety-nine percent of Citizens are satisfied with *City trails*, **95%** are satisfied with *Recreation programs* and **94%** are satisfied with *Community, cultural and recreational events*.

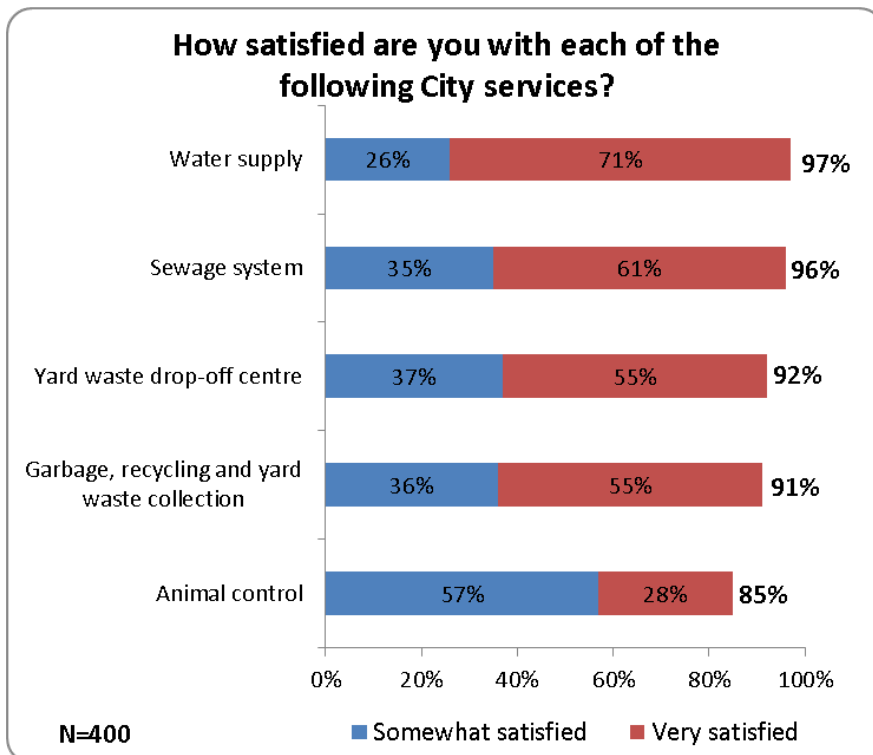
Public washrooms received the lowest satisfaction rating with **67%** satisfied.

Safety Services



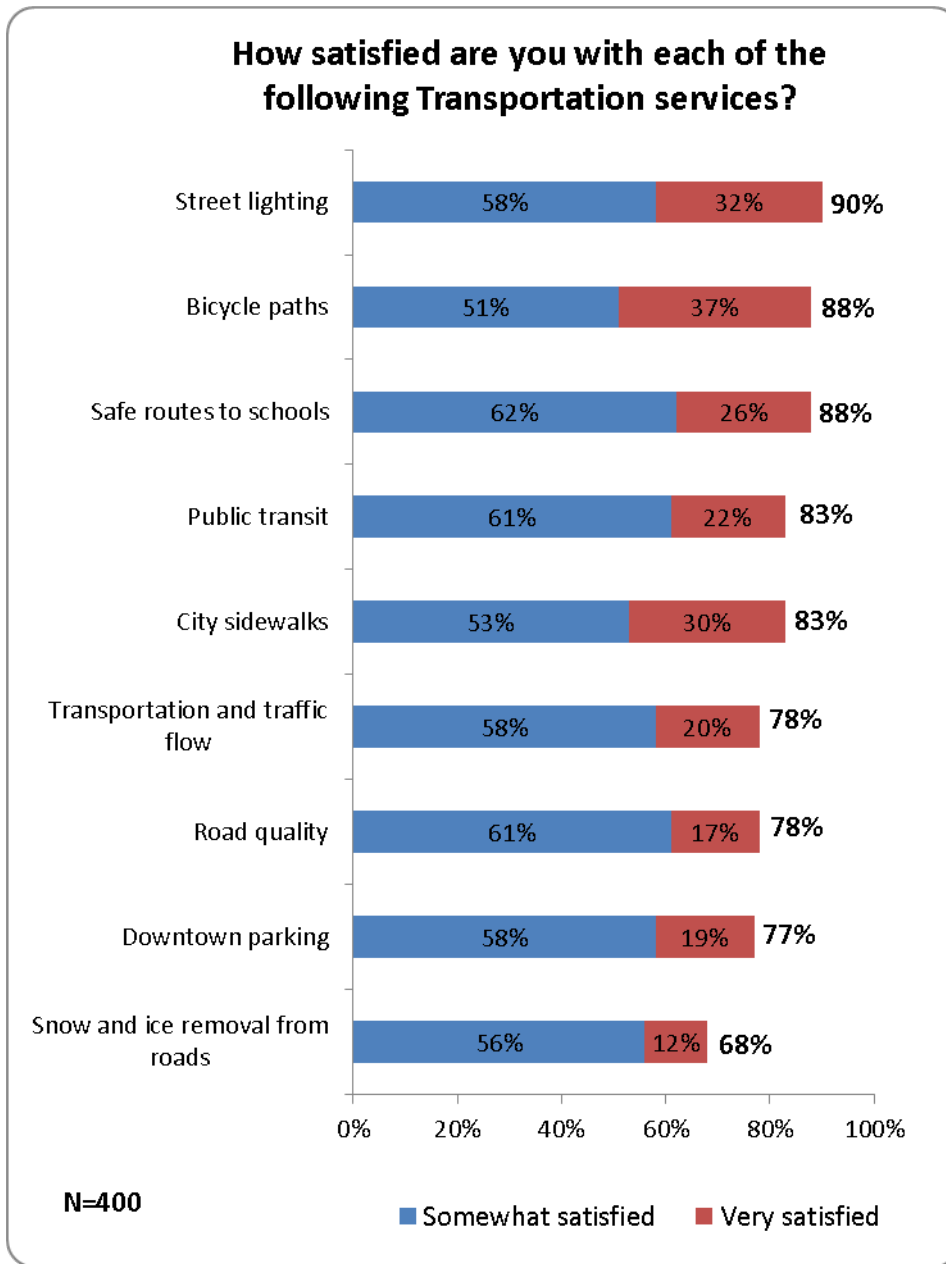
Residents were very satisfied with *Fire services (94%)* and *Policing services (92%)*.

City Services



Citizens were very satisfied with their *water supply (97%)*, *sewage system (96%)*, *yard waste drop off centre (92%)* and *garbage, recycling and yard waste collection (91%)*.

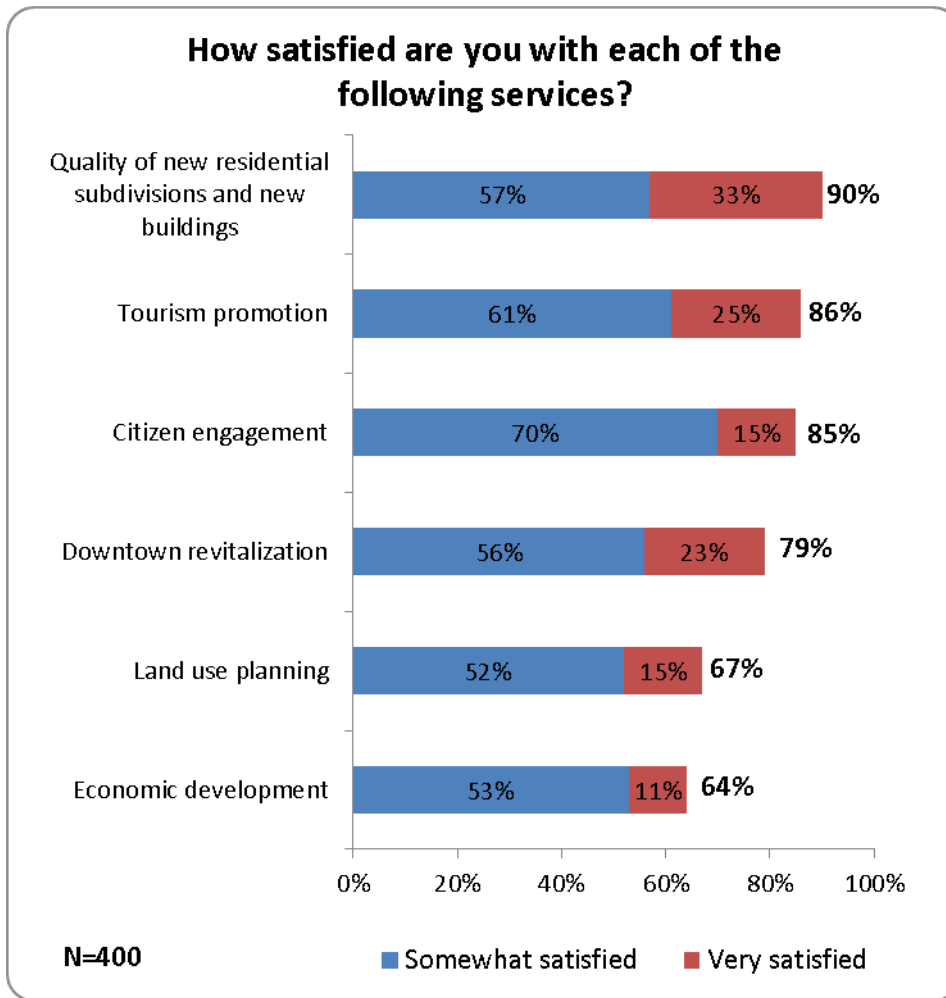
Transportation Services



Ninety percent of Citizens are satisfied with *street lights* and **88%** are satisfied with both *bicycle paths* and *safe routes to school*.

Seventy-seven percent were satisfied with *downtown parking* and **68%** were satisfied with *snow and ice removal from roads*.

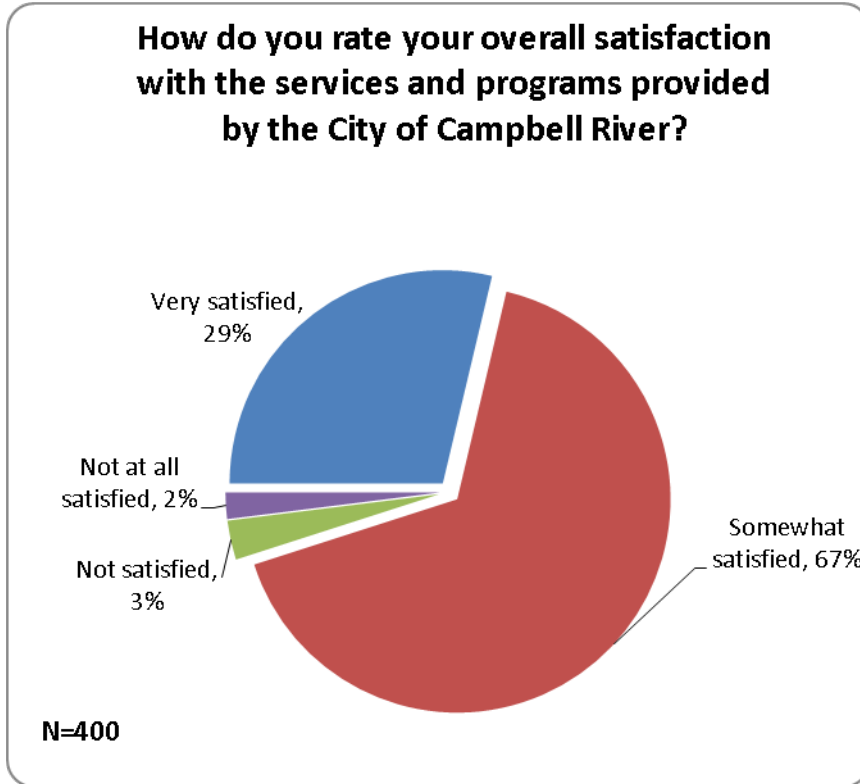
Community Planning and Development Services



Ninety percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **86%** are satisfied with *tourism promotion*.

Sixty-seven percent are satisfied with *land use planning* and **64%** are satisfied with *economic development*.

Q8. Overall Satisfaction with Services and Programs

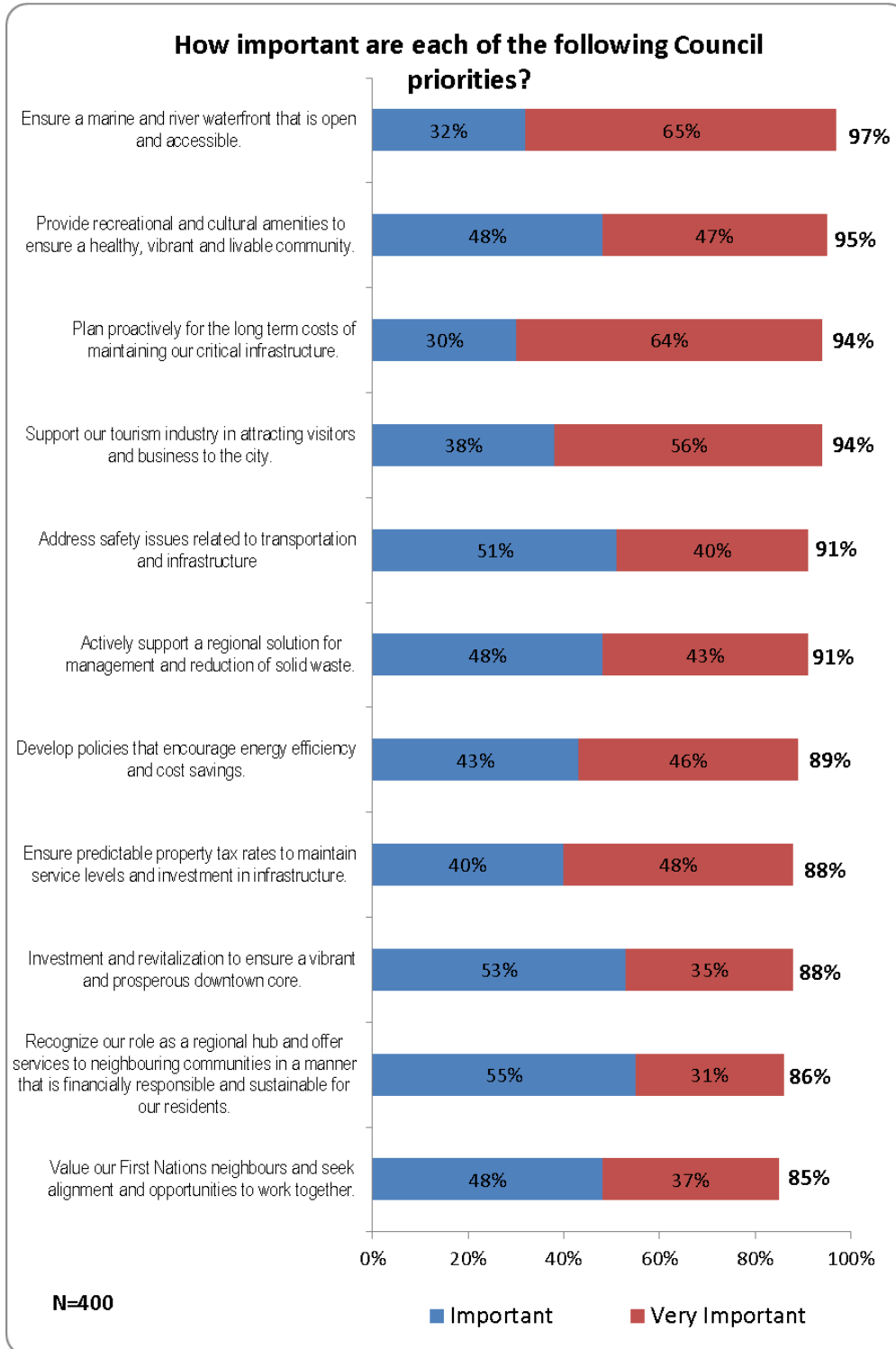


Ninety-five percent of Citizens are very (29%) or somewhat (67%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in Appendix 3.

Section 3 – Council Priorities

Q9. Importance of Council Priorities



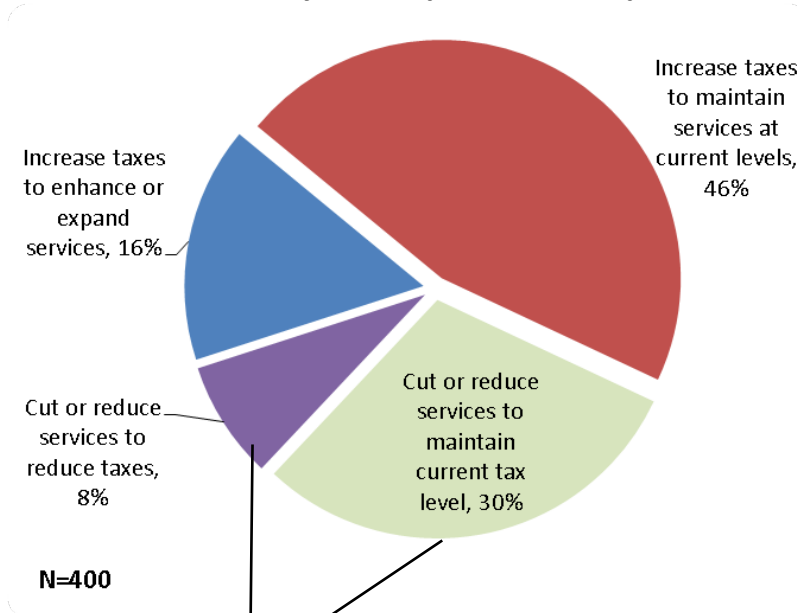
Almost all Citizens (97%) feel it is important for Council to ensure a marine and river waterfront that is open and accessible.

Citizens feel it is important to provide recreational and cultural amenities (95%) and to plan proactively for the long term costs of maintaining critical infrastructure (94%).

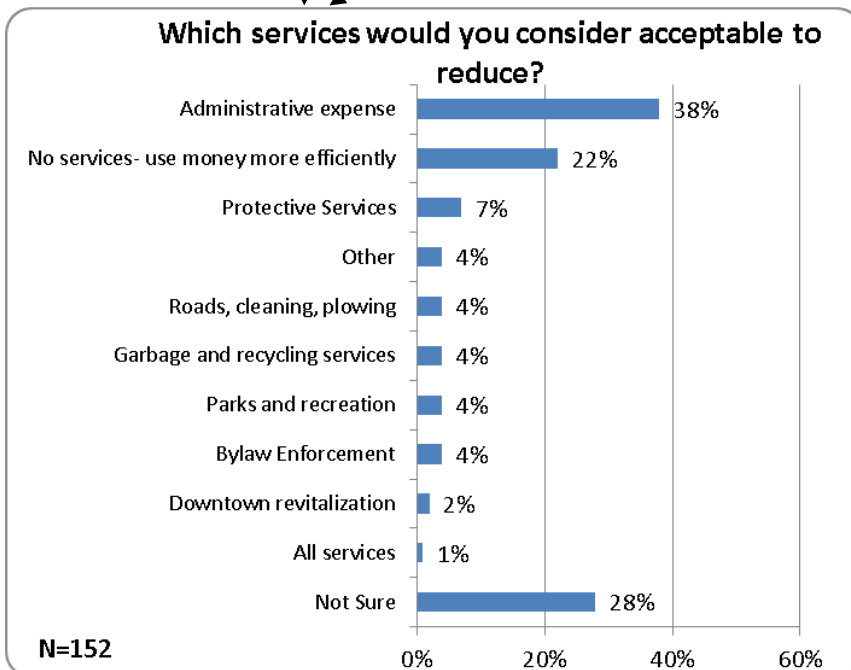
Ninety-four percent also felt it was important to support tourism by attracting visitors and businesses to the city.

Q10. Property Tax

Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue?



Forty-six percent of respondents wanted the City to *increase taxes to maintain services at current levels* and **30%** want the City to *reduce services to maintain current tax level*.

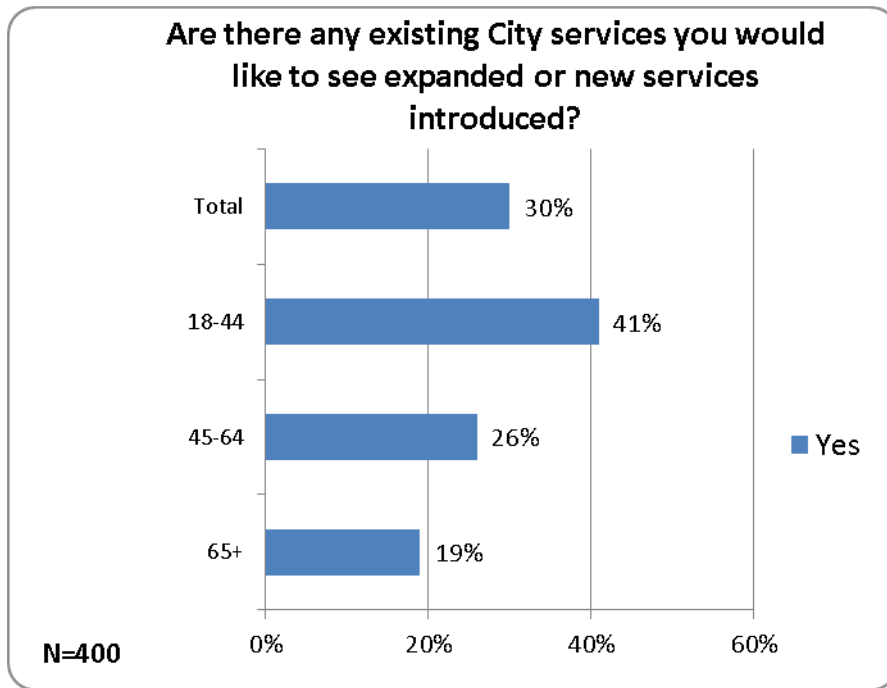


Q11. Reducing City Services

Among the 152 Citizens that want to cut or reduce services, **38%** would consider it acceptable to reduce *administrative expense* and **7%** felt it would acceptable to reduce *Protective Services*.

Twenty-eight percent were *not sure* which services to reduce and **22%** just felt *money should be used more efficiently without reducing services*.

Q12. Expanding City Services

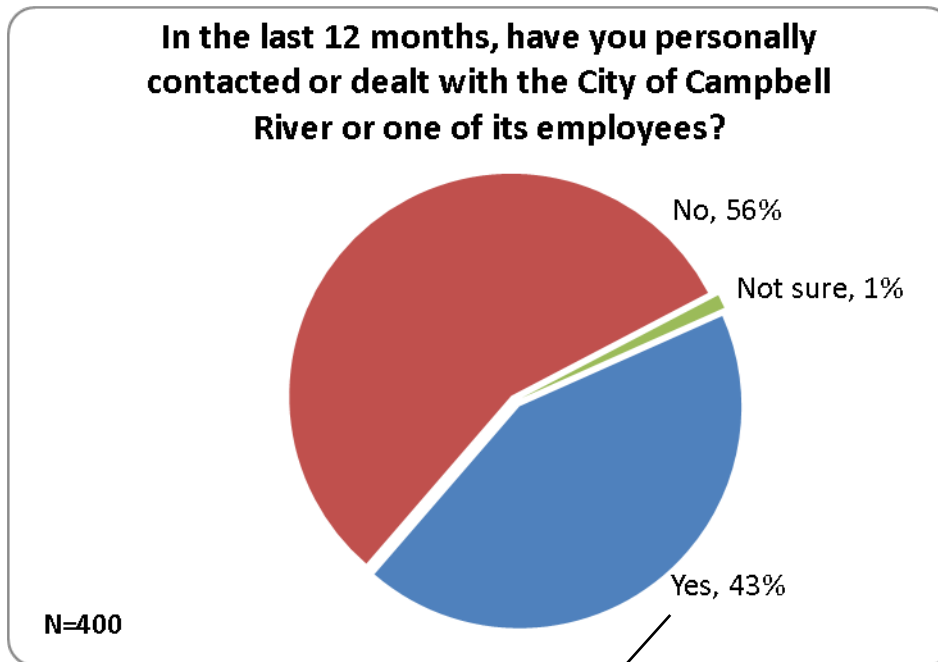


Thirty percent of Citizens would like to see services *expanded or new services introduced*. Among respondents aged 18-44, **41%** would like to see services expanded compared to only **19%** of respondents aged 65 or older.

Please see *Appendix 3* for a listing of City Services that respondents recommended for expansion.

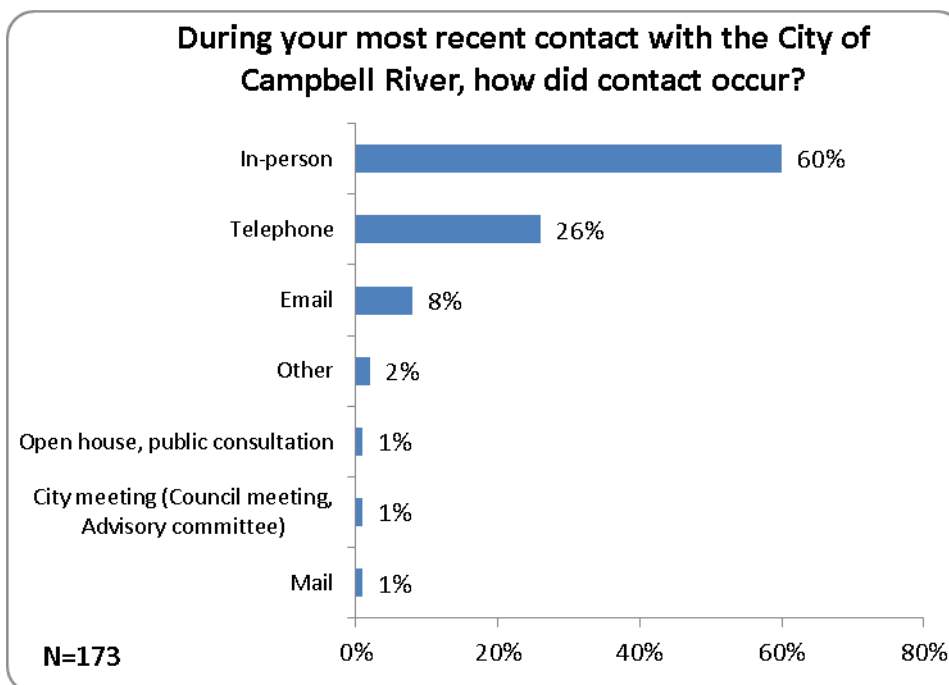
Section 4 –City Employee Customer Service

Q13. Contact with City Staff



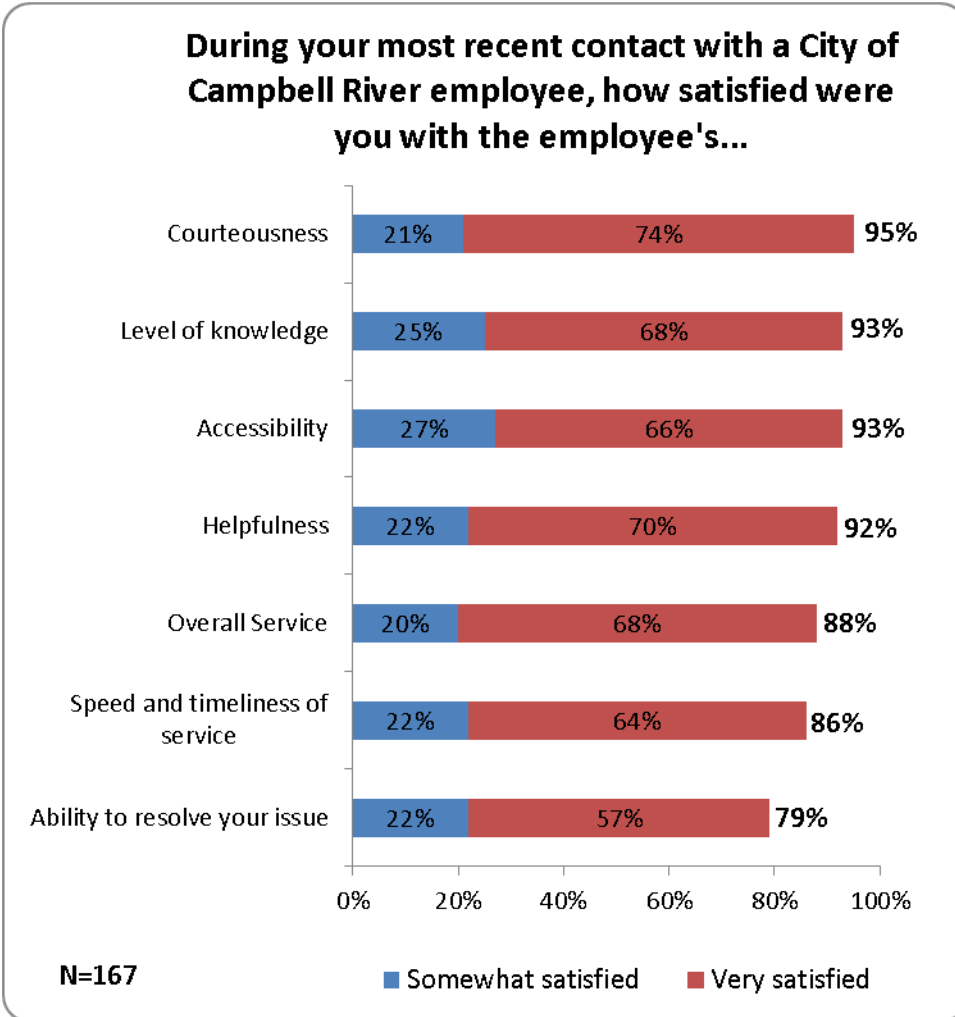
Forty-three percent of respondents have had contact with the City of Campbell River or one of its employees over the last 12 months.

Q14. Method of contact



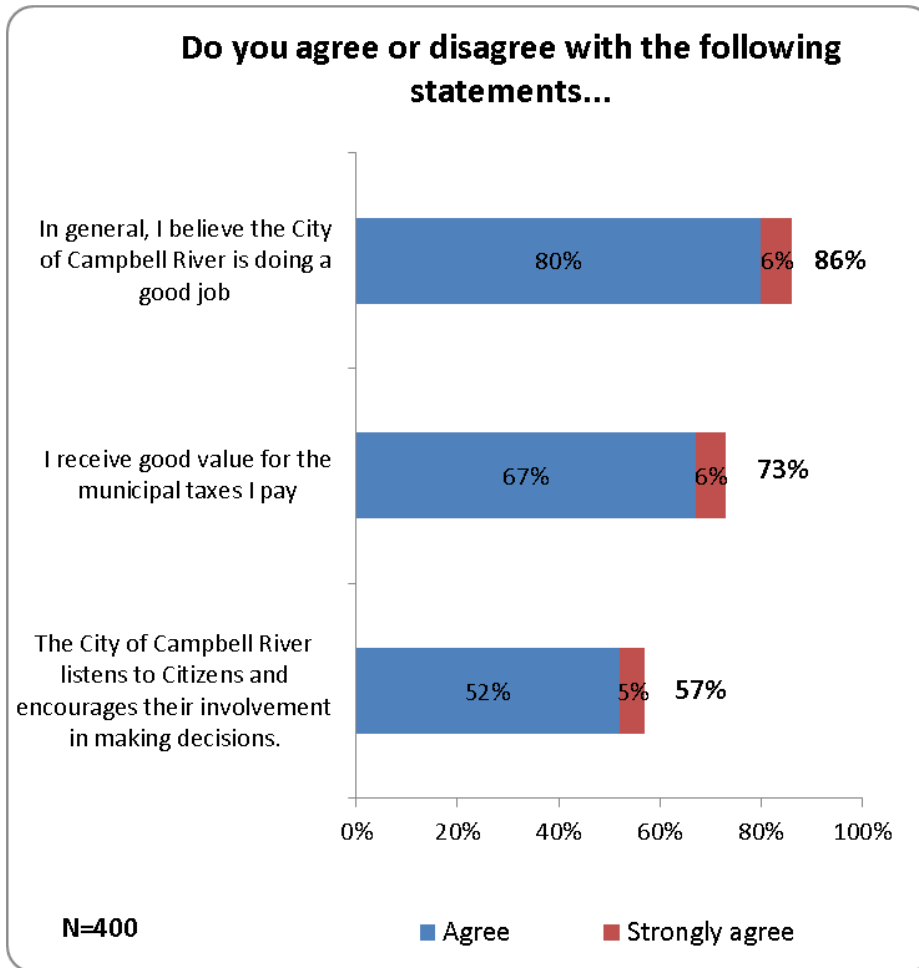
Among the 173 respondents (43%) who have had contact with the City of Campbell River, 60% had in-person service, 26% communicated over the phone and 8% made contact through an email exchange.

Q15. Service provided by City employees



City staff was rated favourably in terms of *courteousness* (**95%** satisfied), *level of knowledge* (**93%** satisfied) and *accessibility* (**93%** satisfied).

Q16. Overall City Service

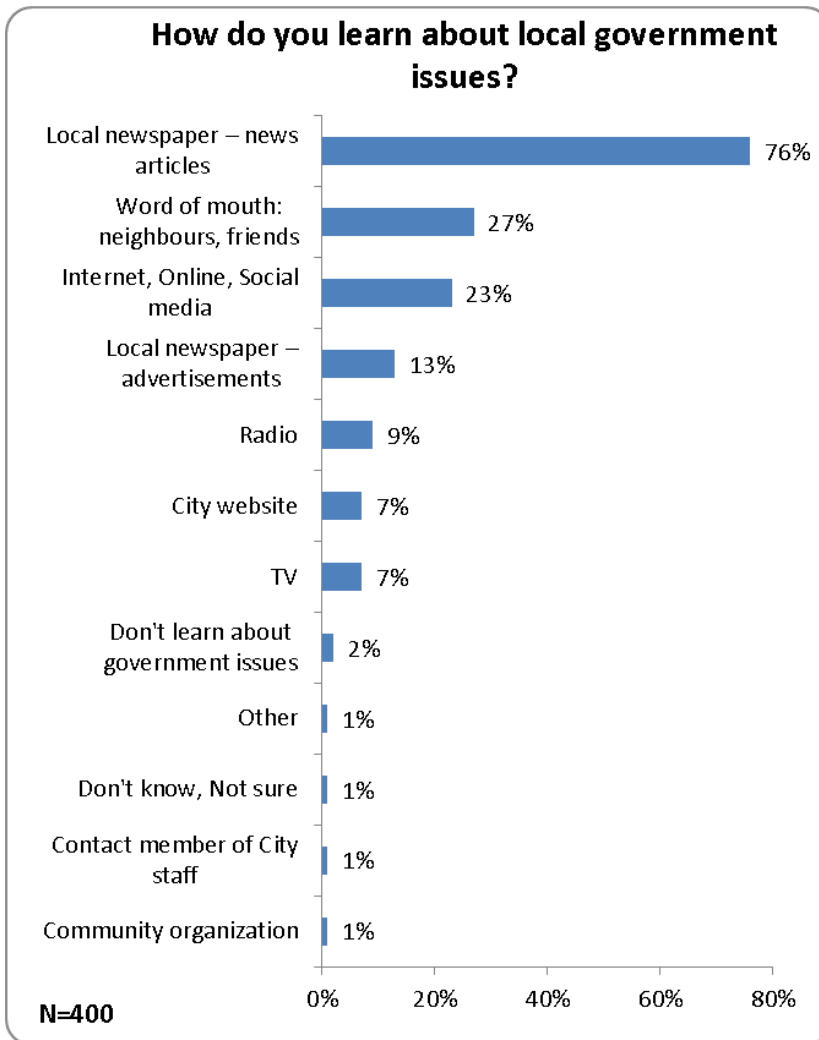


Eighty-six percent agree that the *City of Campbell River* is doing a good job.

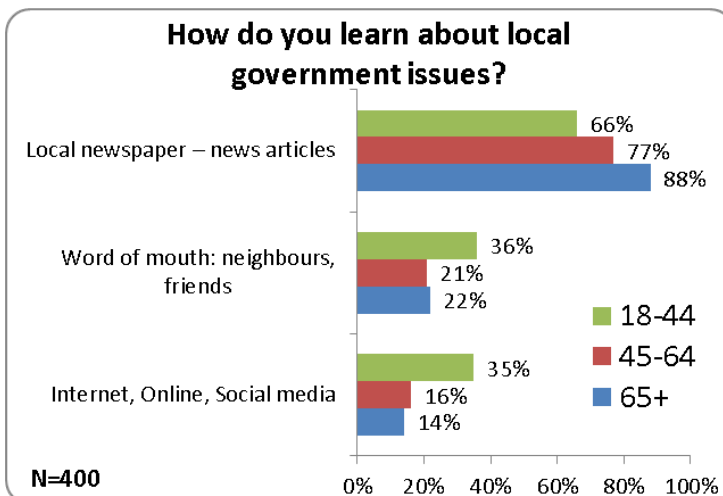
Seventy-three percent agree with the statement, “*I receive good value for the municipal taxes I pay*”.

Section 5 – Communications

Q17. Learning about local government issues



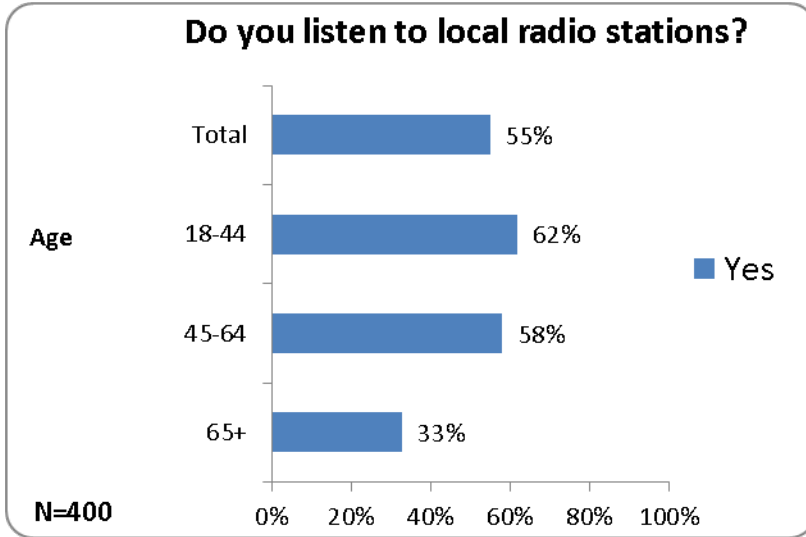
The most popular source of information to learn about local government issues was the *local newspaper* (76%).



Citizens aged 65 or older were more likely (88%) to learn about government issues in the *local newspaper* than younger age groups.

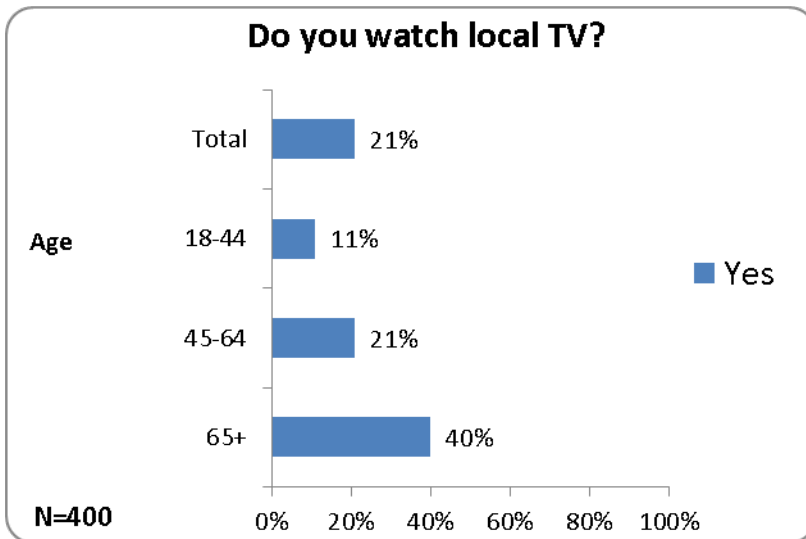
Citizens aged 18-44 were more likely than older age groups to learn of government issues via *word or mouth* (36%) or the *Internet* (35%).

Q18. Local Radio Stations



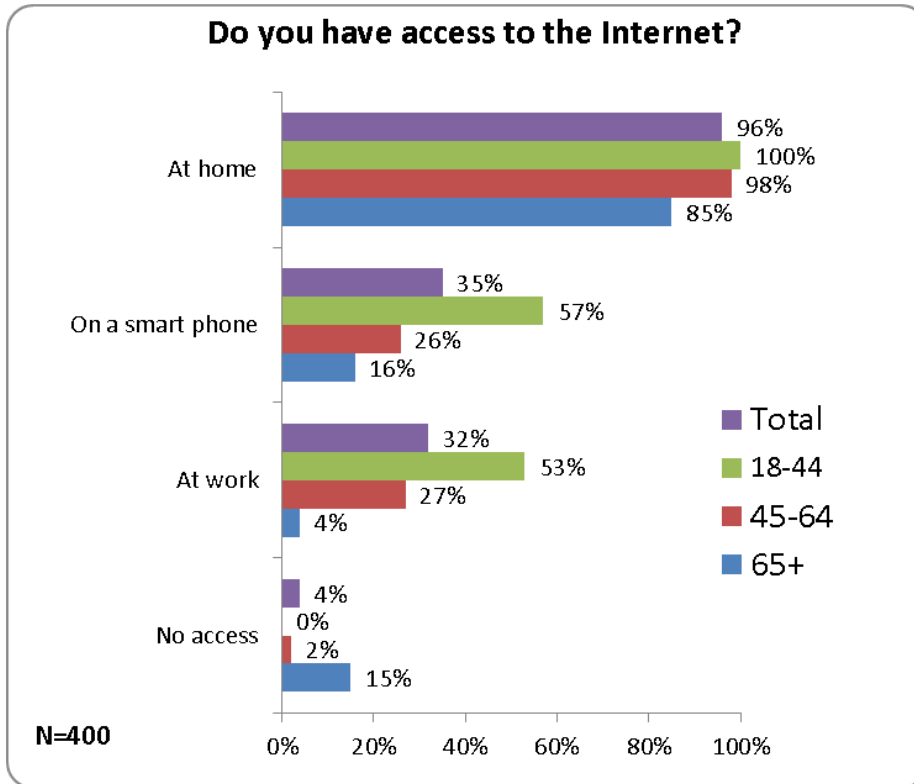
Fifty-five percent of Citizens listen to *local radio stations*.

Q19. Watch Local TV



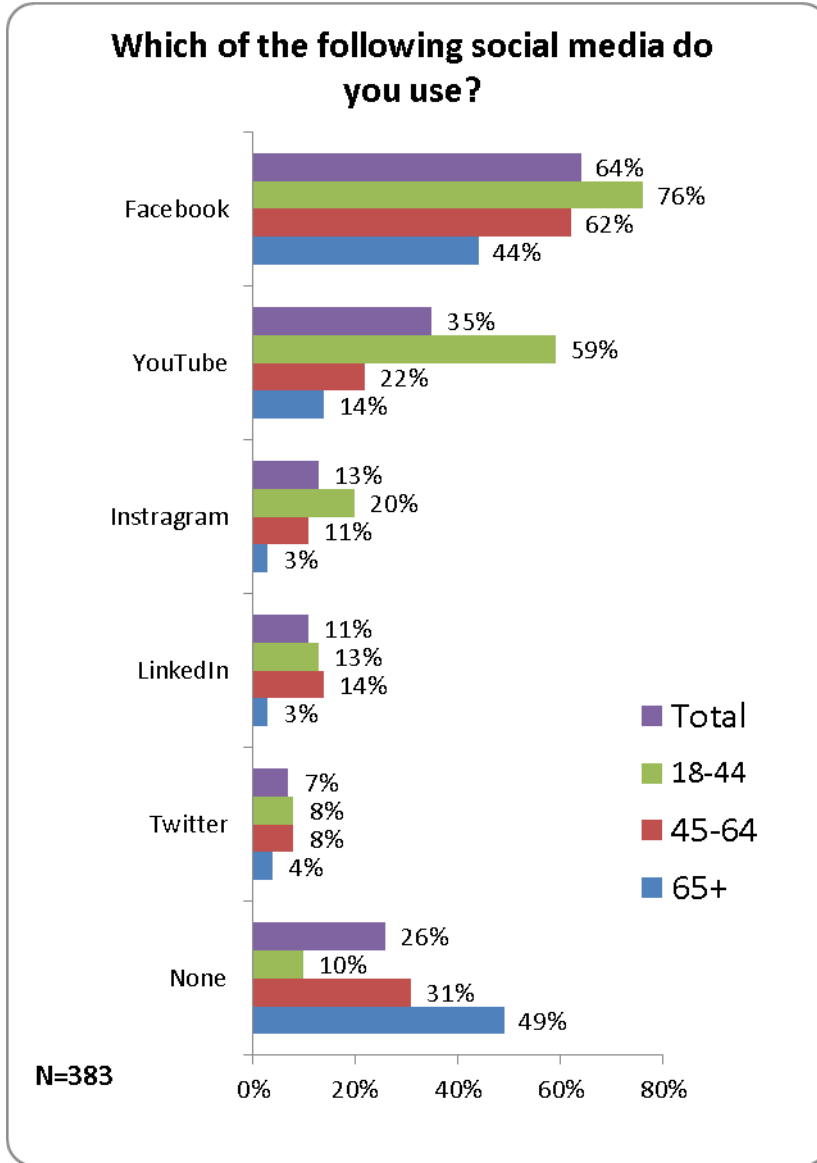
Twenty-one percent of Citizens *watch local TV*.

Q20. Access to Internet



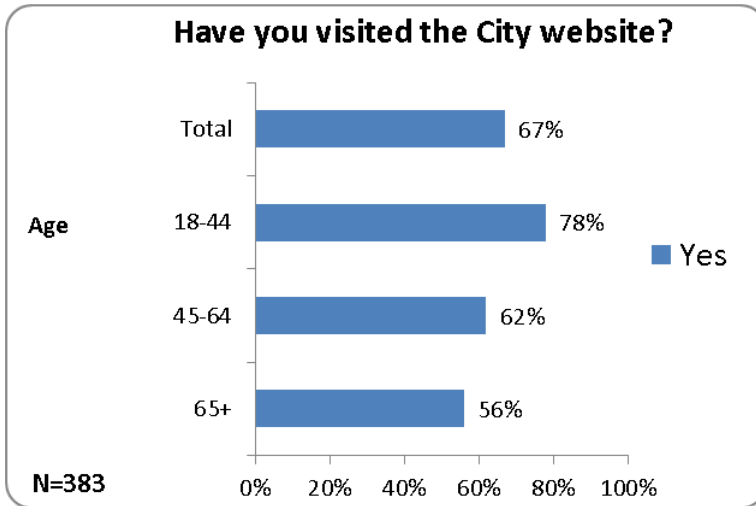
Ninety-six percent of respondents have access to the Internet at home and 35% have Internet access on a smart phone.

Q21. Social Media



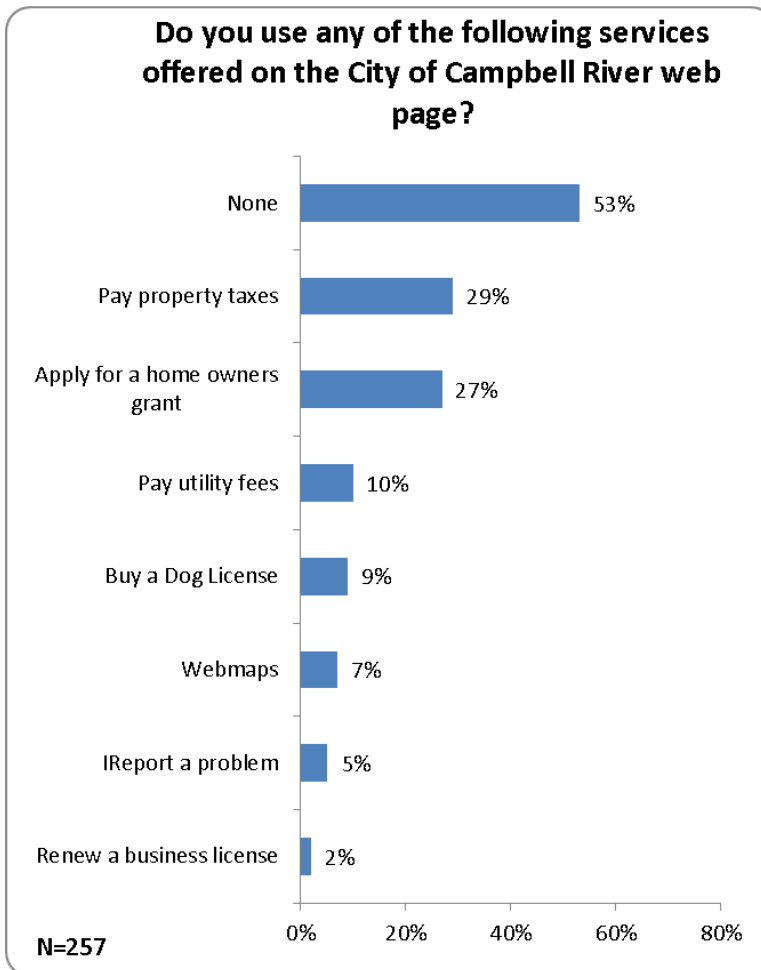
Among the 383 respondents that have access to the Internet, **64%** use *Facebook* and **35%** use *YouTube*.

Q22. City Website



Among the 383 respondents that have access to the Internet, **67%** have *visited the City website*.

Q23. City Website Services



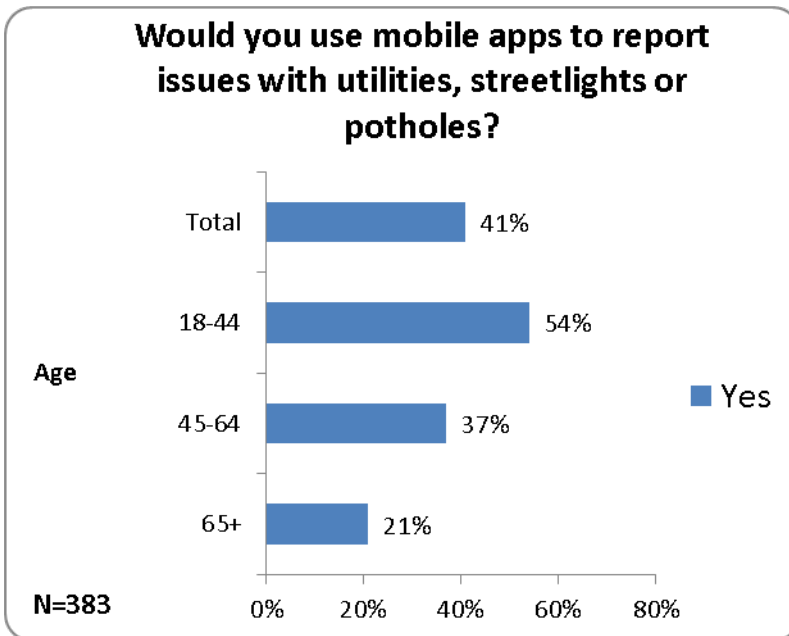
Among the 257 respondents that have visited the City website, **29%** have *paid property tax thru the webpage* and **27%** have *applied for a home owners grant*.

Q24. Online Registration for Recreation programs



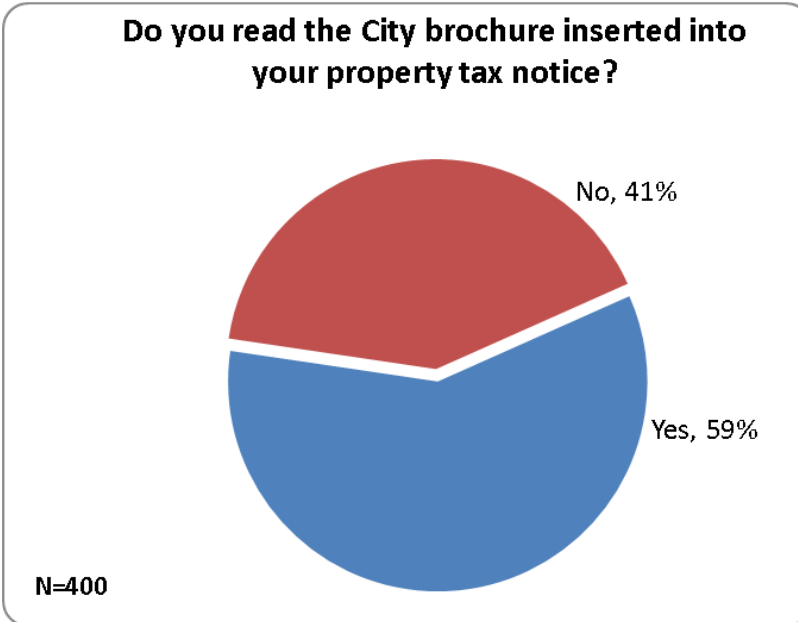
Among the 383 respondents that have access to the Internet, **77%** would register for a recreation program online.

Q25. Mobile Apps



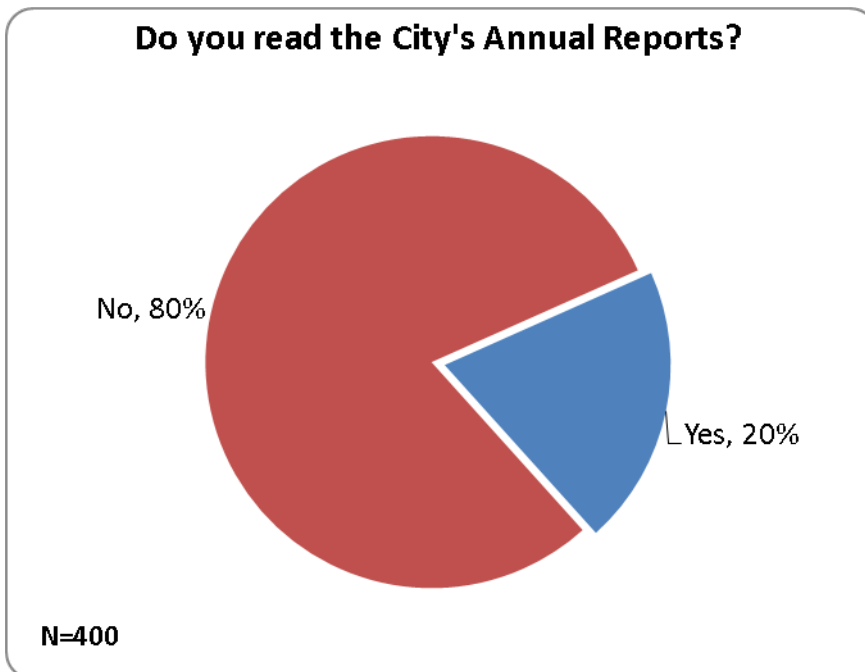
Among the 383 respondents that have access to the Internet, **41%** would use mobile apps to report issues with utilities, streetlights or potholes.

Q26. City Brochures



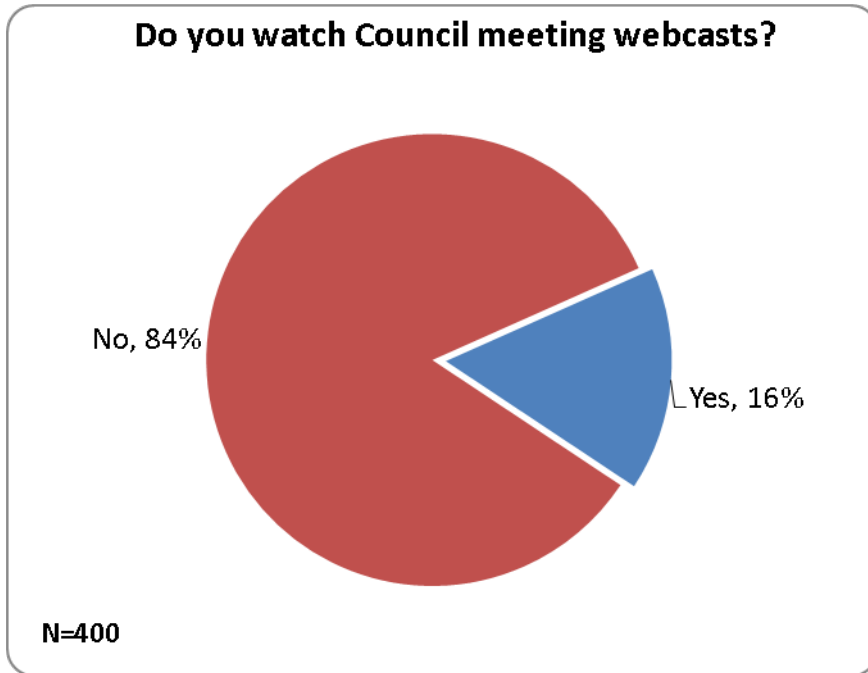
Fifty-nine percent of Citizens read the city brochure inserted in their property tax notice.

Q27. City Annual Reports



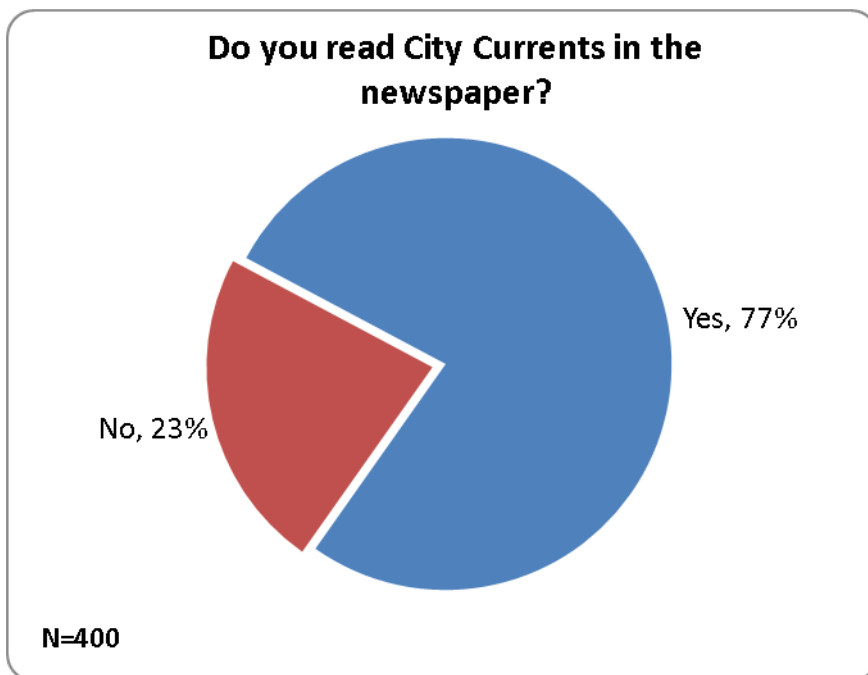
Twenty percent indicated they read the City's Annual Reports.

Q28. Council Meeting Webcasts



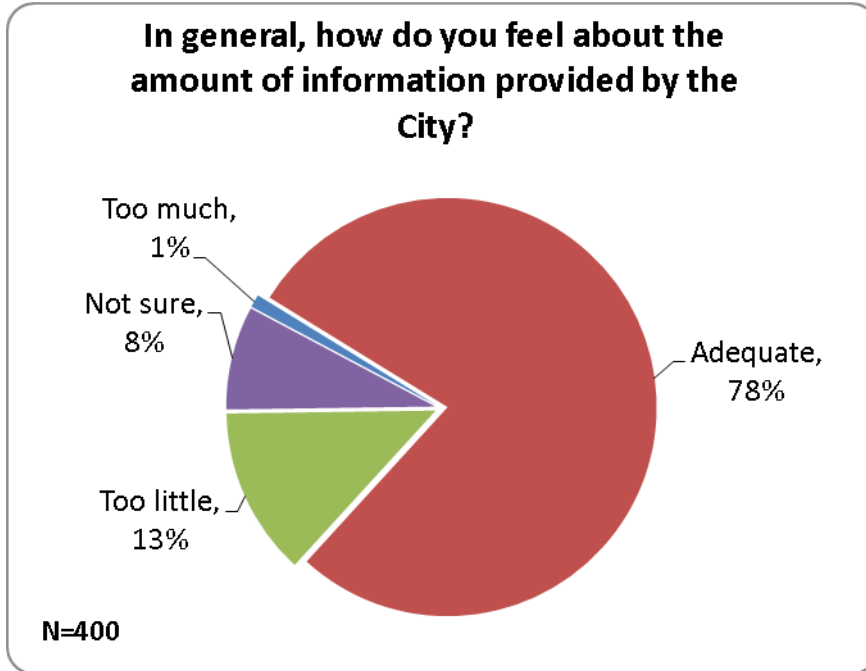
Sixteen percent watch Council meeting webcasts.

Q29. Council Meeting Webcasts



Seventy-seven percent read City Currents in the newspaper.

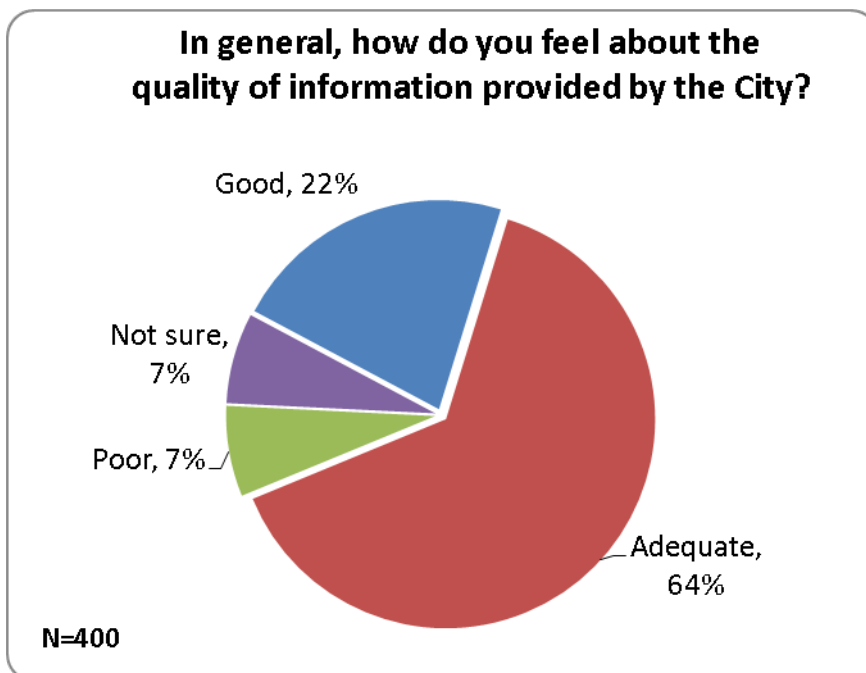
Q30. Amount of Information provided by City



In general, Citizens feel the amount of information provided by the City is adequate (78%).

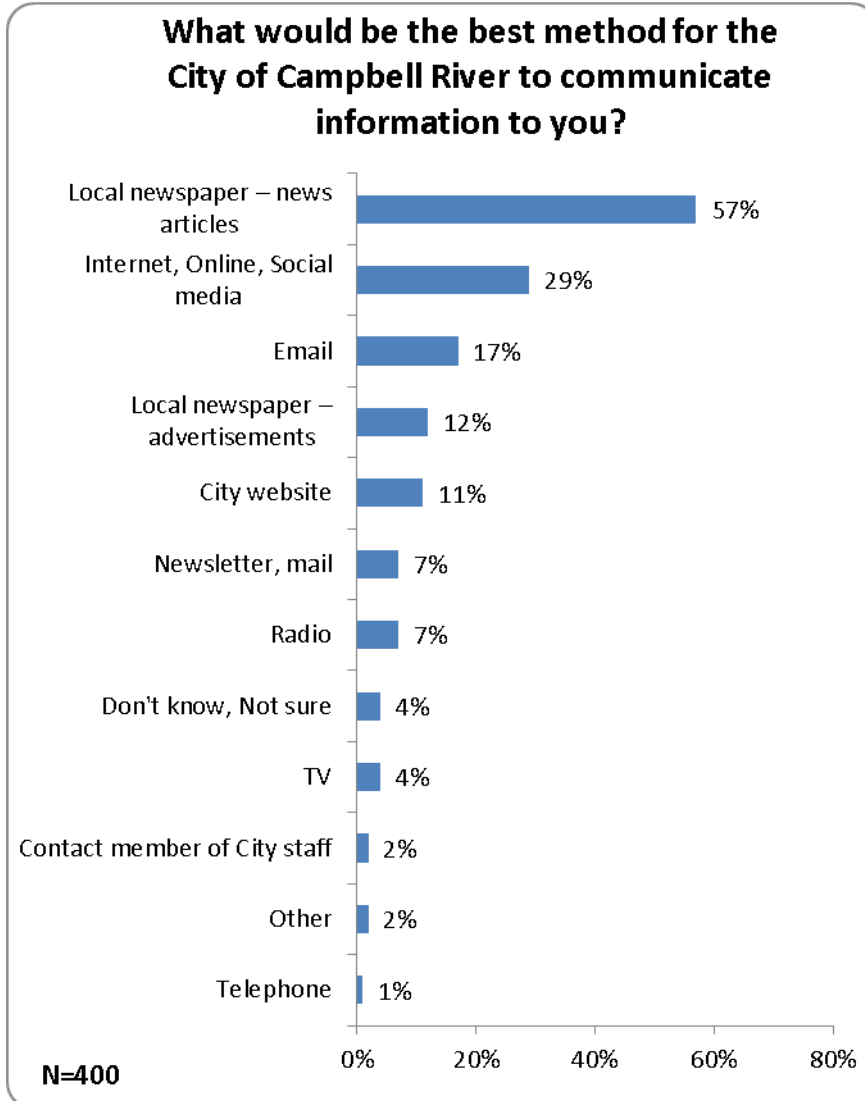
Thirteen percent indicated the amount of information provided was too little. Please see Appendix 3 for a listing of further information requested.

Q31. Quality of Information provided by City

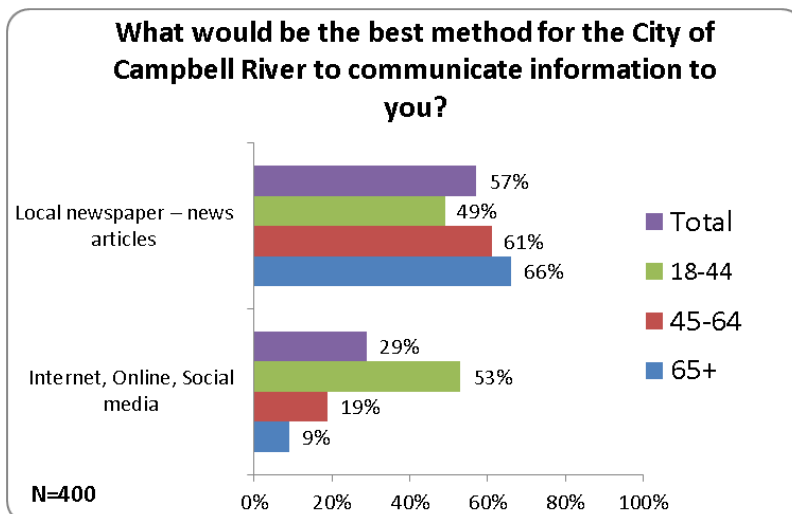


Most feel the quality of information provided by the City is good (22%) or adequate (64%).

Q32. Preferred method of Communication



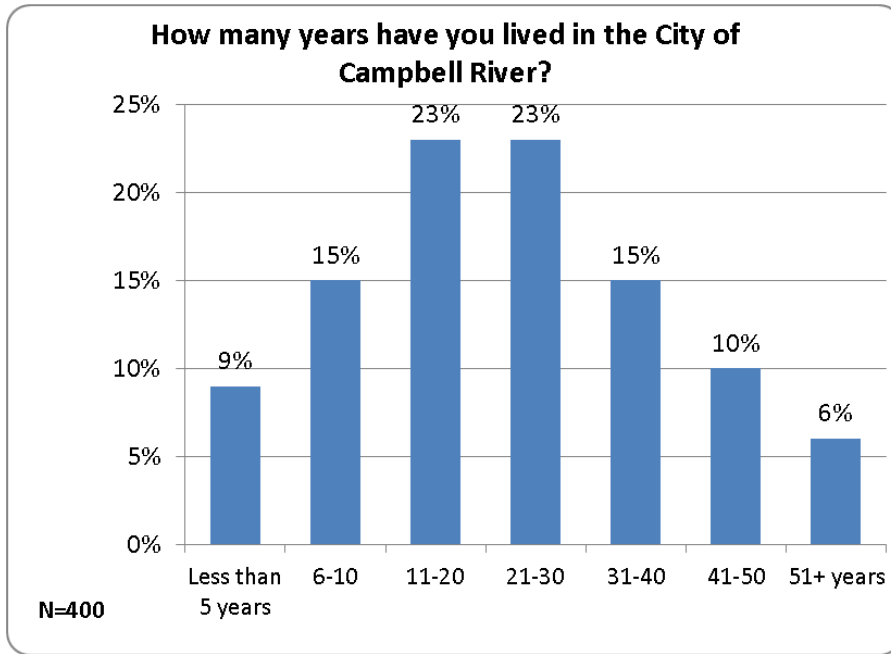
Fifty-seven percent feel the best way for the City to communicate information is through *news articles in the local newspaper*. Twenty-nine percent would prefer to get their City information through *online sources*.



Among 18-44 year old respondents, **53%** would prefer to receive information from the City through *online sources*.

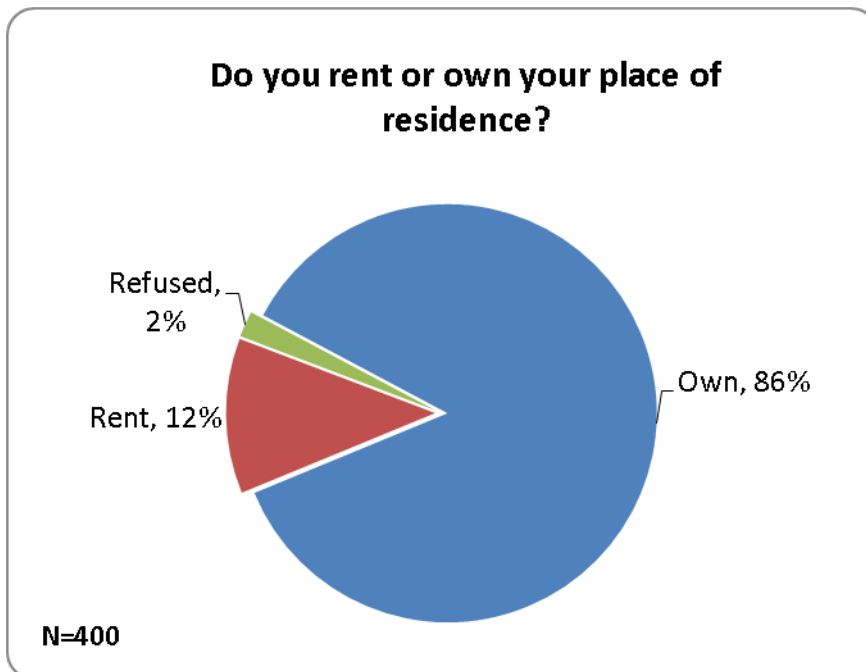
Section 6 – About You

Q33. Years lived in Campbell River



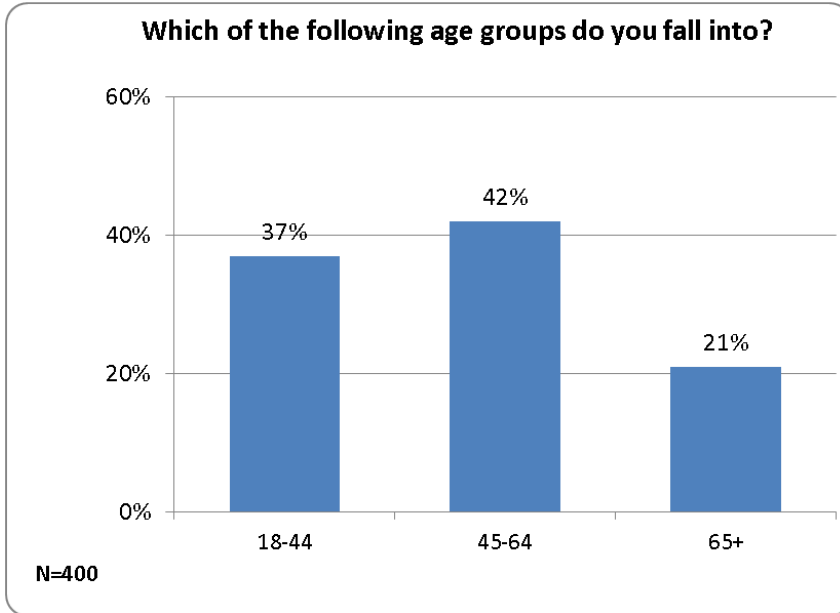
Forty-six percent had lived in Campbell River for 11-30 years.

Q34. Rent or Own



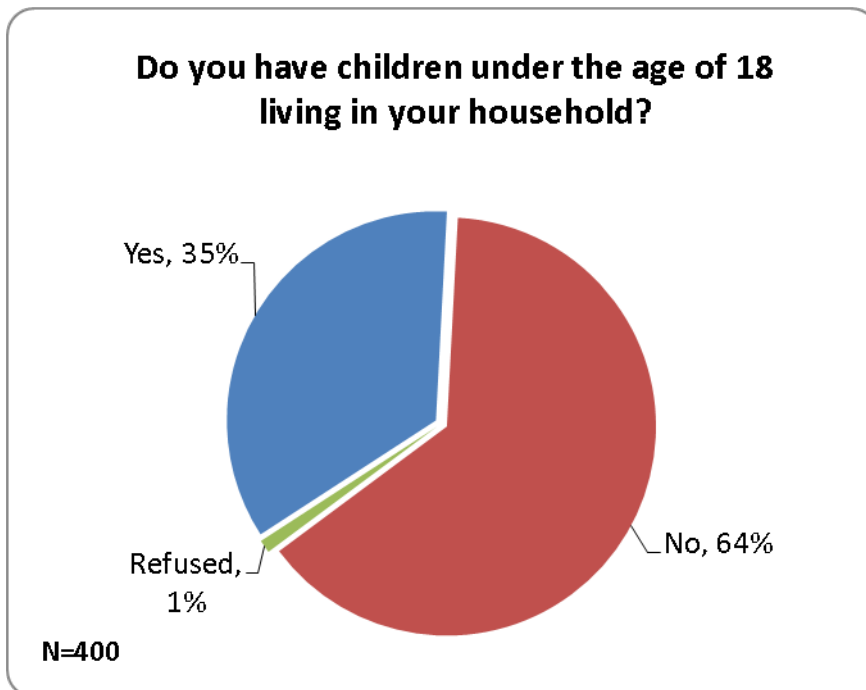
Eighty-six percent of respondents *owned their residence* and **12% rent**.

Q35. Age



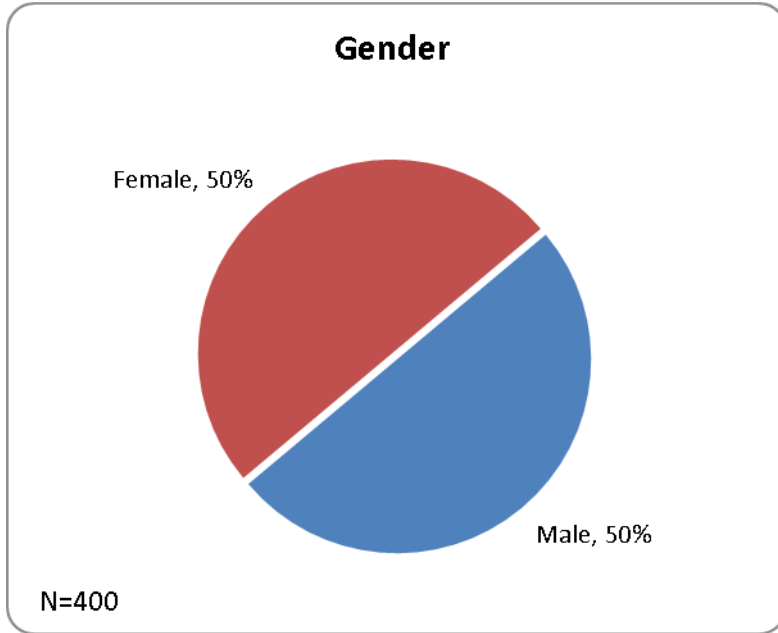
Forty-two percent of respondents were aged 45-64.

Q36. Children at home



Thirty-five percent of respondents had *children under 18 living in their household*.

Q37. Gender



The sample was evenly split between males and females.

Appendices

Appendix 1 – Telephone Questionnaire

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

Appendix 1 – Telephone Questionnaire

Hello, my name is _____ and I am calling on behalf of the City of Campbell River. We are talking to Campbell River residents to help the City guide strategic planning, set budget priorities and improve services. Your responses will remain completely confidential.

1. Just to confirm, are you over 18 years or older and live within the boundary of the City of Campbell River? [If clarification needed: You pay property tax to the City of Campbell River]
 - Yes
 - No [Thank and terminate]

A) Overall Quality of life in Campbell River

2. How would you rate the following aspects of living in Campbell River? Would you say: Very good; Good; Poor or Very Poor? [READ] [ROTATE]

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children?				
Campbell River as a place to retire?				
Campbell River as a place for young adults to learn, work, play and live				
The overall quality of life in Campbell River?				

3. What is your favourite thing(s) about living in Campbell River? [DO NOT READ, MARK ANY ADDITIONAL VOLUNTEERED]

- Relaxed lifestyle
- Friendly people
- Great place to raise a family
- Climate/Weather
- Community spirit
- Access to outdoor recreation
- Economy / Jobs
- Safe community – low crime
- Clean air
- Clean water
- Size of community
- Ocean, close to ocean, proximity to ocean
- Housing availability, affordability
- Not sure
- Other please specify: _____

4. Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed? [READ]
 - Improved
 - Stayed the same [GO TO Q5]
 - Worsened
 - Not sure [DO NOT READ] [GO TO Q5]

Q4b. If “Improved” or “Worsened”: Why do you feel the quality of life has improved/ worsened?

5. In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders? [DO NOT READ, MARK ONE ONLY]

Traffic – too much
Population growth / Overcrowding / Urban Planning
Population decline
Road conditions
Aging infrastructure
Lack of Jobs/ poor economy
Climate / weather
Air quality
Pollution
Crime / Safety of Citizens
None
Don't Know
Other _____

6. What do you think is the most important environmental concern for the City of Campbell River? [DON'T READ, MARK ONE ONLY]

Climate change
Sea level rise
Air quality
Flood
Water supply
Water quality
Wildlife
Invasive plants
Too many cars
Improve public transit
Other – please specify: _____

Satisfaction with City services and programs

7. How satisfied are you with each of the following services provided by the City of Campbell River:
Very satisfied, Somewhat satisfied, Not satisfied, Not at all satisfied?

Very satisfied Somewhat satisfied Not satisfied Not at all satisfied Don't Know satisfied [DON'T READ]

Cultural facilities
Recreation programs
Community, cultural and recreational events
City parks
City playgrounds
City trails
City boulevards and gardens
Public washrooms
Street trees

Policing services
Fire services
Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy/unsightly premises

Water supply
Sewage system
Garbage, recycling and yard waste collection
Yard waste drop-off centre
Animal control

Road quality
Transportation and traffic flow
Snow and ice removal from roads
City sidewalks
Street lighting
Safe routes to schools
Bicycle paths
Public transit
Downtown parking

Tourism promotion
Economic development
Land use planning
Quality of new residential subdivisions and new buildings
Downtown revitalization
Citizen engagement

8. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River? [READ]
Very satisfied [GO TO Q9]
Somewhat satisfied [GO TO Q9]
Not satisfied
Not at all satisfied

Q8b. Why are you not satisfied? _____

Council Priorities

9. How important are each of the following City Council priorities? Very important; Important; Not important or Not at all important? [READ, ROTATE]

Very important Not Important Not at all Important Don't Know Important [DON'T READ]

- Recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.
- Value our First Nations neighbours and seek alignment and opportunities to work together.
- Investment and revitalization to ensure a vibrant and prosperous downtown core.
- Support our tourism industry in attracting visitors and business to the city.
- Address safety issues related to transportation and infrastructure
- Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.
- Ensure a marine and river waterfront that is open and accessible.
- Actively support a regional solution for management and reduction of solid waste.
- Plan proactively for the long term costs of maintaining our critical infrastructure.
- Ensure predictable property tax rates to maintain service levels and investment in infrastructure.
- Develop policies that encourage energy efficiency and cost savings.

10. Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels. Which one of the following four options would you most like the City of Campbell River to pursue? [READ]

- Increase taxes to enhance or expand services [GO TO Q13]
- Increase taxes to maintain services at current levels [GO TO Q13]
- Cut or reduce services to maintain current tax level
- Cut or reduce services to reduce taxes

11. Which services would you consider acceptable to reduce? [DO NOT READ, MARK ALL]

- Bylaw Enforcement
- Protective Services
- Garbage and recycling services
- No services- use money more efficiently
- Administrative expense
- All services
- Not Sure
- Other – specify: _____

12. Are there any existing City services you would like to see expanded or new services introduced?

- No
- Not sure
- Yes – please specify: _____

City Employee Customer Service

13. In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?

- Yes
- No [GO TO Q17]
- Not sure [GO TO Q17]

14. During your most recent contact with the City of Campbell River, how did contact occur? [DON'T READ, MARK ONE]

- In-person
- Telephone
- Email
- City meeting (Council meeting, Advisory committee)
- Open house, public consultation
- Mail [GO TO Q17]
- Fax [GO TO Q17]
- City website [GO TO Q17]
- Social media (Twitter, Facebook, LinkedIn, YouTube, Instagram) [GO TO Q17]
- Other (specify) [GO TO Q17]

15. During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's... [READ, ROTATE]

Very satisfied Somewhat satisfied Not very satisfied Not at all satisfied Don't Know/ Not applicable [DON'T READ]

- Level of knowledge
- Helpfulness
- Ability to resolve your issue
- Courteousness
- Speed and timeliness of service
- Accessibility
- Overall Service

16. Would you Strongly Agree; Agree; Disagree or Strongly Disagree with the following statements... [READ] [ROTATE]

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not sure/ Not applicable
I receive good value for the municipal taxes I pay					
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.					
In general, I believe the City of Campbell River is doing a good job					

Communications

17. How do you learn about local government issues? [DO NOT READ, MARK ALL]
- Contact member of City staff
 - Community organization
 - Word of mouth: neighbours, friends
 - City website
 - Email
 - TV
 - Radio
 - Local newspaper – news articles
 - Local newspaper – advertisements
 - Internet, Online, Social media
 - Don't learn about government issues
 - Don't know, Not sure
 - Other _____
18. Do you listen to local radio stations?
- Yes
 - No
19. Do you watch local TV?
- Yes
 - No
20. Do you have access to the internet? [READ, MARK ALL]
- At home
 - At work
 - On a smart phone
 - No access [GO TO Q27]
21. Which of the following social media do you use? [READ, MARK ALL]
- Facebook
 - Twitter
 - LinkedIn
 - YouTube
 - Instagram
 - None [DON'T READ]
22. Have you visited the City website?
- Yes
 - No
23. Do you use any of the following services offered on the City of Campbell River web page? [READ, MARK ALL]
- Pay utility fees
 - Pay property taxes
 - Buy a Dog License
 - Apply for a home owners grant
 - Report a problem
 - Webmaps
 - Renew a business licence
 - None [DON'T READ]

24. Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?
Yes
No
25. Would you use mobile apps to report issues with utilities, streetlights or potholes?
Yes
No
26. Do you read the City brochure inserted into your property tax notice?
Yes
No
Not applicable
27. Do you read the City's Annual Reports?
Yes
No
28. Do you watch Council meeting webcasts?
Yes
No
29. Do you read City Currents in the newspaper?
Yes
No
30. In general, how do you feel about the amount of information provided by the City? [READ]
Too much
Adequate
Too little ---- > What further information would you like? _____
Not sure [DON'T READ]
31. In general, how do you feel about the quality of information provided by the City? [READ]
Good
Adequate
Poor
Not sure [DON'T READ]
32. What would be the best methods for the City of Campbell River to communicate information to you?
[DO NOT READ, MARK ALL, PROBE]
Contact member of City staff
Community organization
Word of mouth: neighbours, friends
City website
Email
TV
Radio
Local newspaper – news articles
Local newspaper – advertisements
Internet, Online, Social media
Don't learn about government issues
Don't know, Not sure
Other _____

About You

And just a few last questions about you....

33. How long have you lived in the City of Campbell River? _____ Years

34. Which of the following age groups do you fall into? [Read]

18-24 years

25-34

35-44

45-54

55-64

65 years or older

Refused [DO NOT READ]

35. Do you rent or own your place of residence? [READ]

Own

Rent

Refused [DO NOT READ]

36. Do you have children under the age of 18 living in your household?

Yes

No

Refused [DO NOT READ]

Thank you very much for your time!

37. Indicate Gender. [Don't read]

Male

Female

Appendix 2 – Detailed Tables

Banner Legend:

<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		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children?	Very good	40%	39%	41%	40%	39%	42%	46%	38%	39%	54%	38%	39%	44%	41%	30%
	Good	55%	60%	52%	53%	57%	53%	51%	56%	56%	44%	59%	56%	52%	53%	54%
	Poor	5%	1%	7%	7%	4%	5%	3%	6%	5%	2%	3%	5%	3%	6%	14%
	Very poor															3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	228
Campbell River as a place to retire?	Very good	54%	46%	55%	66%	51%	57%	54%	56%	55%	55%	51%	61%	47%	58%	34%
	Good	41%	53%	38%	28%	44%	38%	45%	38%	40%	45%	47%	36%	46%	37%	54%
	Poor	4%	1%	7%	6%	4%	5%	1%	6%	5%		2%	4%	7%	5%	10%
	Very poor															2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	228
Campbell River as a place for young adults to learn, work, play and live?	Very good	14%	9%	16%	20%	11%	17%	13%	15%	15%	10%	16%	12%	12%	16%	15%
	Good	54%	67%	44%	49%	55%	52%	64%	47%	52%	63%	52%	66%	50%	48%	43%
	Poor	32%	24%	39%	30%	34%	29%	23%	37%	33%	27%	30%	21%	38%	35%	34%
	Very poor	1%		1%	1%		1%		1%	1%		1%	1%	1%	1%	8%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	228
The overall quality of life in Campbell River?	Very good	39%	28%	44%	46%	35%	43%	34%	40%	40%	24%	34%	45%	32%	43%	27%
	Good	57%	66%	53%	52%	64%	51%	63%	55%	56%	72%	64%	51%	64%	53%	57%
	Poor	4%	6%	3%	2%	2%	6%	3%	4%	4%	4%	2%	5%	4%	5%	14%
	Very poor															2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	228

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What is your favourite thing about living in Campbell River?	Ocean, close to ocean, proximity to ocean	54%	56%	54%	51%	49%	60%	58%	51%	54%	49%	45%	47%	67%	57%	74%
	Access to outdoor recreation	42%	60%	31%	33%	42%	42%	53%	37%	42%	45%	44%	53%	42%	33%	54%
	Climate, Weather	18%	12%	19%	30%	20%	16%	14%	21%	20%	8%	24%	9%	15%	23%	41%
	Size of community	14%	17%	10%	17%	18%	10%	13%	13%	13%	15%	6%	19%	20%	12%	29%
	Friendly people	8%	7%	6%	15%	6%	11%	8%	9%	7%	16%	6%	8%	6%	12%	27%
	Relaxed lifestyle	6%	4%	6%	8%	8%	4%	4%	7%	6%	4%	10%	6%	5%	4%	41%
	Clean air	4%	4%	3%	3%	6%	1%	5%	3%	4%		8%	2%	3%	2%	46%
	Clean water	1%		0%	3%	0%	1%		1%	1%			1%	1%	1%	52%
	Great place to raise a family	1%	1%	0%	2%	0%	1%	0%	1%	1%	3%	1%			2%	25%
	Community spirit	1%		3%	2%	1%	2%	0%	2%	2%		2%		1%	2%	14%
	Scenery, beautiful	3%	2%	3%	4%	2%	3%	1%	4%	2%	5%	1%	2%	3%	4%	
	Housing availability, affordability	1%		2%	1%		2%	0%	1%	1%		2%	1%		0%	16%
	Safe community – low crime	0%		1%	1%	1%	0%		1%	0%				1%	1%	11%
	Not sure	1%		2%	1%	1%	1%	0%	1%	1%	2%		3%	1%	1%	2%
	Accessible Amenities	1%	1%	1%	2%	0%	2%	1%	1%	1%	1%		2%		2%	
	Other	1%		1%	1%	1%		1%	0%	0%	2%			1%	1%	5%
	Economy, Jobs	0%		1%		1%	0%	0%	0%	1%		1%			1%	4%
	Location	0%	1%		1%		1%	1%	0%		4%	2%				
Total	Responses	630	244	237	149	314	316	225	395	541	76	145	137	156	192	1001
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	227

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to 3 years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	24%	25%	26%	18%	22%	27%	33%	20%	25%	22%	24%	22%	23%	27%	18%
	Stayed the same	54%	57%	51%	57%	60%	49%	49%	57%	54%	56%	57%	62%	53%	48%	42%
	Worsened	17%	14%	20%	17%	16%	19%	11%	21%	17%	17%	8%	15%	22%	22%	31%
	Not sure	4%	4%	3%	7%	2%	6%	7%	3%	4%	5%	11%	1%	2%	3%	9%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	221

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In your opinion, what is the single most important issue facing the City of Campbell River? The one issue you feel should receive the greatest attention from local leaders?	Lack of Jobs, poor economy	29%	33%	29%	20%	34%	23%	32%	27%	28%	32%	31%	30%	25%	29%	37%
	Don't know	16%	17%	13%	19%	17%	14%	11%	17%	13%	27%	10%	19%	21%	14%	2%
	Aging infrastructure	10%	14%	7%	8%	12%	8%	14%	8%	11%	3%	14%	10%	9%	9%	16%
	Taxes, fiscal responsibility, increasing costs	10%	4%	12%	14%	11%	8%	6%	12%	11%	1%	5%	14%	14%	7%	
	Population growth, Overcrowding, Urban Planning	8%	8%	10%	4%	4%	11%	10%	7%	7%	13%	14%	6%	5%	7%	6%
	Other	3%	2%	4%	2%	3%	3%	3%	3%	3%		4%	1%	4%	2%	23%
	Homelessness	4%	3%	6%	2%	1%	7%	4%	4%	3%	11%	6%	1%	2%	5%	
	More recreational and social activities	4%	7%	1%	3%	5%	3%	5%	3%	4%		5%	1%	3%	5%	
	Crime, Safety of Citizens	3%	4%	2%	1%		5%	4%	2%	2%	6%	1%	5%	3%	3%	12%
	Activities for youth, schools	3%	1%	3%	5%	1%	4%	3%	3%	3%	3%	1%	2%	3%	5%	
	Business developement, tourism promotion	2%	2%	4%		3%	1%	2%	2%	2%		2%	3%	4%	1%	
	Traffic - too much	2%		4%	1%	2%	2%	1%	2%	2%		2%	1%	1%	2%	1%
	Healthcare	2%	1%	1%	4%	0%	3%	1%	2%	2%			3%	1%	2%	
	Road conditions	1%		1%	5%	1%	2%		2%	2%		1%	1%		4%	1%
	None	1%	2%	1%	1%	1%	1%	2%	1%	1%	2%	1%	1%		2%	0%
	Boat launch, access to water	1%		1%	3%	2%	0%		2%	1%		2%	2%	1%		
	Activities, resources for Seniors	1%	1%		4%	1%	1%		2%	1%	1%	2%	1%	2%	1%	
	Housing, available and affordable	1%	1%	2%			2%	1%	1%	1%		1%	1%	1%	1%	
	Population decline	0%		0%	1%		1%	0%	0%	0%	1%	1%		1%	0%	
Pollution	0%			1%		1%		0%	0%					1%	0%	
Air quality															0%	
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	215

Appendix 9.1

	Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
What do you think is the most important environmental concern for the City of Campbell River?	Don't know	27%	32%	23%	26%	30%	25%	30%	26%	27%	32%	24%	41%	25%	21%	7%
	Water quality	13%	11%	13%	16%	14%	12%	13%	14%	13%	13%	13%	7%	16%	15%	8%
	None	13%	9%	12%	21%	12%	14%	11%	14%	14%	9%	5%	11%	15%	19%	5%
	Climate change	8%	10%	8%	4%	12%	3%	8%	8%	9%		11%	9%	5%	6%	13%
	Water supply	8%	11%	7%	6%	8%	8%	9%	8%	8%	10%	14%	7%	6%	7%	7%
	Landfill, garbage, recycling	6%	6%	6%	4%	4%	8%	8%	5%	5%	12%	7%	6%	4%	6%	
	Fish farms, fisheries, protect fish habitat	5%	4%	8%	3%	6%	4%	1%	6%	3%	9%	2%	3%	11%	5%	
	Air quality	5%	3%	5%	8%	2%	7%	4%	5%	5%	1%	6%	5%	4%	4%	1%
	Flood	3%	4%	2%	1%	3%	3%	4%	2%	3%	1%	1%		2%	7%	13%
	Preserve parkland, reduced development, logging	3%	2%	4%	2%	2%	4%	3%	3%	3%	1%	4%	1%	3%	3%	
	Wildlife	2%	5%	0%	1%		4%	2%	2%	2%	3%	1%		4%	3%	5%
	Invasive plants	1%		2%	2%	1%	2%	0%	2%	1%	1%	3%		2%		11%
	Other	2%	1%	3%	1%	2%	2%	1%	2%	2%	1%	4%	1%		2%	5%
	LNG Plant	2%	2%	3%		2%	2%	3%	2%	2%	1%	3%	2%	1%	2%	
	Improve public transit	1%	1%	1%			1%	1%	0%	1%			2%		1%	13%
	Too many cars	1%		1%	3%	1%	1%		1%	1%	4%		3%	1%		4%
Sea level rise	1%		1%	1%	1%	0%	0%	1%	1%	2%	1%	2%			7%	
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	210

SATISFACTION WITH CITY SERVICES AND PROGRAMS

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Cultural facilities	Very satisfied	18%	13%	19%	26%	17%	19%	15%	19%	18%	13%	14%	15%	14%	27%	17%
	Somewhat satisfied	66%	75%	63%	58%	70%	63%	74%	64%	67%	68%	70%	67%	73%	58%	50%
	Not satisfied	6%	5%	6%	7%	3%	8%	4%	7%	6%	6%	2%	8%	4%	8%	13%
	Not at all satisfied	1%		1%	1%	1%	1%		1%	1%	1%	2%	1%	1%		5%
	Don't know	9%	7%	10%	8%	9%	9%	7%	10%	9%	12%	12%	9%	7%	8%	14%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Recreation programs	Very satisfied	43%	46%	42%	40%	39%	47%	53%	38%	44%	43%	53%	47%	25%	47%	26%
	Somewhat satisfied	46%	50%	44%	43%	49%	43%	40%	48%	45%	49%	36%	43%	64%	42%	52%
	Not satisfied	4%	1%	6%	6%	4%	4%	2%	5%	5%	1%	2%	4%	5%	5%	10%
	Not at all satisfied															6%
	Don't know	7%	3%	8%	10%	8%	5%	5%	8%	7%	7%	10%	5%	6%	6%	6%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Community, cultural and recreational events	Very satisfied	30%	25%	30%	38%	21%	39%	30%	30%	29%	41%	29%	25%	21%	41%	23%
	Somewhat satisfied	57%	63%	54%	51%	67%	47%	54%	58%	57%	55%	58%	64%	63%	46%	54%
	Not satisfied	5%	4%	7%	4%	4%	7%	4%	6%	6%		1%	3%	10%	7%	13%
	Not at all satisfied	0%		0%			0%		0%	0%			1%			6%
	Don't know	8%	8%	8%	7%	8%	7%	11%	6%	8%	4%	11%	7%	6%	6%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City parks	Very satisfied	41%	42%	44%	36%	41%	42%	47%	39%	41%	47%	45%	39%	38%	43%	30%
	Somewhat satisfied	47%	55%	40%	46%	47%	46%	47%	46%	46%	49%	51%	51%	48%	39%	49%
	Not satisfied	8%	4%	10%	9%	7%	8%	5%	10%	9%	3%	2%	6%	8%	13%	16%
	Not at all satisfied	1%		2%	1%	1%	1%	1%	1%	1%			1%	2%	1%	4%
	Don't know	3%		4%	8%	4%	3%	1%	5%	4%	2%	2%	3%	5%	4%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City playgrounds	Very satisfied	31%	46%	23%	21%	34%	29%	45%	24%	31%	36%	38%	28%	31%	29%	27%
	Somewhat satisfied	40%	43%	39%	37%	33%	46%	41%	38%	39%	41%	43%	45%	41%	33%	49%
	Not satisfied	8%	4%	9%	11%	8%	7%	5%	10%	9%	2%	2%	4%	7%	15%	11%
	Not at all satisfied	1%	1%	2%		1%	1%	2%	1%	1%	1%		3%	1%	1%	3%
	Don't know	20%	7%	27%	31%	23%	17%	7%	28%	21%	19%	17%	21%	20%	22%	9%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City trails	Very satisfied	70%	82%	65%	57%	73%	66%	78%	64%	68%	77%	80%	70%	65%	64%	41%
	Somewhat satisfied	23%	17%	25%	30%	22%	24%	20%	26%	25%	16%	17%	24%	27%	26%	44%
	Not satisfied	1%	1%	1%	1%	1%	2%	1%	1%	1%		1%	2%	1%	1%	7%
	Not at all satisfied	0%		1%		1%			0%	0%					1%	4%
	Don't know	6%		7%	12%	3%	8%	1%	8%	6%	7%	2%	4%	7%	8%	3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City boulevards and gardens	Very satisfied	34%	33%	32%	41%	30%	38%	35%	35%	34%	39%	44%	30%	32%	32%	29%
	Somewhat satisfied	54%	59%	54%	47%	62%	47%	56%	52%	53%	57%	47%	62%	57%	52%	46%
	Not satisfied	9%	8%	10%	8%	4%	13%	7%	9%	10%	1%	8%	6%	6%	13%	13%
	Not at all satisfied	2%		3%	4%	2%	2%	1%	2%	2%	1%	1%	1%	4%	2%	11%
	Don't know	1%		1%	1%	1%	1%		1%	1%	1%		1%	1%	1%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Public washrooms	Very satisfied	14%	18%	11%	13%	18%	10%	17%	12%	15%	9%	16%	17%	12%	12%	11%
	Somewhat satisfied	37%	44%	34%	31%	43%	32%	37%	36%	35%	50%	45%	44%	27%	34%	46%
	Not satisfied	22%	22%	22%	22%	15%	29%	27%	20%	24%	11%	11%	19%	32%	25%	22%
	Not at all satisfied	3%	3%	3%	4%	1%	6%	2%	4%	3%	6%	2%	1%	3%	6%	10%
	Don't know	23%	13%	29%	30%	23%	24%	16%	28%	24%	24%	27%	19%	26%	22%	10%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Street trees	Very satisfied	31%	35%	28%	32%	27%	35%	34%	30%	31%	34%	40%	33%	25%	27%	21%
	Somewhat satisfied	58%	61%	56%	57%	62%	53%	59%	56%	57%	57%	52%	59%	63%	57%	56%
	Not satisfied	9%	5%	12%	8%	7%	10%	7%	10%	9%	5%	7%	7%	8%	12%	12%
	Not at all satisfied	1%		1%	2%	1%	1%	0%	2%	1%	2%	1%		2%	1%	8%
	Don't know	1%		2%	1%	2%	0%		2%	1%	2%		1%	1%	3%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Policing services	Very satisfied	44%	48%	41%	41%	41%	46%	49%	41%	44%	50%	61%	35%	37%	42%	30%
	Somewhat satisfied	44%	41%	48%	42%	47%	40%	41%	46%	46%	31%	29%	51%	51%	45%	43%
	Not satisfied	7%	5%	6%	10%	9%	5%	3%	7%	6%	5%	3%	4%	11%	8%	12%
	Not at all satisfied	0%		1%	1%		1%		1%		3%	1%			1%	10%
	Don't know	5%	6%	4%	7%	3%	8%	6%	5%	5%	12%	6%	11%	1%	5%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Fire services	Very satisfied	49%	53%	44%	51%	43%	55%	49%	50%	48%	59%	52%	44%	42%	55%	45%
	Somewhat satisfied	40%	40%	41%	36%	46%	33%	42%	37%	40%	31%	37%	36%	50%	37%	41%
	Not satisfied	5%	4%	5%	6%	5%	4%	4%	5%	5%		7%	4%	3%	3%	4%
	Not at all satisfied	1%		1%	2%	2%	0%	1%	1%	1%	1%	1%	1%	1%	1%	5%
	Don't know	6%	3%	9%	6%	4%	8%	4%	7%	6%	9%	4%	15%	3%	3%	5%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Bylaws and enforcement including nuisance control, animal control, open air burning, noise, untidy, unsightly premises	Very satisfied	20%	27%	15%	16%	21%	18%	27%	15%	19%	21%	18%	18%	18%	24%	13%
	Somewhat satisfied	48%	54%	45%	44%	49%	47%	47%	49%	48%	53%	52%	47%	51%	43%	38%
	Not satisfied	18%	7%	27%	21%	18%	19%	13%	21%	20%	9%	19%	19%	18%	18%	23%
	Not at all satisfied	4%	4%	3%	7%	4%	5%	3%	5%	4%	3%	1%	9%	1%	6%	19%
	Don't know	10%	9%	9%	11%	8%	11%	10%	10%	9%	14%	10%	7%	12%	10%	6%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Water supply	Very satisfied	70%	74%	69%	66%	74%	66%	72%	69%	73%	52%	80%	71%	68%	65%	54%
	Somewhat satisfied	26%	22%	27%	31%	23%	30%	27%	26%	25%	39%	20%	21%	29%	32%	38%
	Not satisfied	3%	3%	2%	2%	2%	3%	0%	4%	1%	10%		7%	3%	1%	3%
	Not at all satisfied	0%		1%	1%	1%	0%	0%	0%	0%					1%	3%
	Don't know	0%		0%	1%		1%		0%	0%			1%	1%		
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Sewage system	Very satisfied	60%	68%	55%	54%	61%	59%	65%	56%	61%	48%	66%	56%	53%	62%	43%
	Somewhat satisfied	34%	26%	38%	38%	33%	34%	32%	35%	34%	35%	26%	34%	40%	35%	43%
	Not satisfied	3%	4%	2%	3%	3%	3%	1%	4%	2%	12%	2%	9%	1%	1%	4%
	Not at all satisfied	1%	1%	1%	2%	2%	1%	1%	1%	1%		1%	1%	1%	1%	1%
	Don't know	3%	1%	4%	3%	1%	4%	1%	4%	2%	5%	5%		4%	2%	8%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Garbage, recycling and yard waste collection	Very satisfied	54%	60%	50%	51%	55%	53%	62%	51%	55%	53%	63%	46%	49%	57%	41%
	Somewhat satisfied	35%	33%	37%	34%	37%	33%	29%	37%	34%	34%	21%	41%	43%	36%	41%
	Not satisfied	6%	5%	7%	6%	5%	8%	6%	7%	6%	7%	9%	7%	5%	5%	11%
	Not at all satisfied	2%	2%	2%	3%	3%	2%	3%	2%	3%		4%	2%	3%	1%	3%
	Don't know	2%		3%	5%	2%	3%	1%	3%	2%	6%	3%	5%	1%	2%	3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Yard waste drop-off centre	Very satisfied	46%	54%	43%	37%	46%	45%	51%	43%	48%	34%	56%	43%	37%	46%	39%
	Somewhat satisfied	31%	32%	30%	33%	35%	28%	28%	31%	29%	37%	18%	34%	45%	29%	35%
	Not satisfied	5%	5%	5%	7%	3%	8%	7%	5%	6%	4%	9%	2%	5%	5%	10%
	Not at all satisfied	1%		1%	3%	2%	1%		2%	1%		1%	2%		1%	3%
	Don't know	17%	10%	21%	20%	15%	18%	13%	19%	16%	25%	16%	18%	13%	19%	14%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Animal control	Very satisfied	24%	40%	16%	13%	23%	26%	36%	16%	23%	28%	37%	17%	26%	18%	19%
	Somewhat satisfied	50%	46%	52%	53%	54%	45%	43%	54%	51%	42%	43%	58%	47%	50%	39%
	Not satisfied	12%	7%	16%	15%	9%	16%	7%	15%	11%	18%	5%	16%	12%	15%	14%
	Not at all satisfied	2%		3%	2%	2%	2%	1%	2%	2%	2%	2%	2%	1%	2%	11%
	Don't know	12%	8%	14%	17%	13%	12%	12%	13%	13%	10%	13%	7%	14%	14%	18%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Road quality	Very satisfied	17%	20%	14%	20%	13%	21%	26%	13%	17%	18%	18%	17%	23%	12%	13%
	Somewhat satisfied	61%	62%	62%	56%	67%	55%	64%	58%	60%	64%	71%	56%	59%	57%	52%
	Not satisfied	19%	16%	21%	22%	18%	21%	9%	25%	20%	18%	10%	23%	14%	28%	24%
	Not at all satisfied	3%	3%	2%	3%	3%	2%	1%	3%	3%		1%	3%	3%	3%	10%
	Don't know	0%		0%			0%		0%	0%					1%	0%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Transportation and traffic flow	Very satisfied	19%	26%	14%	18%	15%	23%	26%	16%	17%	42%	23%	17%	20%	18%	10%
	Somewhat satisfied	58%	54%	59%	62%	65%	51%	60%	56%	60%	40%	61%	42%	67%	59%	43%
	Not satisfied	20%	18%	23%	18%	18%	23%	12%	25%	21%	18%	13%	37%	10%	20%	31%
	Not at all satisfied	2%	2%	3%		2%	1%		3%	2%		1%	3%	1%	1%	14%
	Don't know	1%	1%	1%	1%		2%	1%	1%	1%	1%	2%		2%	1%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Snow and ice removal from roads	Very satisfied	11%	13%	10%	13%	14%	8%	16%	9%	12%	7%	13%	13%	8%	12%	16%
	Somewhat satisfied	52%	55%	48%	54%	51%	53%	56%	51%	53%	51%	59%	56%	47%	48%	35%
	Not satisfied	23%	15%	31%	20%	20%	26%	15%	28%	23%	21%	12%	15%	33%	30%	23%
	Not at all satisfied	6%	8%	5%	5%	6%	6%	5%	7%	5%	17%	4%	10%	4%	6%	21%
	Don't know	7%	8%	6%	8%	9%	6%	8%	5%	6%	5%	12%	6%	8%	4%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
City sidewalks	Very satisfied	30%	43%	24%	17%	34%	25%	37%	24%	28%	32%	37%	32%	25%	25%	18%
	Somewhat satisfied	52%	43%	54%	63%	48%	55%	49%	54%	53%	45%	48%	38%	60%	59%	59%
	Not satisfied	16%	15%	17%	15%	15%	17%	13%	18%	16%	19%	12%	28%	10%	14%	14%
	Not at all satisfied	1%		2%	1%	2%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Don't know	2%		1%	4%	1%	2%		2%	2%	1%	2%	1%	2%	1%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Street lighting	Very satisfied	32%	35%	32%	27%	36%	29%	39%	27%	32%	30%	38%	30%	31%	30%	20%
	Somewhat satisfied	58%	59%	57%	56%	56%	59%	55%	60%	58%	62%	55%	56%	64%	57%	57%
	Not satisfied	9%	6%	11%	11%	7%	10%	6%	11%	10%	4%	6%	13%	3%	12%	15%
	Not at all satisfied	1%			2%	0%	1%	0%	1%	0%	2%			2%	0%	6%
	Don't know	1%			3%		1%		1%	0%	2%	1%	1%	1%		3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Safe routes to schools	Very satisfied	18%	29%	14%	7%	19%	16%	27%	13%	18%	18%	30%	10%	16%	15%	18%
	Somewhat satisfied	43%	55%	38%	31%	43%	42%	51%	39%	42%	55%	33%	55%	49%	37%	45%
	Not satisfied	7%	5%	11%	5%	5%	10%	10%	5%	8%		8%	9%	4%	7%	14%
	Not at all satisfied	1%	1%	1%	2%	0%	2%	1%	1%	1%				1%	4%	5%
	Don't know	31%	11%	36%	56%	32%	30%	11%	41%	31%	26%	29%	26%	30%	37%	18%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Bicycle paths	Very satisfied	31%	40%	26%	25%	38%	24%	33%	31%	30%	39%	39%	36%	26%	25%	13%
	Somewhat satisfied	43%	49%	37%	44%	38%	48%	50%	38%	42%	43%	37%	47%	45%	44%	37%
	Not satisfied	10%	7%	15%	5%	7%	12%	9%	10%	10%	7%	10%	10%	10%	9%	19%
	Not at all satisfied	1%		1%	1%	0%	1%		1%	1%		1%		1%	1%	10%
	Don't know	15%	4%	20%	25%	16%	15%	8%	20%	16%	12%	13%	8%	18%	21%	21%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Public transit	Very satisfied	15%	14%	13%	19%	15%	14%	16%	14%	14%	20%	18%	15%	7%	18%	11%
	Somewhat satisfied	41%	40%	41%	41%	40%	42%	32%	44%	42%	28%	40%	36%	53%	34%	29%
	Not satisfied	10%	13%	10%	6%	8%	13%	13%	9%	8%	28%	6%	18%	10%	8%	18%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	1%	3%	4%		1%	1%	15%
	Don't know	33%	32%	34%	33%	36%	31%	39%	31%	35%	22%	31%	31%	29%	40%	27%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Downtown parking	Very satisfied	19%	18%	21%	17%	22%	17%	14%	21%	17%	27%	21%	26%	17%	15%	14%
	Somewhat satisfied	57%	64%	50%	59%	62%	52%	64%	55%	57%	60%	66%	56%	62%	47%	42%
	Not satisfied	17%	13%	23%	12%	9%	25%	18%	17%	18%	9%	8%	17%	16%	26%	24%
	Not at all satisfied	6%	4%	5%	10%	6%	5%	5%	6%	6%	3%	5%	1%	5%	10%	18%
	Don't know	1%		1%	2%	1%	1%		2%	1%	1%		1%	1%	3%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Tourism promotion	Very satisfied	23%	20%	24%	26%	18%	27%	24%	22%	22%	26%	29%	15%	13%	31%	18%
	Somewhat satisfied	55%	68%	49%	47%	59%	52%	62%	51%	54%	58%	61%	57%	70%	39%	41%
	Not satisfied	11%	11%	14%	7%	9%	13%	10%	12%	12%	7%	7%	16%	4%	17%	19%
	Not at all satisfied	1%		3%	1%	2%	1%	1%	2%	2%		1%	5%	1%		10%
	Don't know	9%	1%	11%	18%	11%	7%	3%	12%	9%	9%	3%	7%	12%	13%	12%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Economic development	Very satisfied	9%	14%	7%	6%	6%	12%	12%	8%	9%	11%	10%	9%	8%	10%	4%
	Somewhat satisfied	46%	51%	44%	43%	51%	42%	48%	44%	45%	49%	57%	43%	44%	41%	31%
	Not satisfied	30%	27%	37%	22%	30%	30%	28%	31%	31%	28%	16%	39%	37%	28%	30%
	Not at all satisfied	2%		2%	4%	2%	2%	0%	2%	2%	1%	1%	1%	2%	2%	22%
	Don't know	13%	9%	10%	26%	12%	15%	12%	14%	14%	10%	15%	7%	9%	19%	12%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Land use planning	Very satisfied	11%	16%	7%	10%	11%	10%	15%	9%	11%	11%	18%	5%	6%	13%	3%
	Somewhat satisfied	37%	36%	37%	41%	35%	40%	43%	35%	37%	45%	40%	37%	42%	32%	28%
	Not satisfied	21%	20%	24%	17%	22%	21%	13%	24%	20%	21%	12%	29%	23%	22%	31%
	Not at all satisfied	3%	1%	5%	1%	2%	4%	3%	2%	3%		2%	4%	3%	2%	23%
	Don't know	28%	27%	27%	31%	31%	25%	26%	30%	29%	23%	28%	25%	27%	30%	15%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Quality of new residential subdivisions and new buildings	Very satisfied	28%	38%	21%	23%	30%	26%	31%	27%	25%	48%	32%	33%	19%	28%	15%
	Somewhat satisfied	49%	38%	55%	54%	53%	44%	48%	50%	50%	43%	42%	41%	63%	49%	52%
	Not satisfied	8%	10%	9%	5%	4%	12%	10%	8%	10%		7%	13%	5%	8%	13%
	Not at all satisfied	0%		0%		0%	0%	0%	0%	0%				1%		8%
	Don't know	15%	14%	15%	18%	13%	17%	11%	16%	15%	9%	20%	13%	13%	15%	13%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	23%	28%	22%	14%	20%	25%	28%	20%	24%	16%	28%	20%	17%	25%	6%
	Somewhat satisfied	54%	55%	51%	59%	62%	47%	57%	52%	53%	59%	54%	51%	63%	50%	44%
	Not satisfied	18%	13%	24%	16%	16%	20%	13%	21%	18%	20%	12%	20%	17%	22%	30%
	Not at all satisfied	2%	1%	2%	3%	2%	2%	1%	2%	2%	4%	3%	3%	1%	1%	14%
	Don't know	3%	3%	2%	7%	0%	6%	1%	5%	4%	1%	3%	6%	2%	2%	6%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205
Citizen engagement	Very satisfied	14%	13%	12%	18%	10%	17%	16%	13%	13%	17%	22%	4%	7%	19%	9%
	Somewhat satisfied	64%	70%	64%	57%	75%	54%	70%	61%	62%	77%	63%	70%	75%	53%	38%
	Not satisfied	12%	12%	14%	9%	4%	20%	7%	15%	13%	5%	2%	20%	10%	15%	24%
	Not at all satisfied	2%		2%	2%	2%	1%	1%	2%	2%		1%	3%	1%	2%	19%
	Don't know	8%	6%	8%	13%	9%	8%	6%	10%	9%	1%	11%	3%	6%	11%	10%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	29%	23%	29%	39%	25%	32%	31%	28%	30%	24%	36%	29%	21%	29%	13%
	Somewhat satisfied	67%	74%	65%	56%	71%	62%	67%	66%	66%	71%	62%	66%	74%	65%	69%
	Not satisfied	3%		5%	5%	4%	3%	2%	4%	3%	2%	1%	4%	3%	5%	14%
	Not at all satisfied	2%	3%	1%		1%	2%	1%	2%	1%	3%	1%	2%	2%	1%	5%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	205

COUNCIL PRIORITIES

How important are each of the following Council priorities?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Recognize our role as a regional hub and offer services to neighbouring communities in a manner that is financially responsible and sustainable for our residents.	Very Important	31%	23%	34%	39%	26%	36%	26%	34%	30%	37%	22%	28%	35%	36%	32%
	Important	55%	65%	49%	52%	59%	52%	58%	53%	55%	52%	71%	58%	48%	47%	51%
	Not Important	9%	10%	12%	2%	10%	8%	13%	7%	9%	11%	3%	9%	13%	11%	9%
	Not at all Important	1%		1%	2%	1%	0%		1%	1%			2%		0%	5%
	Don't know	4%	2%	5%	6%	3%	5%	3%	4%	5%	1%	4%	2%	3%	6%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Value our First Nations neighbours and seek alignment and opportunities to work together.	Very Important	37%	41%	32%	38%	27%	47%	42%	35%	36%	47%	39%	42%	34%	33%	29%
	Important	48%	47%	49%	45%	55%	41%	46%	48%	47%	47%	52%	51%	48%	42%	39%
	Not Important	11%	11%	13%	7%	16%	6%	9%	13%	12%	6%	8%	5%	13%	17%	15%
	Not at all Important	2%	1%	3%	4%	2%	3%	3%	2%	3%			1%	3%	5%	12%
	Don't know	2%		2%	5%		4%	0%	3%	2%	1%	1%	1%	1%	3%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Investment and revitalization to ensure a vibrant and prosperous downtown core.	Very Important	35%	39%	30%	37%	34%	36%	35%	36%	34%	43%	39%	37%	26%	37%	40%
	Important	53%	54%	54%	49%	55%	50%	52%	52%	52%	48%	54%	50%	57%	50%	40%
	Not Important	9%	6%	12%	9%	9%	9%	11%	9%	10%	8%	5%	9%	15%	8%	9%
	Not at all Important	0%		1%		1%		1%		0%			1%			8%
	Don't know	3%	1%	3%	6%	2%	4%	1%	4%	3%	1%	2%	2%	3%	4%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Support our tourism industry in attracting visitors and business to the city.	Very Important	56%	62%	54%	50%	57%	55%	56%	56%	54%	70%	62%	66%	48%	51%	45%
	Important	38%	35%	36%	44%	35%	40%	39%	37%	39%	27%	34%	25%	46%	42%	42%
	Not Important	5%	3%	9%	2%	7%	4%	4%	6%	6%	3%	4%	8%	6%	4%	9%
	Not at all Important															3%
	Don't know	1%		0%	3%	0%	1%	0%	1%	1%			1%		2%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Address safety issues related to transportation and infrastructure	Very Important	40%	36%	43%	41%	37%	42%	37%	42%	40%	42%	45%	41%	30%	42%	41%
	Important	51%	55%	49%	50%	56%	46%	53%	49%	51%	47%	48%	49%	64%	46%	47%
	Not Important	5%	6%	6%	2%	5%	5%	5%	6%	5%	10%	5%	8%	2%	6%	6%
	Not at all Important	0%			1%		0%		0%	0%		1%				3%
	Don't know	4%	4%	2%	6%	1%	6%	5%	3%	4%	1%	2%	2%	4%	6%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Provide recreational and cultural amenities to ensure a healthy, vibrant and livable community.	Very Important	47%	52%	41%	50%	43%	51%	53%	45%	48%	43%	54%	53%	34%	47%	41%
	Important	48%	48%	51%	45%	52%	44%	45%	49%	47%	54%	41%	45%	65%	44%	44%
	Not Important	3%		6%	1%	3%	2%	1%	4%	3%	2%	3%	1%	1%	5%	9%
	Not at all Important	0%			1%	0%			0%	0%					1%	4%
	Don't know	1%		2%	3%	1%	2%	0%	2%	2%		2%	1%		3%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193

How important are each of the following Council priorities?

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Ensure a marine and river waterfront that is open and accessible.	Very Important	65%	63%	64%	69%	71%	59%	57%	69%	65%	64%	66%	61%	68%	65%	59%
	Important	32%	34%	32%	28%	27%	37%	40%	28%	32%	34%	34%	32%	32%	30%	28%
	Not Important	2%	3%	2%	1%	2%	2%	3%	2%	2%			6%		2%	8%
	Not at all Important															2%
	Don't know	1%		1%	2%		2%	0%	1%	1%	1%		1%	1%	2%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Actively support a regional solution for management and reduction of solid waste.	Very Important	43%	50%	37%	44%	36%	51%	46%	41%	43%	41%	45%	46%	40%	43%	35%
	Important	48%	38%	55%	50%	55%	41%	42%	52%	49%	46%	45%	46%	48%	52%	50%
	Not Important	6%	11%	5%	1%	9%	3%	10%	4%	6%	10%	7%	8%	9%	2%	7%
	Not at all Important	0%			1%		0%		0%	0%				1%		5%
	Don't know	2%	1%	3%	3%		4%	2%	2%	2%	4%	3%	1%	2%	3%	3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Plan proactively for the long term costs of maintaining our critical infrastructure.	Very Important	64%	69%	62%	57%	66%	62%	63%	63%	62%	71%	64%	74%	53%	64%	60%
	Important	30%	27%	31%	31%	30%	29%	29%	30%	30%	24%	28%	20%	41%	29%	34%
	Not Important	4%	3%	5%	4%	4%	3%	5%	3%	4%	2%	4%	4%	2%	4%	3%
	Not at all Important															2%
	Don't know	3%	1%	2%	8%	0%	6%	2%	3%	3%	3%	4%	2%	3%	3%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Ensure predictable property tax rates to maintain service levels and investment in infrastructure.	Very Important	48%	47%	49%	49%	42%	55%	50%	48%	49%	51%	49%	58%	40%	47%	55%
	Important	40%	41%	40%	37%	46%	34%	36%	41%	39%	42%	39%	30%	49%	41%	34%
	Not Important	7%	9%	6%	5%	10%	4%	9%	7%	8%		8%	9%	5%	7%	6%
	Not at all Important	1%		1%	2%	1%	1%	1%	1%	1%	2%	2%		1%	1%	3%
	Don't know	4%	3%	3%	6%	2%	6%	4%	4%	3%	5%	3%	3%	5%	4%	3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193
Develop policies that encourage energy efficiency and cost savings.	Very Important	46%	57%	37%	44%	38%	53%	61%	38%	45%	58%	42%	50%	43%	48%	39%
	Important	43%	34%	50%	45%	50%	36%	29%	49%	43%	37%	50%	37%	41%	43%	43%
	Not Important	9%	9%	11%	7%	12%	6%	9%	9%	10%	3%	5%	13%	15%	5%	13%
	Not at all Important															4%
	Don't know	2%		3%	5%		4%	1%	3%	2%	2%	4%	1%	1%	3%	1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	193

Appendix 9.1

Municipal property taxes are the primary source to pay for City services and invest in maintaining and upgrading infrastructure such as roads, streetlights, water, sewer, facilities, and parks.

Due to increasing costs of maintaining current service levels, infrastructure and requests for additional services, the City of Campbell River must balance taxation and service delivery levels.

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which one of the following four options would you most like the City of Campbell River to pursue?	Increase taxes to enhance or expand services	16%	22%	12%	11%	10%	21%	14%	17%	15%	23%	23%	13%	11%	15%	32%
	Increase taxes to maintain services at current levels	46%	46%	45%	50%	45%	48%	46%	46%	46%	44%	53%	50%	47%	38%	14%
	Cut or reduce services to maintain current tax level	30%	30%	32%	29%	38%	23%	34%	29%	31%	29%	22%	28%	33%	36%	31%
	Cut or reduce services to reduce taxes	8%	3%	11%	10%	7%	9%	6%	9%	8%	4%	2%	9%	8%	11%	23%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	187

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you consider acceptable to reduce?	Administrative expense	38%	29%	43%	42%	30%	50%	32%	42%	43%	6%	39%	36%	32%	44%	69%
	Not Sure	28%	34%	25%	23%	30%	24%	34%	24%	25%	43%	40%	17%	41%	19%	7%
	No services- use money more efficiently	22%	24%	23%	17%	20%	24%	22%	22%	21%	31%	13%	42%	8%	23%	53%
	Protective Services	7%		8%	16%	11%	3%	7%	7%	7%	7%	5%	3%	5%	12%	4%
	Other	4%		4%	7%	5%	2%	2%	4%	4%		3%			8%	25%
	Bylaw Enforcement	4%	10%	3%		5%	3%	11%	1%	5%		3%		2%	10%	16%
	Garbage and recycling services	4%		4%	7%	3%	4%	2%	5%	4%		3%	2%	5%	5%	5%
	Parks and recreation	4%		6%	3%	1%	7%	1%	5%	4%		6%	3%	2%	4%	
	Roads, cleaning, plowing	4%	5%	4%		4%	3%		6%	2%	15%		11%		3%	
	All services	1%		2%			2%		1%	1%	4%				2%	1%
Downtown revitalization	2%	5%		2%	3%	1%	4%	1%	2%					8%		
Total	Responses	178	51	88	40	100	78	64	114	159	17	26	38	40	74	192
	Base	152	48	71	33	90	63	56	96	135	16	24	33	39	57	101

Base: people who wanted to cut or reduce services

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	No	25%	19%	27%	33%	33%	17%	16%	29%	25%	17%	17%	38%	28%	22%	
	Not sure	44%	40%	47%	48%	42%	47%	46%	45%	44%	54%	41%	53%	40%	44%	45%
	Yes	30%	41%	26%	19%	25%	36%	38%	27%	31%	29%	42%	29%	22%	28%	33%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	187

CITY EMPLOYEE CUSTOMER SERVICE

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with the City of Campbell River or one of its employees?	Yes	43%	41%	48%	38%	47%	40%	45%	43%	47%	24%	40%	55%	39%	40%	60%
	No	56%	58%	52%	61%	53%	60%	54%	56%	53%	73%	59%	45%	61%	59%	37%
	Not sure	1%	1%	1%	1%	0%	1%	1%	0%	0%	3%	1%	1%	1%	1%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	187

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
During your most recent contact with the City of Campbell River, how did contact occur?	In-person	60%	67%	59%	51%	69%	50%	57%	62%	59%	76%	68%	62%	49%	61%	57%
	Telephone	26%	22%	24%	39%	19%	34%	24%	27%	26%	24%	14%	35%	29%	24%	25%
	Email	8%	9%	9%	5%	8%	8%	16%	4%	9%		18%	3%	11%	3%	6%
	Other	2%	2%	3%			5%	1%	3%	3%				8%	3%	2%
	City meeting (Council meeting, Advisory committee)	1%		1%	5%	1%	2%	1%	1%	1%				2%	3%	2%
	Mail	1%		3%		1%	2%	1%	2%	2%				2%	4%	
	Open house, public consultation	1%		1%		1%			1%	1%					2%	3%
	City website															6%
	Social media-Twitter, Facebook, LinkedIn, YouTube, Instagram															
Total	Base	173	60	80	32	94	79	63	110	161	12	38	49	37	49	118

Base: people who have contacted or dealt with City of Campbell River or one of its employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	68%	81%	60%	61%	69%	67%	72%	65%	67%	79%	71%	68%	65%	67%	55%
	Somewhat satisfied	25%	16%	31%	26%	25%	25%	23%	26%	26%	8%	20%	29%	21%	27%	26%
	Not satisfied	4%		7%	6%	3%	5%	1%	6%	4%	5%	9%	3%	3%	3%	6%
	Not at all satisfied	2%		2%	6%	3%	1%	2%	2%	2%	8%			11%		9%
	Don't know	1%	2%				2%	2%		1%					3%	5%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	104
Helpfulness	Very satisfied	70%	81%	65%	58%	71%	68%	76%	66%	70%	67%	75%	70%	65%	67%	53%
	Somewhat satisfied	22%	11%	26%	32%	22%	22%	16%	25%	22%	16%	8%	28%	23%	26%	28%
	Not satisfied	7%	7%	6%	6%	5%	9%	6%	7%	6%	17%	17%		5%	7%	9%
	Not at all satisfied	2%		2%	3%	2%	1%	2%	2%	2%			1%	6%		8%
	Don't know															3%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	104
Ability to resolve your issue	Very satisfied	57%	65%	54%	48%	51%	64%	66%	51%	59%	28%	49%	55%	58%	64%	44%
	Somewhat satisfied	22%	25%	19%	20%	25%	17%	13%	27%	20%	40%	18%	31%	13%	21%	25%
	Not satisfied	13%	7%	17%	14%	13%	14%	16%	12%	12%	23%	28%	7%	15%	6%	10%
	Not at all satisfied	5%		6%	12%	7%	3%	2%	7%	5%		2%	4%	11%	4%	14%
	Don't know	4%	2%	4%	6%	4%	3%	4%	4%	3%	8%	3%	3%	3%	5%	7%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	104
Courteousness	Very satisfied	74%	81%	73%	63%	76%	72%	78%	72%	74%	75%	78%	74%	70%	74%	62%
	Somewhat satisfied	21%	19%	19%	30%	19%	24%	19%	22%	21%	20%	13%	25%	23%	23%	24%
	Not satisfied	3%		6%	3%	2%	4%	1%	5%	3%	5%	9%	1%		3%	8%
	Not at all satisfied	1%		2%	3%	2%		2%	1%	1%				6%		5%
	Don't know															2%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	105
Speed and timeliness of service	Very satisfied	64%	69%	62%	58%	65%	62%	76%	56%	63%	67%	60%	65%	60%	67%	49%
	Somewhat satisfied	22%	22%	23%	19%	22%	22%	11%	28%	23%		17%	27%	19%	21%	32%
	Not satisfied	11%	10%	11%	14%	8%	15%	11%	12%	11%	17%	23%	4%	8%	12%	9%
	Not at all satisfied	2%		2%	6%	3%		2%	2%	1%	8%			9%		8%
	Don't know	2%		2%	3%	2%	1%		3%	1%	8%		3%	3%		3%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	104
Accessibility	Very satisfied	66%	76%	63%	58%	66%	67%	74%	62%	65%	79%	60%	69%	61%	73%	49%
	Somewhat satisfied	27%	24%	26%	35%	28%	26%	22%	30%	28%	21%	31%	28%	35%	17%	38%
	Not satisfied	5%		9%	5%	5%	5%	2%	7%	5%		9%	3%		7%	4%
	Not at all satisfied	1%		2%		1%	1%	2%	1%	1%				3%	1%	6%
	Don't know	0%			2%		1%		1%	0%					1%	4%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	105
Overall Service	Very satisfied	68%	81%	63%	56%	69%	67%	76%	63%	69%	61%	71%	67%	68%	67%	47%
	Somewhat satisfied	20%	11%	23%	29%	19%	21%	11%	25%	19%	28%	6%	27%	15%	27%	30%
	Not satisfied	8%	7%	10%	5%	6%	11%	11%	7%	8%	6%	16%	7%	8%	4%	14%
	Not at all satisfied	4%		4%	11%	6%	2%	2%	5%	4%	5%	7%		9%	1%	7%
	Don't know															2%
Total	Base	167	59	75	32	93	74	62	105	155	12	38	49	33	46	104

Base: people who have contacted or dealt with City of Campbell River or one of its employees

Do you agree or disagree with the following statements...

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	6%	9%	5%	4%	7%	5%	10%	4%	7%		4%	5%	9%	7%	8%
	Agree	67%	69%	64%	70%	69%	66%	66%	67%	66%	76%	76%	63%	69%	62%	32%
	Disagree	18%	16%	21%	14%	16%	20%	15%	20%	18%	15%	13%	25%	14%	19%	32%
	Strongly disagree	4%	1%	6%	7%	5%	4%	2%	6%	5%		1%	4%	5%	7%	24%
	Not sure, not applicable	4%	5%	3%	5%	3%	5%	7%	3%	3%	9%	7%	2%	3%	4%	4%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186
The City of Campbell River listens to Citizens and encourages their involvement in making decisions.	Strongly agree	5%	6%	4%	5%	2%	7%	7%	3%	5%	1%	3%	4%	10%	3%	8%
	Agree	52%	51%	49%	58%	54%	49%	49%	52%	48%	68%	52%	49%	55%	50%	32%
	Disagree	27%	30%	29%	16%	26%	27%	25%	28%	27%	23%	26%	32%	17%	30%	34%
	Strongly disagree	6%	4%	8%	7%	6%	6%	5%	7%	7%	1%	1%	9%	10%	5%	21%
	Not sure, not applicable	11%	10%	10%	15%	12%	11%	14%	10%	12%	7%	17%	6%	9%	12%	5%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186
In general, I believe the City of Campbell River is doing a good job	Strongly agree	6%	6%	8%	4%	5%	7%	7%	6%	7%		8%	6%	8%	4%	11%
	Agree	80%	85%	74%	85%	84%	76%	82%	79%	78%	95%	84%	79%	79%	79%	41%
	Disagree	10%	7%	13%	9%	8%	12%	7%	12%	11%	5%	8%	10%	8%	13%	32%
	Strongly disagree	2%	1%	4%	1%	3%	2%	2%	3%	3%			3%	4%	2%	13%
	Not sure, not applicable	1%	1%	2%	1%	1%	2%	1%	1%	1%			2%	2%	2%	2%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

COMMUNICATIONS

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper – news articles	76%	66%	77%	88%	81%	70%	73%	77%	77%	64%	77%	72%	71%	81%	75%
	Word of mouth: neighbours, friends	27%	36%	21%	22%	24%	29%	32%	25%	29%	16%	30%	31%	25%	24%	44%
	Internet, Online, Social media	23%	35%	16%	14%	26%	20%	26%	19%	21%	30%	28%	27%	24%	14%	60%
	Local newspaper – advertisements	13%	12%	15%	11%	12%	14%	10%	13%	12%	12%	7%	13%	16%	16%	21%
	Radio	9%	13%	7%	7%	10%	9%	10%	7%	8%	14%	6%	7%	19%	6%	29%
	City website	7%	11%	4%	4%	7%	6%	6%	7%	7%	3%	8%	5%	3%	9%	41%
	TV	7%	5%	5%	13%	8%	6%	5%	8%	6%	13%	1%	13%	4%	9%	10%
	Community organization	1%		3%	2%	1%	2%	0%	2%	2%		1%	2%	1%	2%	12%
	Don't learn about government issues	2%		3%	3%	2%	1%	1%	2%	2%	2%		3%	1%	2%	2%
	Contact member of City staff	1%		1%	2%	1%	1%		2%	1%	2%	1%	1%	2%	1%	8%
	Other	1%	1%	0%	2%	1%	1%		2%	1%			1%	2%	2%	3%
	Don't know, Not sure	1%	1%	1%	1%		2%	1%	1%	1%			1%		3%	1%
Email	0%			1%		0%		0%	0%				1%		4%	
Total	Responses	669	267	257	145	347	322	230	419	571	77	151	158	155	204	573
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you listen to local radio stations?	Yes	55%	62%	58%	33%	49%	60%	66%	47%	55%	45%	61%	61%	52%	47%	63%
	No	45%	38%	42%	67%	51%	40%	34%	53%	45%	55%	39%	39%	48%	53%	37%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you watch local TV?	Yes	21%	11%	21%	40%	15%	28%	16%	25%	21%	29%	20%	19%	25%	21%	27%
	No	79%	89%	79%	60%	85%	72%	84%	75%	79%	71%	80%	81%	75%	79%	73%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	96%	100%	98%	85%	98%	94%	100%	93%	96%	94%	98%	98%	95%	93%	97%
	At work	32%	53%	27%	4%	32%	32%	54%	18%	33%	20%	37%	29%	39%	25%	55%
	On a smart phone	35%	57%	26%	16%	40%	31%	54%	26%	37%	30%	41%	38%	38%	28%	70%
	No access	4%		2%	15%	2%	6%		7%	4%	6%	2%	2%	5%	7%	
Total	Responses	669	312	256	102	343	326	291	369	583	74	169	151	165	184	415
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	186

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	64%	76%	62%	44%	52%	76%	72%	58%	62%	71%	64%	67%	63%	62%	81%
	YouTube	35%	59%	22%	14%	39%	30%	50%	25%	33%	40%	46%	34%	37%	24%	47%
	None	26%	10%	31%	49%	31%	21%	15%	33%	26%	27%	26%	23%	26%	29%	11%
	Instragram	13%	20%	11%	3%	11%	14%	22%	7%	13%	10%	14%	10%	10%	15%	26%
	LinkedIn	11%	13%	14%	3%	15%	7%	13%	8%	12%		11%	11%	16%	8%	18%
	Twitter	7%	8%	8%	4%	7%	8%	8%	5%	6%	11%	6%	6%	11%	7%	22%
Total	Responses	596	274	238	85	302	294	251	326	501	73	155	134	145	162	380
	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Have you visited the City website?	Yes	67%	78%	62%	56%	67%	67%	83%	57%	69%	47%	75%	66%	67%	61%	90%
	No	33%	22%	38%	44%	33%	33%	17%	43%	31%	53%	25%	34%	33%	39%	10%
Total	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	185

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	None	53%	49%	55%	58%	56%	50%	49%	55%	48%	91%	58%	48%	65%	41%	34%
	Pay property taxes	29%	31%	28%	26%	27%	31%	31%	28%	32%		20%	30%	31%	34%	35%
	Apply for a home owners grant	27%	33%	22%	21%	25%	29%	30%	24%	30%		39%	29%	19%	19%	48%
	Buy a Dog License	9%	12%	7%	8%	6%	12%	9%	9%	10%		12%	7%	8%	9%	19%
	Pay utility fees	10%	5%	16%	8%	11%	8%	6%	14%	11%	3%	17%	8%	4%	9%	10%
	Webmaps	7%	7%	6%	8%	8%	6%	9%	5%	7%	3%	5%	3%	15%	5%	16%
	IReport a problem	5%	6%	6%	1%	3%	8%	5%	6%	6%		2%	6%	5%	9%	10%
	Renew a business license	2%	2%	2%	1%		4%	2%	2%	1%	6%		2%	1%	5%	7%
Total	Responses	363	166	143	53	176	186	164	193	334	23	106	78	89	90	290
	Base	257	115	101	40	130	126	116	135	229	22	69	58	60	69	162

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Next year, the City will be offering online registration for recreation programs. If you were registering for a program, would you register online?	Yes	77%	86%	71%	70%	76%	78%	85%	71%	77%	67%	82%	84%	73%	68%	86%
	No	23%	14%	29%	30%	24%	22%	15%	29%	23%	33%	18%	16%	27%	32%	14%
Total	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use mobile apps to report issues with utilities, streetlights or potholes?	Yes	41%	54%	37%	21%	38%	43%	52%	35%	41%	42%	49%	45%	40%	30%	72%
	No	59%	46%	63%	79%	62%	57%	48%	65%	59%	58%	51%	55%	60%	70%	28%
Total	Base	383	148	163	72	196	187	140	238	330	47	93	88	89	112	184

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City brochure inserted into your property tax notice?	Yes	59%	43%	69%	68%	56%	62%	52%	64%	67%	12%	59%	64%	51%	61%	63%	
	No	41%	57%	31%	32%	44%	38%	48%	36%	33%	88%	41%	36%	49%	39%	38%	
Total		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read the City's Annual Reports?	Yes	20%	11%	25%	27%	16%	25%	15%	24%	23%	5%	20%	18%	15%	26%	42%	
	No	80%	89%	75%	73%	84%	75%	85%	76%	77%	95%	80%	82%	85%	74%	58%	
Total		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you watch Council meeting webcasts?	Yes	16%	8%	22%	19%	16%	16%	14%	18%	16%	17%	6%	23%	12%	21%	23%	
	No	84%	92%	78%	81%	84%	84%	86%	82%	84%	83%	94%	77%	88%	79%	77%	
Total		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
Do you read City Currents in the newspaper?	Yes	77%	74%	79%	81%	79%	76%	80%	78%	77%	83%	90%	76%	66%	78%	76%	
	No	23%	26%	21%	19%	21%	24%	20%	22%	23%	17%	10%	24%	34%	22%	24%	
Total		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online	
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In general, how do you feel about the amount of information provided by the City?	Too much	1%		1%	1%	1%	1%	0%	1%	1%	2%	1%		1%	0%	1%	
	Adequate	78%	86%	72%	77%	83%	74%	80%	77%	77%	84%	89%	79%	81%	68%	59%	
	Too little	13%	9%	17%	13%	13%	14%	16%	12%	14%	9%	7%	14%	12%	18%	27%	
	Not sure	8%	5%	9%	9%	4%	11%	4%	10%	8%	4%	2%	7%	6%	14%	13%	
Total		Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	184

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	22%	28%	19%	18%	14%	29%	33%	16%	22%	24%	32%	16%	12%	26%	9%
	Adequate	64%	64%	64%	66%	74%	54%	55%	69%	63%	70%	65%	64%	76%	54%	60%
	Poor	7%	1%	11%	9%	7%	6%	5%	8%	7%	3%	1%	8%	8%	9%	21%
	Not sure	7%	8%	6%	8%	4%	10%	8%	7%	8%	3%	2%	12%	4%	11%	10%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	183

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What would be the best method for the City of Campbell River to communicate information to you?	Local newspaper – news articles	57%	49%	61%	66%	62%	52%	49%	61%	58%	52%	55%	51%	61%	62%	73%
	Internet, Online, Social media	29%	53%	19%	9%	27%	31%	43%	23%	27%	53%	35%	38%	26%	21%	61%
	Email	17%	21%	15%	11%	18%	16%	27%	11%	18%	9%	16%	29%	8%	14%	24%
	City website	11%	17%	8%	5%	14%	8%	11%	11%	10%	15%	22%	13%	4%	6%	51%
	Local newspaper – advertisements	12%	13%	9%	16%	15%	9%	5%	15%	10%	15%	10%	12%	14%	12%	24%
	Radio	7%	8%	8%	4%	9%	6%	6%	6%	6%	5%	5%	5%	9%	9%	24%
	Newsletter, mail	7%	3%	9%	8%	8%	6%	5%	8%	7%	1%	5%	4%	8%	9%	
	TV	4%	1%	5%	8%	4%	4%	2%	5%	4%	5%	2%	1%	4%	8%	9%
	Don't know, Not sure	4%	2%	3%	8%	4%	4%	3%	4%	4%	3%	4%	5%	3%	3%	5%
	Contact member of City staff	2%	3%	0%	1%	2%	1%	3%	0%	2%		6%	1%			5%
	Other	2%		3%	2%	3%	1%	1%	2%	2%		2%		2%	3%	3%
	Word of mouth: neighbours, friends	0%			2%		1%		1%	0%			1%	1%		13%
	Telephone	1%	3%		2%	2%	1%	0%	2%	2%		1%	3%	2%	0%	
	Community organization															5%
Don't learn about government issues	0%		1%		1%				0%	0%				1%		
Total	Responses	612	256	236	121	335	277	218	380	517	78	155	147	134	177	538
	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

Column percentages do not add up to 100% because multiple responses given

ABOUT YOU

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How many years have you lived in the City of Campbell River?	Less than 5 years	9%	14%	6%	7%	7%	12%	15%	6%	7%	23%	38%				9%
	6-10	15%	18%	15%	9%	19%	11%	16%	14%	17%	3%	62%				17%
	11-20	23%	32%	19%	14%	23%	22%	27%	21%	22%	27%		100%			18%
	21-30	23%	22%	29%	15%	26%	21%	23%	22%	21%	33%			100%		22%
	31-40	15%	14%	13%	19%	12%	18%	15%	15%	16%	7%				48%	14%
	41-50	10%	1%	11%	23%	9%	10%	4%	13%	11%	5%				32%	8%
	51+ years	6%		8%	13%	5%	7%	1%	9%	7%	3%				20%	10%
	Refused															1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you rent or own your place of residence?	Own	86%	79%	93%	86%	85%	87%	88%	87%	100%		87%	85%	77%	93%	86%
	Rent	12%	18%	6%	14%	13%	12%	12%	13%		100%	13%	15%	17%	6%	7%
	Refused	2%	3%	1%		2%	1%	0%	1%					6%	1%	7%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following age groups do you fall into?	18-24 years	3%	7%			2%	3%	4%	2%	1%	12%	6%	5%			2%
	25-34	13%	35%			12%	14%	20%	8%	10%	25%	16%	13%	21%	5%	16%
	35-44	21%	58%			21%	21%	51%	6%	22%	18%	27%	34%	14%	13%	21%
	45-54	12%		29%		11%	12%	19%	8%	12%	10%	9%	15%	18%	7%	24%
	55-64	30%		71%		32%	28%	4%	44%	33%	11%	28%	19%	33%	37%	24%
	65 years or older	21%			100%	21%	21%	2%	32%	21%	24%	14%	14%	14%	38%	13%
	Refused															1%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

Appendix 9.1

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have children under the age of 18 living in your household?	Yes	35%	70%	19%	4%	29%	41%	100%		36%	33%	46%	41%	34%	22%	38%
	No	64%	26%	81%	96%	68%	59%		100%	64%	67%	54%	59%	61%	78%	59%
	Refused	1%	3%			2%								5%		3%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

		Total	Age			Gender		Children at home		Own or Rent		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Kids	No kids	Own	Rent	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Gender	Male	50%	48%	51%	50%	100%		42%	54%	49%	52%	53%	51%	55%	43%	45%
	Female	50%	52%	49%	50%		100%	58%	46%	51%	48%	47%	49%	45%	57%	55%
Total	Base	400	148	167	85	200	200	140	255	344	49	95	90	94	121	182

Appendix 3 – Verbatim Comments

Q4b – Why do you feel the quality of life has improved/worsened?

Quality of Life has IMPROVED:

- A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS
- A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING
- ACCESS TO FILM SERIES
- AIR QUALITY
- ALOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR
- ARTS
- ASSESSABILITY FOR SENIORS
- AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY
- BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA
- BETTER AIR
- BETTER HOUSING MARKET/MORE JOBS
- BETTER RECREATION OPPORTUNITIES FOR KIDS
- BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIFE BECAUSE CRIME IS NOT AN ISSUE
- BUSIER, MORE SHOPPERS
- CHANGE IN MAYOR
- CITY WORKERS SEE MORE POSITIVE
- DEVELOPING
- DIFFERNT TYPES OF BUSINESS
- DON'T HAVE THE PULP MILL
- DOWNTOWN HAS IMPROVED
- DOWNTOWN REVITALIZATION, STRONGER ECONOMY
- DOWNTOWN REVITILIZATION
- ELK FALLS VIEWING
- FEW MORE AMENITIES
- FOCUS OF COMMUNITY IMPROVED
- GETTING BIGGER
- GOOD MAYOR ECONOMIC IMPROVING
- GOT RID OF OLD BUILDINGS
- HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE
- IMPROVED INFRASTRUCTURE
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS DOWNTOWN
- IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES
- INFRASTRUCTURE
- IT'S GOT BETTER LEADERSHIP
- IT'S MOVED ON FROM THE MILL
- LESS POLLUTION
- MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAOPENING DOWNTOWN
- MORE ACTIVITIES FOR KIDS
- MORE ACTIVITIES FOR YOUTH
- MORE AMENITIES AND SERVICES
- MORE AVAIABLE
- MORE DEVELOPEMENT

- *MORE DOCTORS AND HOSPITAL*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SERVICES OFFFERED*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENTION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE THINGS TO DO*
- *MORE TRAILS FOR WALKING*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *RELAXING*
- *REVITALIZED DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*
- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*

- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*

Quality of Life has WORSENERD:

- *A LOT MORE HOMELESS, JOBS HAVE GONE DOWNHILL, EMPLOYMENT IS BAD*
- *A LOT OF HOMELESS PEOPLE, NOT LOOKING AFTER SENIORS NOT ENOUGH ACTIVITIES FOR CHILDREN, EDUCATION SYSTEM IS NOT WHERE IT SHOULD BE NOT BEING TAUGHT ABOUT MONEY OR REAL LIFE SKILLS*
- *BUSINESSES HAVE CLOSE*
- *CITY COUNCIL IS BAD, HEADS UP THEIR *****
- *CITY HALL TAXES*
- *COST OF LIVING*
- *DECLINE IN ENTERTAINMENT*
- *DOESN'T HAVE THE RESTAURANTS, DOESN'T HAVE SHOPS, NOT ENOUGH HOUSING FOR THE OVER 50 COMMUNITY*
- *DRUG ABUSE/HOMELESSNESS/NON VIOLENT CRIME*
- *DRUG ABUSE/NON VIOLENT CRIME/HOMELESSNESS*
- *ECONOMICS*
- *EMPLOYMENT*
- *EMPYTY SPACES*
- *EVERY IN GENERAL*
- *FOOD PRICES, INCREASES IN PRICE OF GOODS IN GENERAL, SERVICES ARE EXPENSIVE*
- *GOOD JOBS ARE GONE*
- *HEALTH*
- *HEALTH CARE DETERIORATION*
- *HIGHER COSTS, WE'RE NOT GETTING A LOT OF SERVICES*
- *HOMELESSNESS*
- *HOMELESSNESS*
- *INDUSTRIAL BASE JOBS GONE*
- *INDUSTY*
- *JOBS LOSSES*
- *LACK OF COMM ACTIVTTEY*
- *LACK OF DECENT PAYING JOBS*
- *LACK OF FACILITIES, MEDICAL CARE, ENTERTAINMENT*
- *LACK OF JOBS, NO LOCAL I NDUSTRY*
- *LACK OF JOBS, NON-PROGRESSIVE COUNCIL*
- *LACK OF JOBS, SCHOOLING IS POORER THAN IN COURTENAY*
- *LACK OF JOBS, TOO MANY EMPTY STORES*
- *LACK OF OPPORTUNITY AND JOBS AND TAXES*
- *LACK OF STUFF FOR YOUNGER*
- *LESS JOBS, ECONOMY*
- *LOCAL BUSINESSES WERE LOST WITH WALMART. UNADDRESSED HOMELESS PROBLEM.*
- *MORE HOMELESSNESS*
- *MORE TRAFFIC, MORE PEOPLE, MORE CONGESTED*
- *NO GOOD SHOPPING POOR ENTERTAINMENT ACCESS*
- *NO INDUSTRY*
- *NO JOBS*

- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS*
- *NO JOBS AND POVERTY*
- *NO JOBS, LACK OF ENTERTAINMENT*
- *NO SHOPPING/NO ENTERTAINMENT*
- *NOT ENOUGH JOBS FOR THE YOUNG PEOPLE HOUSING IS BAD FOR RENTALS*
- *NOT ENOUGH SENIORS FITNESS*
- *NOT FOR YOUNG ADULTS*
- *NOT SURE*
- *NOTHING FOR TEENS, YOUNG PEOPLE TO DO*
- *POOR DOWNTOWN CORE*
- *POOR ECONOMY*
- *POOR EMPLOYMENT AVAILABLE*
- *POPULATION INCREASE*
- *PRICES ARE GOING UP, JOBS ARE HARDER TO FIND*
- *PROPERTY TAXES*
- *QUALITY OF JOBS NONE*
- *RAISING OF TAXES, WAYS TAX DOLLARS ARE SPENT*
- *RENT HAS INCREASED, QUALITY OF LIVING HAS GONE DOWN*
- *RETAIL SHOPPING*
- *SHOPPING STORES HAVE CLOSED*
- *TAXES COST OF LIVING*
- *THE LACK OF LOW INCOME HOUSING, LACK OF MID-INCOME HOUSING AS WELL*
- *THE PEOPLE WE VOTED FOR DON'T LISTEN TO THE PEOPLE AT ALL PUSH THINGS THROUGH WHEN WE VOTED THEM IN SPENDING MONEY ON SILLY THINGS, NEED BETTER PRIORITIES*
- *THE STORE I WORK IN HAS BEEN GETTING ROBBED MORE (CRIME HAS INCREASED)*
- *TOO MUCH CONSTRUCTION*
- *TRAFFIC BAD MORE PEOPLE LIVING*
- *TRAFFIC, FIRE/AMBULANCE REDUNDANT SERVICES FOR EACH CALL*
- *TURNED INTO A WALMART*
- *UNEMPLOYMENT/CITY MISMANAGED, NEED NEW POLITICIANS*

Q8b – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]

- *BUILDING CODES, ENVIRONMENTALIST ISSUES PROBLEMS DUE TO BUILDING OUR HOUSE IN A SUBDIVISION, COST IS ON GOING ON THESE ISSUES.*
- *BUILDING PERMITS SLOW*
- *CITY NOT DOING ENOUGH MAINTENANCE, SPEED CONTROL, NOT FORWARD LOOKING ENOUGH*
- *DO A BETTER JOB WITH RESOURCES, PATHETIC JOB*
- *MONEY WASTED ON TOO MANY THINGS*
- *MORE FOR SENIORS*
- *MORE PROGRAMS NEED PROMOTING*
- *NO IMMIGRATION OFFICES OR SERVICES*
- *NOT ENOUGH FOR SENIORS*
- *NOT GOOD COMMUNICATION*
- *NOT UTILIZING TAX MONEY FOR THE ELDERLY FOR THE ROADS, FOR WINTER SHOULD BE MORE SPEED SIGNS, MORE PEDESTRIAN WALKS AND SHOULD BE LIT UP DANGEROUS FOR KIDS CROSSING ROADS FROM SCHOOLS, NOT ENOUGH CROSSWALKS*
- *RECREATION FOR KIDS AFTER SCHOOL*
- *SOMEBODY IS SOMETHING IS HINDERING GROWTH IN THE CITY*
- *THERE SHOULD BE MORE PROGRAMS FOR KIDS THAT ARE CHEAPER*
- *THERE'S BEEN NO SERVICES FOR SPECIAL NEEDS CHILDREN AGE 5 - 18 THEY DON'T DEAL WITH THE HOMELESS POPULATION, THEY DON'T TAKE IT SERIOUSLY ENOUGH NO FACILITIES FOR THEM NOT ENOUGH SHELTERS IN TOWN OR PUBLIC WASHROOMS*
- *THINGS DON'T GET DONE*
- *TOO MUCH WASTE OF ENVIRONMENTAL DEVELOPMENT*
- *WASTE OF MONEY ON TRANSIT*
- *WAY TOO MUCH TAXES*
- *YOU DON'T HEAR ABOUT THEM ENOUGH*

Q12 – Existing services you would like expanded or new services introduced.

- *A LOT MORE ATTENTION TO THE ARTS COMMUNITY AND COMMUNITY FUNCTIONS*
- *A LOT OF PEOPLE ARE MOVING HERE AND THE CITY IS GROWING*
- *A MENTAL HEALTH AND REHAB FACILITY*
- *A NEW POOL AT STRATHCONA GARDENS, GOOD FOR THE COMMUNITY*
- *ACCESS TO BOAT LAUNCE*
- *ACCESS TO FILM SERIES*
- *ADDRESSING SAFETY FOR CHILDREN ON PETERSON RD, MORE ROAD IMPROVEMENT, BETTER MAINTENANCE ON TRAILS AND PATH*
- *AFFORDABLE HOUSING, SERVICES FOR LOW INCOME RESIDENTS*
- *AIR QUALITY*
- *A LOT OF NEW BUILDINGS AND IMPROVEMENT OF TOURIST SECTOR*
- *AMENITIES FOR YOUNG PEOPLE*
- *AN IMMIGRATION OFFICE*
- *ARTS*
- *ACCESSIBILITY FOR SENIORS*
- *ATTRACT BUSINESS/INDUSTRY/JOBS*
- *ATTRACT MORE BUSINESS*
- *AUTOMATIC LICENCE PLATE READERS(ALPR)*
- *AVAILABLE ACTIVITIES FOR CHILDREN, RUNNING MORE SMOOTHLY*
- *BELIEVE THEY ARE STARTING TO REVIVE THE DOWNTOWN AREA*
- *BETTER AIR*
- *BETTER BUS SERVICE TO OYSTER RIVER*
- *BETTER BUS SYSTEM*
- *BETTER HOUSING MARKET/MORE JOBS*
- *BETTER LIBRARY*
- *BETTER PROGRAMS FOR CHILDREN, THEY ARE OUR FUTURE*
- *BETTER RECREATION OPPORTUNITIES FOR KIDS*
- *BETTER ROAD MAINTENANCE*
- *BIGGER LIBRARY COLLECTION, IMPROVE PUBLIC WASHROOMS IN THE DOWNTOWN CORE,*
- *BOAT RAMP*
- *BUILDING A NEW HOSPITAL, MANAGEMENT OF TRANSPORTATION IS IMPROVING, A GOOD AREA TO LIFE BECAUSE CRIME IS NOT AN ISSUE*
- *BUSIER, MORE SHOPPERS*
- *CHANGE IN MAYOR*
- *CHILD CARE, AFTER SCHOOL CARE*
- *CITY PAY ATTENTION TO HEALTH SERVICES*
- *CITY WORKERS SEE MORE POSITIVE*
- *CLEAN UP OVERGROWN PROPERTIES, CITY OWNED*
- *COMPOSTING*
- *COMPOSTING*
- *CRISIS LINE*
- *DEVELOPING*
- *DIFFERENT TYPES OF BUSINESS*
- *DOG PARKS*
- *DON'T HAVE THE PULP MILL*
- *DOWNTOWN HAS IMPROVED*
- *DOWNTOWN REVITALIZATION, STRONGER ECONOMY*
- *DOWNTOWN REVITALIZATION*
- *ELK FALLS VIEWING*
- *EXERCISE PARK, COMMUNITY GARDEN PARK*

- *EXPAND COMMUNITY CENTRE PROGRAMS FOR YOUNG PARENTS, I.E. FREE POOL PRIVILEGES, ETC*
- *EXPAND RECYCLING= FOAM AND GLASS/ KEEP COMMUNITY CENTERS BUSY AND OPEN*
- *EXPANDED COMPOSTING PROGRAM*
- *EXTENDED BUS SERVICE*
- *FEW MORE AMENITIES*
- *FIELDS FOR SPORTS*
- *FIRE SERVICES IN SOUTH OF CITY, INCREASE POLICING, BETTER BOAT RAMP*
- *FOCUS OF COMMUNITY IMPROVED*
- *FREE SERVICES TO DISABLED, SENIORS, I.E. POOL ACTIVITIES*
- *GARBAGE REDUCED*
- *GETTING BIGGER*
- *GOOD MAYOR ECONOMIC IMPROVING*
- *GOT RID OF OLD BUILDINGS*
- *GREEN WASTE COLLECTED YEAR AROUND*
- *HARD WASTE PICK UP- ONCE PER YEAR*
- *HAVE PLACES FOR CAMPING*
- *HEALTH CARE EXPANDED AND MORE ACCESSIBLE*
- *HELP PARENTS WITH CHILDCARE*
- *HOMELESS PROBLEMS*
- *HOMELESS SHELTER TRAILERS FOR WINTER; ROSE HARBOUR CENTRE*
- *IMPROVE STREET LIGHTING*
- *IMPROVED INFRASTRUCTURE*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS DOWNTOWN*
- *IMPROVEMENTS TO THE DOWNTOWN CORE, UPGRADED WILLOW POINT, IN GENERAL THE UPGRADES*
- *INCREASE COMMUNITY EVENTS*
- *INCREASE SERVICES TO HELP HOMELESSNESS*
- *INFRASTRUCTURE*
- *INFRASTRUCTURE, CONTROL FLOODING; EFFICIENCY WITH PROVIDING BETTER CULTURAL AND ENVIRONMENTAL*
- *INTEGRATION BETWEEN ART GALLERY/THEATRE/SPIRIT SQUARE*
- *IT'S GOT BETTER LEADERSHIP*
- *IT'S MOVED ON FROM THE MILL*
- *KEEP POOL OPEN ON SUNDAYS*
- *KEEP WORKING ON IMPROVE LOOKS OF CITY, MAKE MORE WELCOMING, GET VOLUNTEERS TO HELP TO SAVE COSTS, VOLUNTEER SUPPLIES*
- *LESS POLLUTION*
- *LIBRARY SERVICE EXPANDED*
- *LIKE TO SEE THE SOBERING CENTRE PUT IN, HAVE CITY LAND ACCESSIBLE FOR HOMELESS TO GATHER*
- *MEN INDOOR SPORTS ESP. BASKETBALL/LEAGUES*
- *MORE ACTIVITIES DOWNTOWN, THERE'S BEEN AN EFFORT TO CHANGE WHAT'S HAPPENING DOWNTOWN*
- *MORE ACTIVITIES FOR KIDS*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE ACTIVITIES FOR YOUTH*
- *MORE AMENITIES AND SERVICES*
- *MORE AVAILABLE*
- *MORE BUS SERVICE TO OUTLYING AREAS, LIKE COURTENAY*
- *MORE COMMUNITY FESTIVALS THAT BENEFIT THE CITY, GET PEOPLE TOGETHER*
- *MORE COMMUNITY GARDENS*
- *MORE CULTURAL ACTIVITIES*

- *MORE CULTURAL PERFORMANCE SPACE*
- *MORE DEVELOPMENT*
- *MORE DOCTORS AND HOSPITAL*
- *MORE DOG PARKS*
- *MORE DOG WALKING AREAS*
- *MORE EFFICIENT TRANSIT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT*
- *MORE ENTERTAINMENT AVAILABLE*
- *MORE ENTERTAINMENT FOR KIDS*
- *MORE ENTERTAINMENT FOR SENIORS AND FACILITIES FOR GATHERING*
- *MORE ENTERTAINMENT, MUSIC OR OTHER FESTIVALS*
- *MORE FISCAL RESPONSIBILITY*
- *MORE GARBAGE COLLECTION*
- *MORE HELP FOR HOMELESS*
- *MORE HOUSING OPPORTUNITIES FOR SENIORS, SMALLER BUSINESSES DOWNTOWN AND MORE FOOT TRAFFIC*
- *MORE IMPROVEMENTS DONE*
- *MORE INDUSTRY AND BUILDINGS, GOOD COUNCIL, MORE ACCOMMODATION AND STORES*
- *MORE INFRASTRUCTURE, NEW BUILDINGS, MORE JOBS, INFRASTRUCTURE REPAIRS*
- *MORE INVESTMENT IN THE TIDEMARK THEATRE*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS*
- *MORE JOBS FOR YOUNGER PEOPLE AND THE FEEL OF THE TOWN IS BETTER THAN SIX YEARS AGO IT'S REVIVED,*
- *MORE KIDS ACTIVITIES*
- *MORE LEISURE ENTERTAINMENT FOR FAMILIES*
- *MORE OF A HUB, AND MORE PEOPLE*
- *MORE OPPORTUNITY FOR PEOPLE TO DO THINGS*
- *MORE PARAMEDICS*
- *MORE PARKS FOR KIDS, THE RECREATION IS PHENOMENAL AND HAS GOTTEN BETTER*
- *MORE PEOPLE AND JOBS*
- *MORE PEOPLE COMING IN*
- *MORE RECREATION/TOURISM PROMOTION*
- *MORE RESOURCES FOR YOUNG FAMILIES AND SINGLE PARENTS BECAUSE OF THE EXPENSE*
- *MORE SATISFIED OVERALL, SUSPENSION BRIDGE, TRAIL CONDIIION*
- *MORE SENIOR HOMES, MORE FACILITIES FOR SENIORS*
- *MORE SENIORS FITNESS*
- *MORE SERVICES FOR YOUNG PEOPLE*
- *MORE SERVICES OFFERED*
- *MORE SHELTERED BUS STOPS IN SENIOR AREAS AND FOR SCHOOL CHILDREN, EXPANDED PUBLIC TRANSIT*
- *MORE SIDEWALKS*
- *MORE SIGNS OF DOING MORE FOR ELDERLY, OPENING OF BERWICK, EXTENSION AT NEW HORIZON, SPORTS MAY IMPROVE*
- *MORE SPORTS AND CONCERTS*
- *MORE SPORTS FOR KIDS AND FACILITIES OR IMPROVED FACILITIES, ESPECIALLY BASEBALL*
- *MORE TEEN PROGRAMS*
- *MORE THINGS TO DO*
- *MORE TOURISM ADVERTISING*
- *MORE TRAILS FOR WALKING*
- *MORE YOUTH ORIENTED PROGRAMS*
- *MORE/BETTER MAINTENANCE IN PARKS/WASHROOMS*

- *MOUNTAIN BIKE PARK*
- *NEED MORE CULTURE ACTIVITIES*
- *NEED MORE JOBS*
- *NEED SMALL BUSINESSES FOR YOUNG PEOPLE, NEED TAX BREAKS*
- *NEW BUILDINGS*
- *NEW BUILDINGS, CREATES WORK, INCREASE FAMILIES IN AREA*
- *NEW CITY BUILDINGS LOOK GOOD*
- *NEW DEVELOPMENTS, MORE STOREFRONT, NEWER THINGS*
- *NEW HOSPITAL, NATURE TRAILS ARE GREATLY IMPROVING*
- *NEW PROJECTS, CHANGE AT CITY HALL*
- *NEWER HOMES IMPROVED SCHOOL*
- *NOT SURE*
- *NOT SURE*
- *ORGANICS ENHANCED*
- *OTHER RESPONSES*
- *PERCENT*
- *POOL OPENED LONGER*
- *PROGRAMS FOR CHILDREN*
- *PROGRAMS FOR HOMELESS PEOPLE*
- *PROMOTE BUSINESS TO BE LOCATED HERE*
- *PROPER BOAT LAUNCH AND PARKING LOT*
- *PROPER TRACK FOR KIDS, SPORTSPLEX FOR STRATHCONA GARDENS, MAKE MORE EFFICIENT, CONFERENCE CENTRE*
- *PUBLIC TRANSIT, BUSES TO SUBDIVISIONS*
- *RECREATION*
- *RECYCLING*
- *RECYCLING PROGRAM BEEFED UP A LITTLE BIT*
- *RECYCLING EXPANDED*
- *RELAXING*
- *REVISION BUS SERVICE*
- *REVITALIZED DOWNTOWN*
- *RUBBERIZED TRACK*
- *SECURITY CAMERAS DOWNTOWN*
- *SEEMS BUSIER, MORE THINGS TO DO*
- *SEEMS TO BE MORE ACTIVITIES AIMED AT A BROADER RANGE OF PEOPLE*
- *SENIOR CITIZEN SERVICES*
- *SENIORS*
- *SENIORS HOUSING AND SERVICES*
- *SERVICES FOR SENIORS*
- *SEWER SYSTEM EXPANDED*
- *SKATE PARK LIGHTS*
- *SNOW REMOVAL*
- *SNOW REMOVAL*
- *SNOW REMOVAL, CLEAN STREETS*
- *SOCIAL SERVICES, YOUTH SERVICES, SUPPORTIVE HOUSING*
- *STILL A SMALL TOWN BUT IN A BIG WAY, GOT BIG BOX STORES AND MORE SHOPS*
- *STREAMLINING AT CITY HALL/EXPAND OUTSIDE MAINTENANCE*
- *THE ADDED EVENTS, SPIRIT SQUARE NEW HOSPITAL*
- *THE AIR HAS IMPROVED SINCE THE MILL CLOSED*
- *THE AMENITIES HAVE IMPROVED, MORE SPORTS, FIELD UPDATES, MORE JOBS, THE HOUSING IS UP FOR RENTALS*
- *THE CITY IS A LOT CLEANER, NICE PARKS*
- *THE DOWNTOWN IS BECOMING WAY MORE LIVELY AND MORE BEAUTIFUL*
- *THE ECONOMY SEEMS TO BE A LITTLE BIT BETTER*

- *THE GOVERNMENT IS MORE ACCESSIBLE, GENERAL IMPROVEMENT*
- *THE REVITALIZATION BUT THE LACK OF JOBS TOO IS NOT SO GOOD, NEED TO BRING IN SOME INDUSTRY*
- *THE REVITALIZATION OF THE DOWNTOWN, WILLOW POINT, MORE HOUSING*
- *THERE ARE MORE THINGS TO DO*
- *THERE'S A CONFIDENCE LEVEL THAT HAS GOTTEN STRONGER, THE ECONOMY SEEMS TO BE GOOD, THE HOSPITAL IS CLOSER TO BEING FINISHED*
- *TRAIL MAINTENANCE*
- *TRANSIT*
- *TRY TO MAKE TRAFFIC FLOW BETTER, LIGHTS OR TRAFFIC CIRCLE*
- *UPGRADES INDUSTRY*
- *UPGRADES TO PLAYGROUNDS, MORE FAMILY FRIENDLY EVENTS*
- *WASTE MANAGEMENT SERVICE NEEDS WORK, NEED MORE ACCESS TO BUILDING INSPECTORS*
- *WATER PARK COLLEGE YOUTH PROGRAMS ARTS*
- *WE ARE MORE OF SERVICE COMMUNITY*
- *YEAR ROUND YARD WASTE COLLECTION/BI-WEEKLY*

Q30 – What further information would you like? [PROVIDED BY THE CITY]

- COUNCILLORS DON'T TELL EVERYTHING TO PUBLIC
- CUTTING COUNCIL PAY
- EDUCATE COMMUNITY ON WHERE TO ACCESS COUNCIL MEETINGS OR THEIR AGENDA
- FORECASTING
- FORESEEABLE PROBLEMS
- GOOD TO HAVE A MONTHLY EXPENDITURE REPORT AND WHAT IT WAS SPENT FOR , WHAT IMPROVEMENTS ARE THEY DOING,
- I'D LIKE TO SEE COUNCIL LISTEN CAREFULLY TO ITS CITIZENS AND IF WE VOTE ON A REFERENDUM I DO NOT ACCEPT THE FACT THAT THEY FOUND MONEY IN ANOTHER POCKET (SOCCER FIELD SPECIFICALLY) EVERY CITIZEN OF CAMPBELL RIVER HAS ACCESS TO PUBLIC PROPERTY
- I'M NOT SURE
- INFO NOT SO HARD TO FIND
- INFO ON UPCOMING SITUATIONS
- INFORMATION ON PROJECTS BEFORE STARTED
- INFORMATION ON SENIOR CITIZENS,
- IT'S PROBABLY THERE I JUST HAVEN'T LOOKED FOR IT
- JUST MORE
- JUST MORE ABOUT WHAT SOME OF THE ISSUES ARE THEY SHOW REZONING BUT THEY DON'T EXPLAIN WHAT IT'S ABOUT
- LESS TRANSPARENCY
- LIKE TO HAVE A COMMUNITY CHANNEL ON TELEVISION
- LIKE TO SEE IN PRINT THE MINUTES OF MEETINGS
- MORE DETAIL AND LESS VAGUE
- MORE DETAILED INFORMATION, TRANSPARENCY
- MORE INFO
- MORE INFORMATION ABOUT BUSINESS EXPANSION OR HOW THEIR GETTING THE ECONOMY BUILT BACK UP
- MORE INFORMATION ON SMART PHONE, LOVE TO HEAR ABOUT LOCAL COMMUNITY EVENTS, COUNCIL MEETINGS THAT THE PUBLIC ARE OPEN TO, ANYTHING THAT INVOLVES THE COMMUNITY AND I'D LIKE TO GET IT ON THE FACEBOOK PAGE.
- MORE OF THE FINE-TUNING ABOUT THE BUDGETS, MORE EXPLANATIONS OF HOW THEY SPEND THEIR MONEY, FOR EXAMPLE, THE FIRE DEPARTMENT.
- MORE OF THE SPECIFICS OF THE MONEY THEY'RE SPENDING
- MORE OF WHAT'S GOING ON AND WHY
- MORE RECREATION
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY
- MORE TRANSPARENCY, MORE INFO
- MORE TRUTHFUL, TRANSPARENCY
- N/A
- NEW DEVELOPMENTS
- NEWSPAPER
- NONE
- NOT SURE
- NOT SURE
- NOT TOO SURE
- PROOF THAT CITY FOLLOWS THRU WITH WHAT THEY SAY
- PUBLISH MINUTES
- PUT FORWARD BUDGET AND WHERE TAX DOLLARS EVERY YEAR

- *PUT INFO ABOUT BYLAWS IN THE PAPER, LAND USE*
- *SHOULD BE MORE ON THE INTERNET AVAILABLE WHERE PEOPLE CAN SIGN UP WHO HAVE CERTAIN ISSUES.*
- *SPENDING*
- *START LISTENING TO THE PEOPLE*
- *SUFFICIENT DETAILS IN DECISIONS MADE*
- *TAXES BYLAWS*
- *THE COUNCIL SHOULD HAVE AN OPEN BOOK WHERE EVERYBODY IS ALLOWED TO SEE EVERYTHING AND NOT HIDE ANYTHING.*
- *THEY SKIM OVER EVERYTHING, MORE DEPTH IN THE REPORTING MORE ABOUT SENIOR CITIZENS*
- *THEY WON'T LET US TELL ANYBODY INFORMATION*
- *UPCOMING EVENTS*
- *WAGES*
- *WHAT'S BEING DONE TO ATTRACT BUSINESS*
- *YOU CAN'T BELIEVE EVERYTHING YOU READ*



2016 Financial Planning Survey Summary of Results from Council

1. Would you prefer to have more, less or the same quantity of information provided for each of the following:

	Less	Same	More	No response
Base Budget	-	4	2	1
Capital Projects	-	3	4	-
Service Level Change Requests (SLCRs)	-	4	3	-

Comments:

"More detail by department as to what work plan drives the budget."

"Relevant comparisons so we can make good judgment decisions for the future."

2. How do you prefer the budget information/package to be presented?

Summarized – all projects listed together on one page in consolidated format (similar to 2015 Financial Planning).	
Segmented by department – budgets and projects grouped together by department (similar to 2014 Financial Planning).	
Each project displayed on one page (to include more information).	
Presented by priority (these include business case, improved services, legislative, repair and maintenance).	
Segmented by Council's strategic plan key priorities (relationships, economic growth, livability, management and governance).	

Comments:

"I would also like to see some segmentation by Council strategic priorities."

"Would like to see where funding is combined from different reserves, utilities, etc that are being used for one larger project. (there have been occasions where Council is not given the full picture of a project)."

"Need to see examples before deciding."

2016 Financial Planning Survey Summary of Results from Council

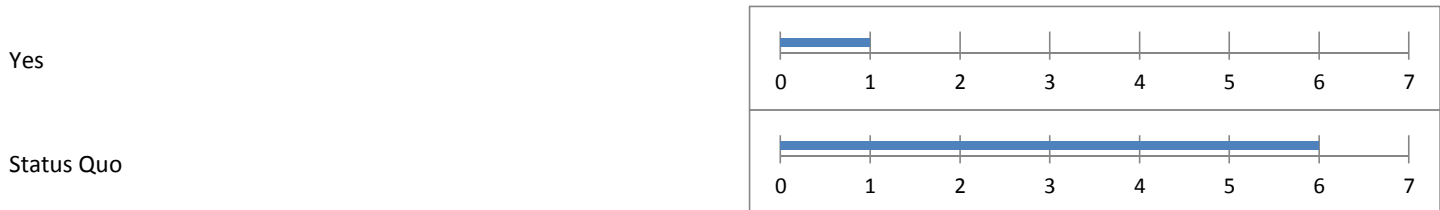
3. Overall, how would you rate each of the following:

	Exceeds Expectations	Satisfactory	Needs Improvement	Poor
Timeliness of information	1	6	-	-
Comments: <i>"There are times when the budgets are amalgamated to complete a project which goes beyond the Council allocation but has been approved within segmented budget lines. These should come before Council prior to proceeding."</i>				
Layout of information	1	6	-	-
Usefulness of information	2	5	-	-
Accuracy	2	5	-	-
Comments: <i>"I expect accurate information with no mistakes." "Very good."</i>				
Written communication of information (i.e. Reports to Council)	-	7	-	-
Comments: <i>"Need to be simple to understand and easy to compare data." "Some require clarity on use of funding."</i>				
Staff delivery of information during Financial Planning	3	3	1	-
Comments: <i>"Would be useful to have the people who actually do the work to explain why they feel their part of the budget is important."</i>				
Opportunities for discussion during deliberations	-	6	1	-
Opportunities for public input throughout Financial Planning process	-	6	1	-
Alignment of budget information to Council's strategic plan	-	5	2	-
Overall ease of understanding 2015 budget	-	7	-	-
Comments: <i>"I would like to see additional opportunities for discussion they could include a set time each week for any Council member(s) who want to come in and meet with staff to discuss an item or receive additional clarification."</i>				



2016 Financial Planning Survey Summary of Results from Council

4. Would you prefer to focus less on day-to-day operations (Base budget), while focusing more on long term strategic decisions that relate to Council's strategic plan (SLCRs and Capital projects)? This includes community safety issues for transportation and infrastructure, recreation and cultural amenities, marine and river waterfront accessibility, maintenance of critical infrastructure, reduction of solid waste and recognition as a regional hub with a focus on diversity, supporting those most vulnerable and obtaining community input and alignment with First Nations and other advisory groups.



Comments:

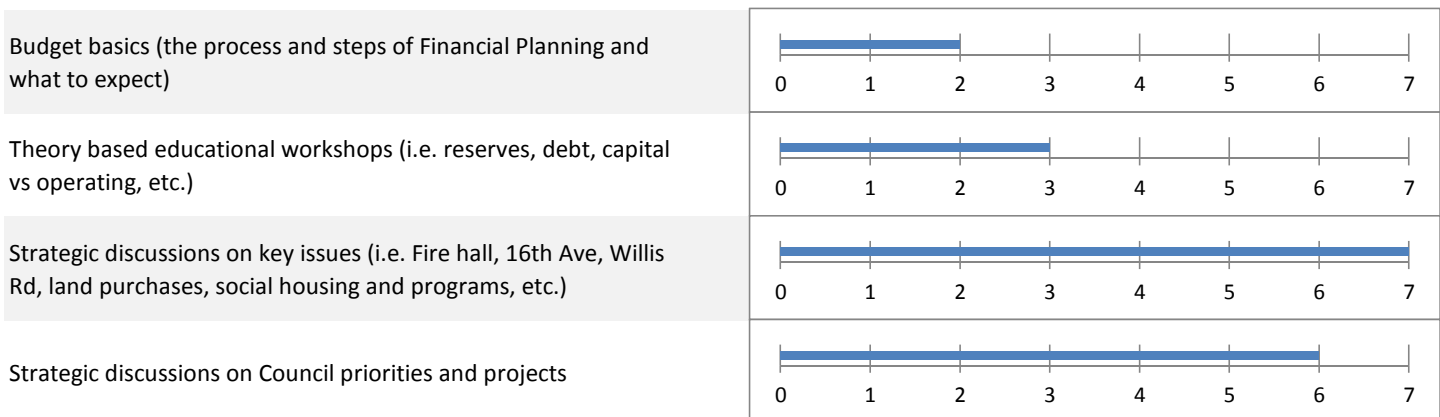
"No neither of the above. But survey require an answer. Need to ensure base budget aligns with council strategic goals and is not padded once that is done then move on to nice to do. We need to have a separate financial planning process that looks at long term financial requirements for infrastructure and base budget."

"I've left it at status quo but we need to be doing both. This needs to be a balance where we are making very strategic decisions that will impact future projects but at the same time have confidence in the base budget decision making process."

"Need to understand base budget AND SLCRs and Capital projects."

"Like to see a little more talk on the base budget."

5. Which of the following would be useful to you for 2016 pre-Financial Planning?



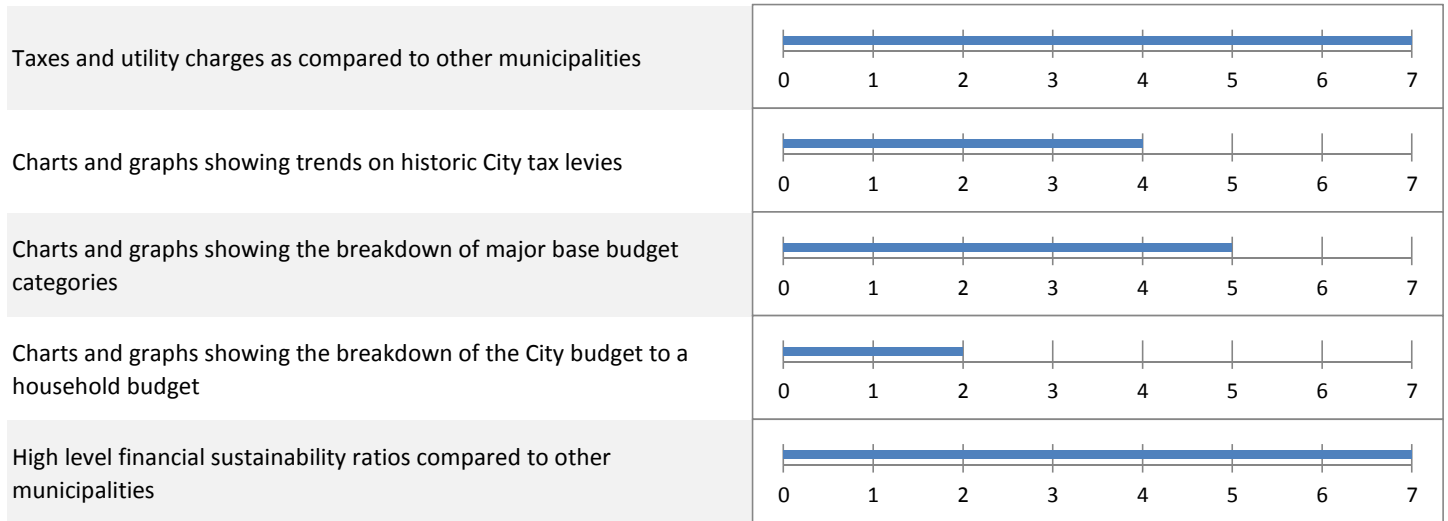
Comments:

"Key issues should be the same as council priorities though they seldom are."



2016 Financial Planning Survey Summary of Results from Council

6. As a key decision maker for our community, are there specific financial indicators or trends that you would find helpful in making informed decisions during budget deliberations?



Comments:

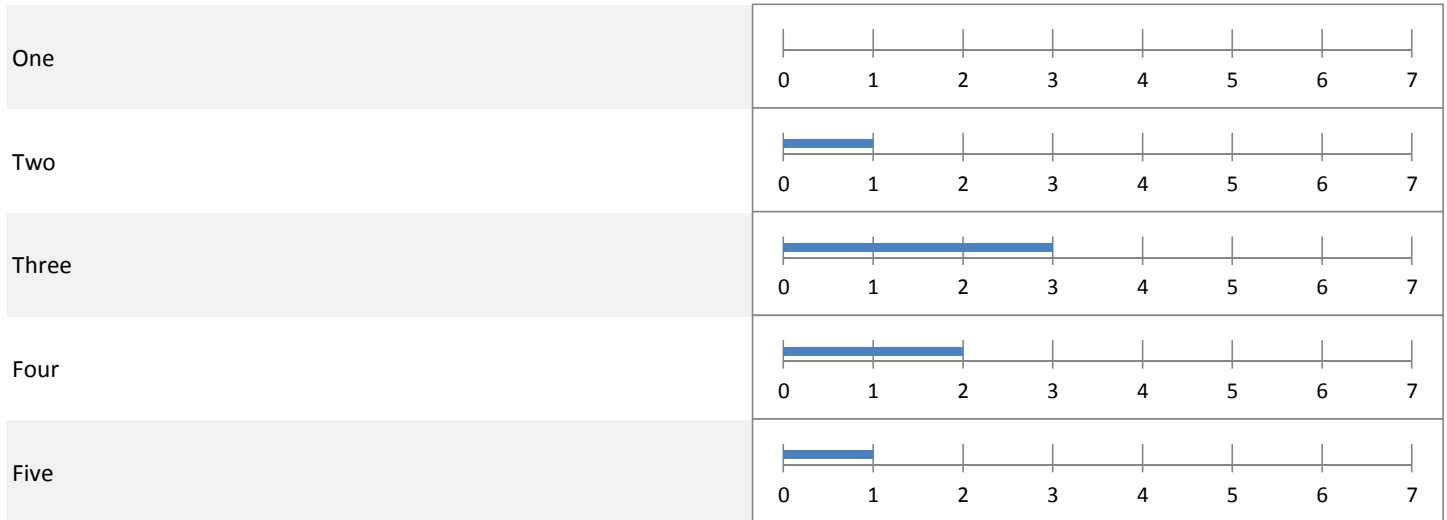
"Actuals compared to budget and budget expenses per capita over time."

"I like to have access to information that I can choose how in-depth I need to go for specific items to make an informed decision."



2016 Financial Planning Survey Summary of Results from Council

7. How many days should formal budget deliberations in 2016 take? (2015 Financial Planning took 3 days)



Comments:

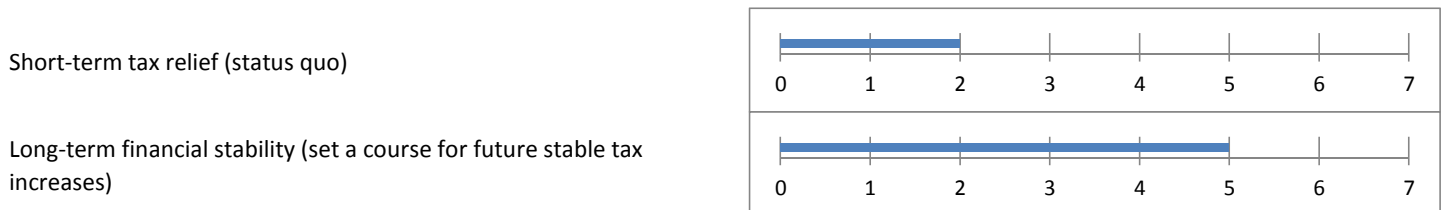
"Let's look at something different. As much time as required to get it right. Rather spend more time than less. Spread it out so it is not a marathon. Tired people don't make good decisions."

"As long as it takes to fulfill our role as a Council but typically 3-4 days should provide that."

"2 to 3 max."

"3 max."

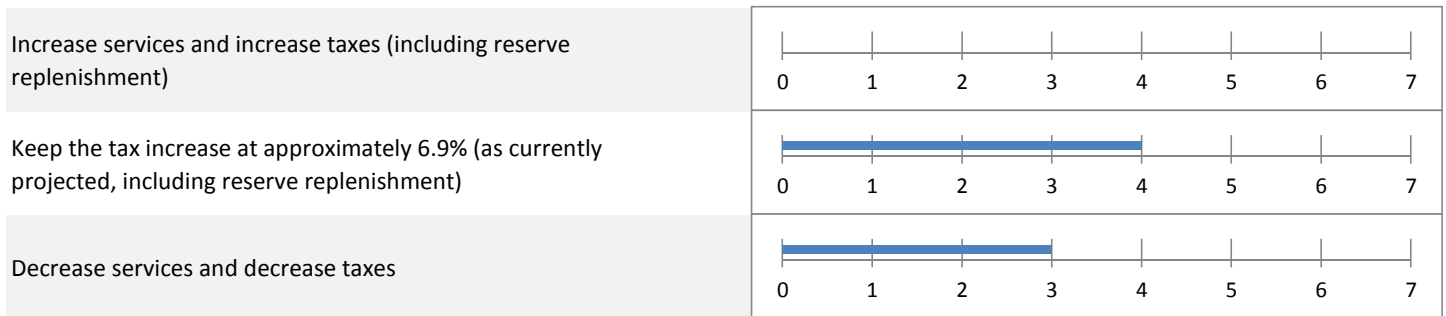
8. For 2016, should the budget focus on:





2016 Financial Planning Survey Summary of Results from Council

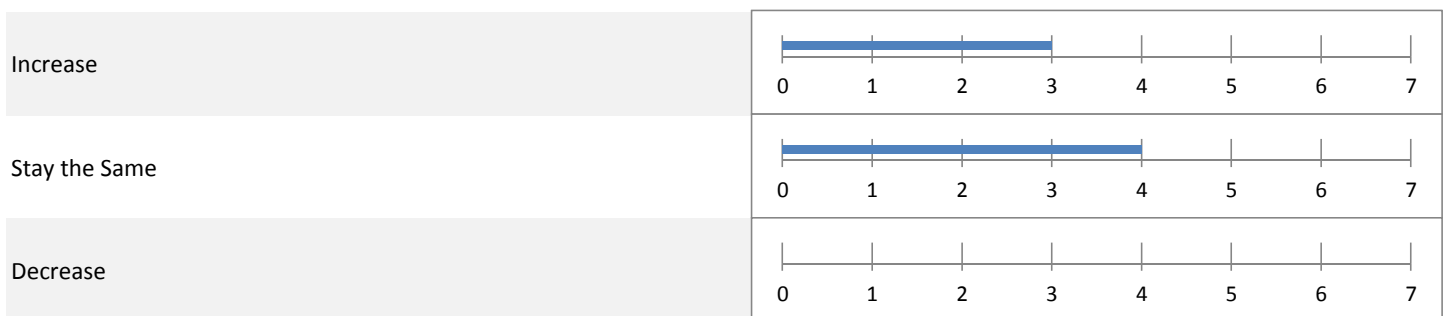
9. The five-year Financial Plan currently has a 6.9% tax increase for 2016. Which of these options do you consider the highest priority?



Comments:

- "Staff need to be creative and innovative. Learn to deliver high quality services for less cost. Increase revenues from outside sources."*
- "There are significant infrastructure needs that the public needs to be informed of to ensure we can move towards long-term financial stability and future stable tax increases starting 2017."*
- "6.9% is not an option. Need a breakdown what is the makeup of this and where new revenues are being allocated."*
- "6.9% is not realistic. Capital Projects will have to be deferred."*
- "Increase services and keep taxes around 2%."*

10. To assist with Financial Planning, the City invites public feedback via OCP engagement, Ipsos Reid citizen satisfaction surveys, Council meeting delegation opportunities and open Financial Planning meetings, to name a few. We also actively share information (through advertising, news releases and website documents and FAQs). The level of public involvement and communication related to Financial Planning should:



Comments:

- "Suggest publicizing charts & graphs of how we compare to other municipalities."*



2016 Financial Planning Survey Summary of Results from Council

11. Please share any other feedback to be considered for 2016 Financial Planning. Thank you!

Comments:

"I believe we need to move towards long term financial stability but the timing and process for how that happens needs to be a separate and well-deliberated discussion in addition to the annual financial planning process for 2016. I would appreciate having a schedule 'hour' set aside during the financial planning process that I know I can bring my questions to staff for input and support. I can then schedule my time around those dedicated resource times. Thank you."

"Base budget to be approved by early December with Capital and SLCR to be done by mid January."

"You did a great job on the 2015 Budget."

"This survey is not the best. Who designed it?? I did not agree with some of the choices but there was not a box for none of the above. If you ask what I think then there should be options for us to point them out. "

"I felt that the 2015 Financial Planning was well done. Thanks. We do need to look at the longer term to ensure a sustainable City."

CITY OF CAMPBELL RIVER

2016 COMMUNITY PROFILE



ENRICHED BY
LAND AND SEA

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Affordable Housing
Target Industry Sectors

Source Data

Sources

1. Statistics Canada 2011 Census
2. Statistics Canada 2011 National Household Survey
3. BC Stats
4. Canada Revenue Agency, Individual Tax Statistics 2013 tax year
5. Vancouver Island Real Estate Board Annual Market Statistics 2015
6. Vancouver Island Real Estate Board Buyer Profile 2015
7. Environment Canada Campbell River Climate Station Data
8. City of Campbell River 2015 Residential Housing Market Update

Please note: Much of the data contained in this profile is reported for the [Campbell River Census Agglomeration](#), which includes the City of Campbell River as well as the Strathcona D (Oyster Bay - Buttle Lake), and the Campbell River 11, Quinsam 12, and Homalco 9 Indian Reserves. This is done to provide a more complete picture of the local market and in some cases, because more recent data is available at the Census Agglomeration (CA) level.

Additional information available at:

<http://www.campbellriver.ca/business-economy>

Released:

October, 2016

Contact Us

City of Campbell River
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Tel: 250-286-5738
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1. Campbell River: Enriched by Land and Sea

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

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

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

Location, Location, Location

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

- 15 min to Campbell River Airport YBL
- 35 min to Vancouver by Plane
- 40 min to Mount Washington Alpine Resort
- 3 Universities within 3 Hours

Advantages for Business

- Market Access by land, air, and sea
- Affordable Housing and Land Prices
- Growing Population
- Skilled & Educated Labour Force
- Municipal Broadband Infrastructure
- Tax Incentives for Downtown Revitalization
- Lifestyle that allows for a work-life balance

Key Transportation Infrastructure

Campbell River has a comprehensive transportation network that enables the growth of existing businesses and facilitates the establishment of new operations. The City features a recently modernized airport, a marine terminal, and proximity to two highway systems, allowing easy access by air, sea, and land.

Air

[Campbell River Airport](#) (YBL) is a designated Port of Entry with a runway of 6,500 feet by 150 feet and two parallel taxiways, offering runway access to four airline operators. Dozens of destinations are connected with Campbell River Airport (YBL) through these airlines. Below is a summary of operators and the destinations where each airline offers service:

Operator	Vancouver	British Columbia	Balance of Canada	International
Air Canada	X	X	X	X
Air Canada Vacations				X
Central Mountain Air	X	X		
Pacific Coastal Airlines	X	X		

The Air Terminal building has recently been updated, increasing capacity to accommodate commercial airlines, as well as food and beverage and car rental businesses.

Harbour-to-harbour floatplane and helicopter services are also available in Campbell River with a number of operators located in the area including: [Vancouver Island Air](#), [Corilair](#), [49 North Helicopters](#), [Helifor](#), and [West Coast Helicopters](#).

Sea

Campbell River's coastal location provides several commercial and recreational marinas. The area has a deep water marine terminal, private marinas, a small craft harbor, and a ferry terminal.

- [Campbell River Marine Terminal](#) provides port access to vessels, tugs and barges as well as services from warehousing to vessel & equipment repair.
- [Fisherman's Wharf](#), a Small Craft Harbour located in the heart of downtown Campbell River, is managed by the Campbell River Harbour Authority. The wharf has a secure berthage for fishing vessels, recreational vessels, commercial vessels, and licence holders.
- [Discovery Harbour](#) is a full service marina offering a variety of services including: boat moorage, marine fuel, power, water, washrooms, showers, laundry facilities, and parking. The harbor, managed by Wei Wai Kum First Nation, also has a deep sea port and cruise ship facility.
- [BC Ferries Terminal](#) provides access from Campbell River to Quadra Island and to Cortes Island.

Land

The City is connected by two major highways. The Inland Island Highway 19 is a four lane, divided highway connecting Campbell River with urban centres to the south island. The Oceanside Highway 19A provides a more scenic route along Vancouver Island and continues from Campbell River to communities on North Vancouver Island.

Distance from Urban Centres

(The table below can be presented graphically on a map with arrows from Campbell River to the locations and including flight (plane symbol) or drive (car symbol) times)

Location	Distance	Time – by car	Time – by air
Comox Valley, Vancouver Island BC	48 km	30 minutes	N/A
Nanaimo, Vancouver Island BC	155 km	1.5 hours	N/A
Vancouver, Mainland BC	230 km	3-4 hours	35 min
Victoria, Vancouver Island BC	265 km	3 hours	N/A
Seattle, Washington USA	437 km	7 hours	3 hours
Calgary, Alberta	1200 km	13.5 hours	3.5 hours
Edmonton, Alberta	1389 km	16 hours	3.5 hours

Facts that could be included on the page in a graphically appealing way:

- The 50th parallel runs through the city of Campbell River
- Longitude: 125°16'23.000" W
Latitude: 49°57'07.000" N

2. Statistical Snapshot

Population: 38,100

4% growth between 2012-2015

Population Density:

CY - 217.9 persons/km²

CA - 20.8 persons/km²

Median Age: 45.8

Age Groups:

% Children (<15): 16%

% Working Age (15 to 64) : 67%

% Seniors (65+): 17%

Affordable Housing:

Home Ownership

Rented: 24% Owned: 76%

Average Sale Price:

\$318,670

Median Sale Price:

\$305,000

Target Industries:

Aquaculture

3 global aquaculture companies head offices located in Campbell River

Forestry

6% of labour force employed in the forest-related industries

Technology

New Municipal Broadband Network and home to emerging aerospace sector

3. Flourishing Population

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

Population Growth³

	2005	2012	2013	2014	2015	2005-2015 Growth	2012-2015 Growth
Campbell River (CA)	34,892	36,548	36,734	37,340	38,100	9%	4%
Strathcona Regional District	42,097	43,723	43,924	44,618	45,448	8%	4%

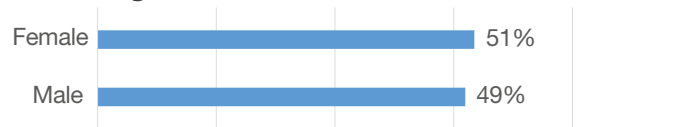
Source: BC Stats Population Estimates

Population Characteristics

Gender⁴

Female: 51%
Male: 49%

Age Distribution

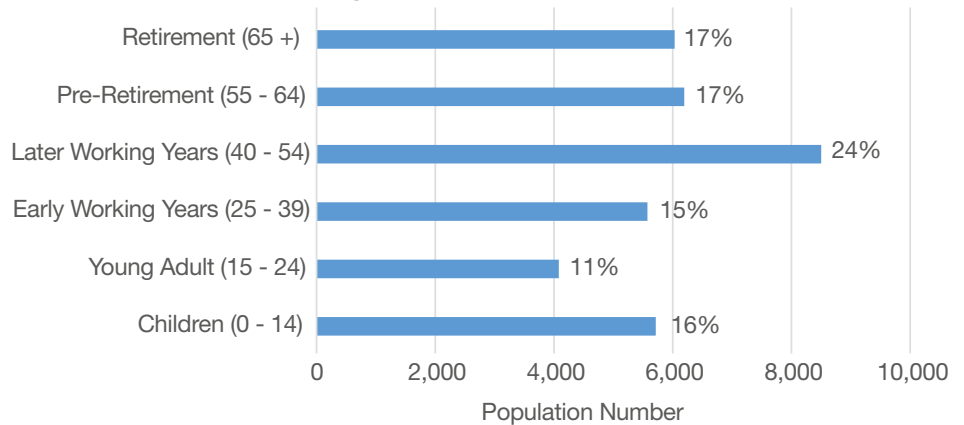


Age Distribution⁵

Campbell River has a fairly even age distribution with more than half the residents between 25-64 years of age.

Median age: 45.8
Population aged 15-64: 67%

Age Distribution



Source: Statistics Canada 2011 Census

¹ The most up to date overall population number for Campbell River (Census Agglomeration) is from BC Stats 2015 Population Estimates by CMAs and CAs available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

² Population projection estimates for Strathcona Regional District from BC Stats available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

³ Population estimates for from BC Stats available at:

<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

⁴ Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

⁵ Population data from 2011 Census Profile for Campbell River (Census Agglomeration)

Comparison of Median Age: Cities on Vancouver Island	
CITY	MEDIAN AGE
Victoria (CMA)	44.2
Nanaimo (CA)	45.2
Campbell River (CA)	45.8
Duncan (CA)	46.5
Courtenay (CA)	48.3
Parksville (CA)	59.6

*Source: Statistics Canada 2011 Census Profile
CA= Census Agglomeration; CMA= Census Metropolitan Area*

Indigenous Population

Foundational to the community's sense of place are the peoples and traditions of the three First Nations communities within the Campbell River area - [Wei Wai Kum](#), [We Wai Kai](#) and [Homalco First Nation](#). Campbell River is also home to many Indigenous peoples with traditional territories on North Vancouver Island, Discovery Islands, and the mainland coast.

	Campbell River		British Columbia	
	#	%	#	%
Indigenous Identity	3,625	10%	232,290	5%
Non -Indigenous Identity	31,910	90%	4,092,165	95%

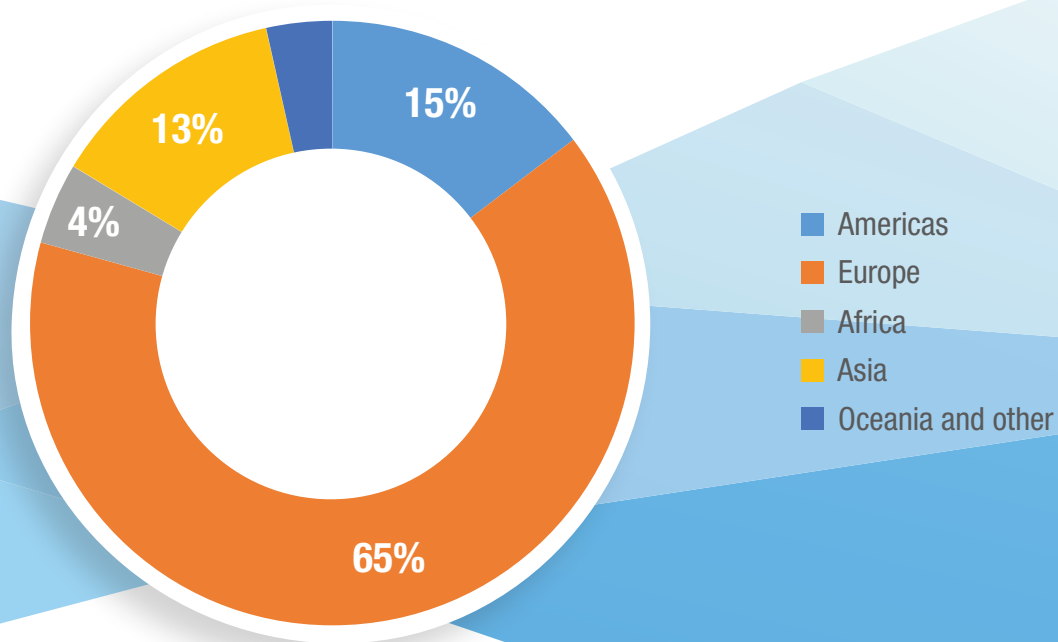
Source: Statistics Canada 2011 National Household Survey

Current Immigrant Population

Campbell River is a diverse community that continues to welcome immigrants from across the globe, embracing a variety of cultural groups and activities that contribute to the unique character of the community. The majority of immigrants to the area were born in Europe with 35% of the immigrant population identifying the United Kingdom as their birth place⁶.

⁶ Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

Immigration by Place of Birth



*Percent of total immigrant population

Source: Statistics Canada 2011 National Household Survey

Immigration by Birth Place - Top 10 Countries ¹		
Country	#	%
United Kingdom	1,240	35%
United States	410	12%
Germany	300	8%
Netherlands	220	6%
Vietnam	185	5%
South Africa	130	4%
Philippines	105	3%
Hungary	65	2%
Ireland	55	2%
Poland	45	1%

Source: Statistics Canada 2011 National Household Survey

¹ Table compiled from data from 2011 National Household Survey for Campbell River (Census Agglomeration)

4. Individual and Household Income

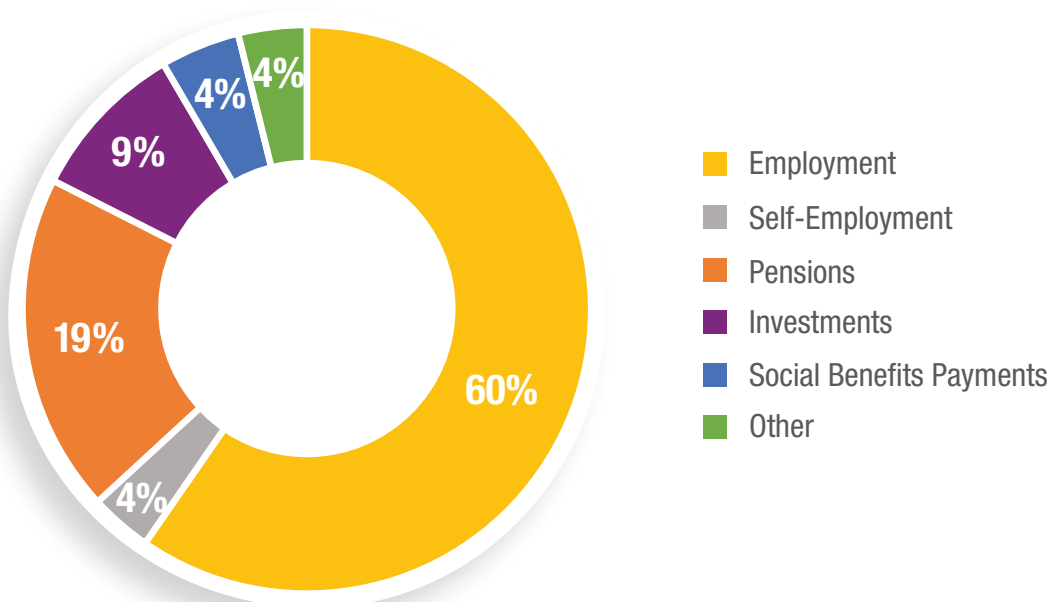
Individual Income⁸

Individual incomes in Campbell River have been increasing in recent years. More than half of individual income is generated by employment (60%). From 2010 to 2013, average total income grew 11% and average employment income grew 8%, representing a higher rate of growth than the provincial averages.

Year	Average Total Income		Average Employment income	
	Campbell River (CA)	BC	Campbell River (CA)	BC
2010	\$38,500	\$40,600	\$34,600	\$39,200
2011	\$39,500	\$41,600	\$34,800	\$38,500
2012	\$40,700	\$42,500	\$36,000	\$39,000
2013	\$42,700	\$44,200	\$37,500	\$40,300
2010-2013 Growth	11%	9%	8%	3%

Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2010-2013 tax years

Sources of Income



Source: Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax year

⁸ Individual Income from Canada Revenue Agency, Individual Tax Statistics by Area for All Returns, by Source of Income – 2013 tax

Household Income⁹

Over half of the households in Campbell River have an annual income of \$50,000 or more with almost a quarter earning between \$50,000 and \$79,000.

Median Household Income: \$57,343

Average Household Income: \$67,937

Income Level	# of Households	% at Income Level
Under \$ 10,000	855	5%
\$10,000 - \$29,999	3660	20%
\$30,000 - \$49,999	3,820	20%
\$50,000 - \$79,999	4,485	24%
\$80,000 - \$99,999	2,265	12%
\$100,000 - \$124,999	1,550	8%
\$125,000 and over	2,015	11%

Source: National Household Survey 2011 (Income calculated before tax and in \$CDN)

⁹ Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

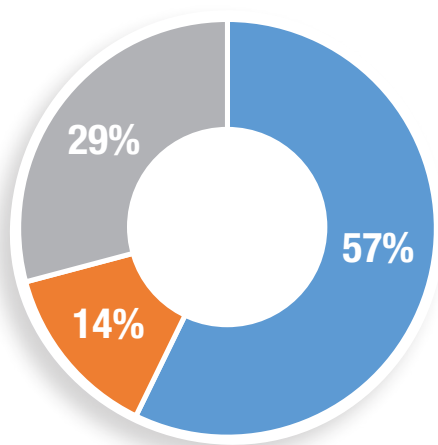
5. Local Labour and Education

Campbell River has an educated and active workforce with over half of the population aged 25-64 years completing postsecondary education¹⁰. The workforce has access to a broad range of postsecondary programs and targeted industry training opportunities, enabling the community to support existing and emerging industries.

Workforce Education Attainment (25-64 years of age)¹¹

More than one third of the workforce has received postsecondary education through a college program (24%) or through an apprenticeship/trades certificate (17%). An additional 12% of the workforce has attained a university education at the bachelor level or higher.

- Postsecondary certificate, diploma or degree
- No certificate, diploma or degree
- High school diploma/equivalent



Postsecondary Education Breakdown	#	%
College, CEGEP or other non - university certificate or diploma	4,805	24%
Apprenticeship or trades certificate or diploma	3,485	17%
University certificate, diploma or degree at bachelor level or above	2,495	12%
University certificate or diploma below bachelor level	725	4%

Source: 2011 National Household Survey for Campbell River (Census Agglomeration)

¹⁰ Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

¹¹ Data from 2011 National Household Survey for Campbell River (Census Agglomeration)

Labour Force by Industry (15 years and over)¹²

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

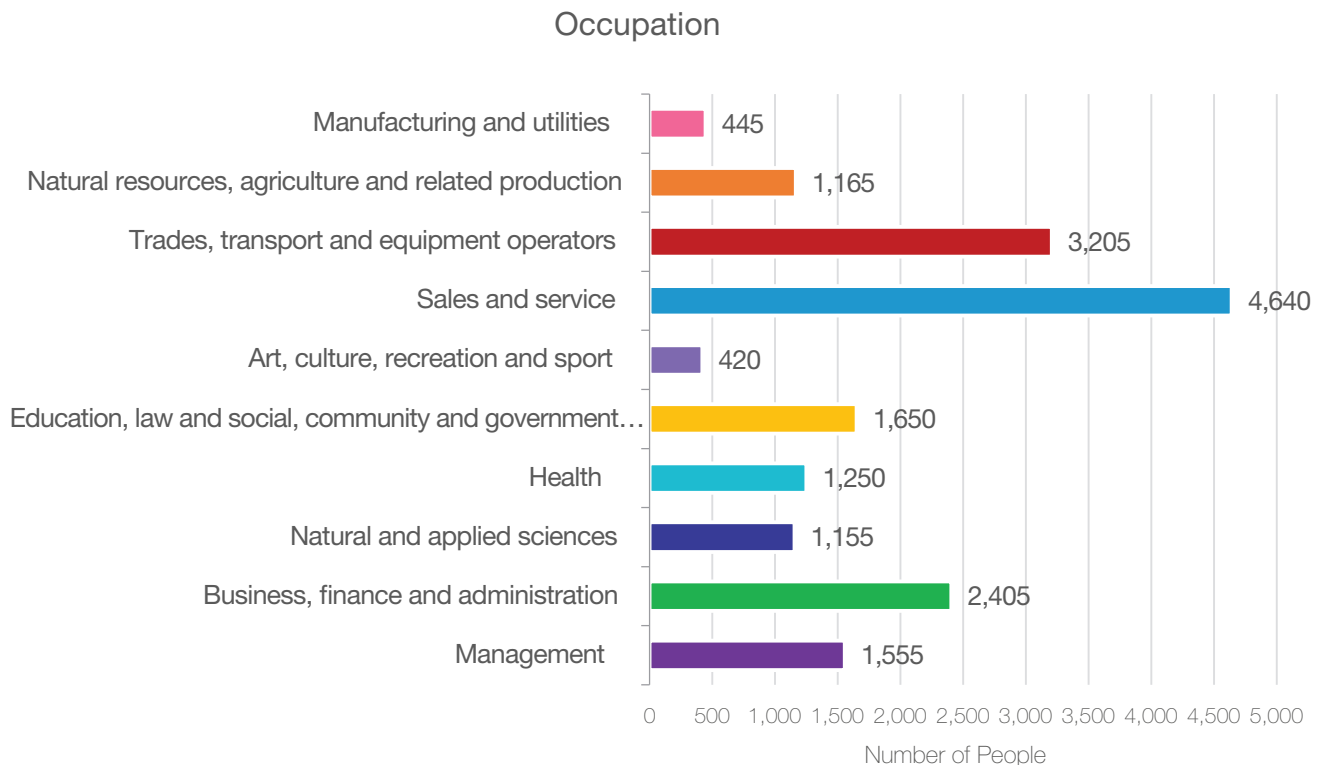
Industry	Number Employed	% Employed
Retail Trade	2670	16%
Health Care and Social Assistance	1995	12%
Forestry, Aquaculture, and Agriculture	1685	10%
Construction	1355	8%
Accommodation and food services	1180	7%
Educational Services	930	6%
Government/Public Administration	840	5%
Real Estate, Finance & Insurance	840	5%
Other Services	770	5%
Professional, scientific and technical services	765	5%
Transportation, and Warehousing	755	5%
Mining, quarrying, and oil and gas extraction	685	4%
Arts, Culture, Recreation, & Entertainment	580	4%
Administrative and support, waste management and remediation services	555	3%
Other Manufacturing, Utilities & Telecom	505	3%
Wholesale Trade	395	2%

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

¹² Data from Statistics Canada, 2011 National Household Survey, Table 99-012-X2011034

Occupation (15 years and over)¹³

The local workforce is diversified with a complimentary mixture of health, government, service, business, manufacturing, trades, and education occupations. Approximately one quarter of residents are employed in sales and service occupations, 18% are employed in trades, and 13% are employed in business, finance, and administration.



Source: Statistics Canada, 2011 National Household Survey

¹³ Data from Statistics Canada, 2011 National Household Survey

Postsecondary Education and Training

Postsecondary Education

There are over ten postsecondary education facilities located within 300 km of Campbell River, providing employers and students with the resources needed to succeed. Two multi-campus colleges are located in Campbell River and the closest University - Vancouver Island University – is located within an hour and a half drive from Campbell River.

The postsecondary education facilities in Campbell River have a long standing tradition of working with industry and employers to develop partnerships and responsive programming.



**NORTH ISLAND
COLLEGE**

North Island College (NIC) provides high quality, relevant programs and offers programs for students interested in University transferable courses, developmental and applied sciences, and trades and technology. The college has campuses in Campbell River, the Comox Valley, as well as locations on North and Central Vancouver Island.



**DISCOVERY
-COMMUNITY-
COLLEGE**

Discover Community College offers specialized career training programs with a focus on graduating fully-skilled, work-ready employees. In addition to the Campbell River campus there are three other Vancouver Island locations and two campuses on the mainland.

Distance from Campbell River to Vancouver Island Postsecondary Education Centres	
North Island College	In community
Discover College	In community
Excel Career College	52 km
Sprott-Shaw Community College	52 km
Academy of Learning College	152 km
Pacific Rim College	265 km
Camosun College	267 km
Vancouver Island University	154 km
Royal Roads University	257 km
Justice Institute of BC	266 km
University of Victoria	267 km

Training and Support Organizations

There are two organizations with head offices in Campbell River that provide targeted workforce development and support services:

- [North Vancouver Island Aboriginal Training Society \(NVIATS\)](#)
- [North Island Employment Foundations Society \(NIEFS\)](#)

6. Families and Households

Campbell River is a safe, family-oriented and welcoming community, home to a range of community amenities and facilities for households of all types and sizes.

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

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

There are also a number of athletic organizations and clubs for residents to enjoy and meet like-minded people including triathlon, swimming, running, curling, dance and gymnastics, and martial arts. The [recreation guide](#) for the City features programs, services, and special events for all ages.

Household Size¹⁴

Household size	% of Households this size
1 person	26.8%
2 persons	41.2%
3 persons	14.6%
4 persons	11.8%
5 persons	4.0%
6 or more persons	1.7%

Source: Statistics Canada 2011 Census

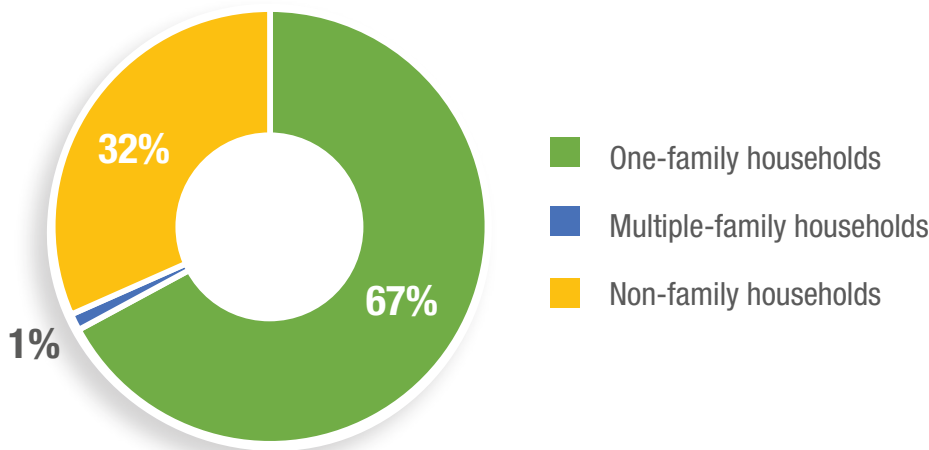
Persons/Household¹⁵

Average of 2.3 persons in a private household.

¹⁴ Data from Statistics Canada 2011 Census Profile

¹⁵ Data from Statistics Canada 2011 Census Profile

Household Type^{16*}



Source: Statistics Canada 2011 Census

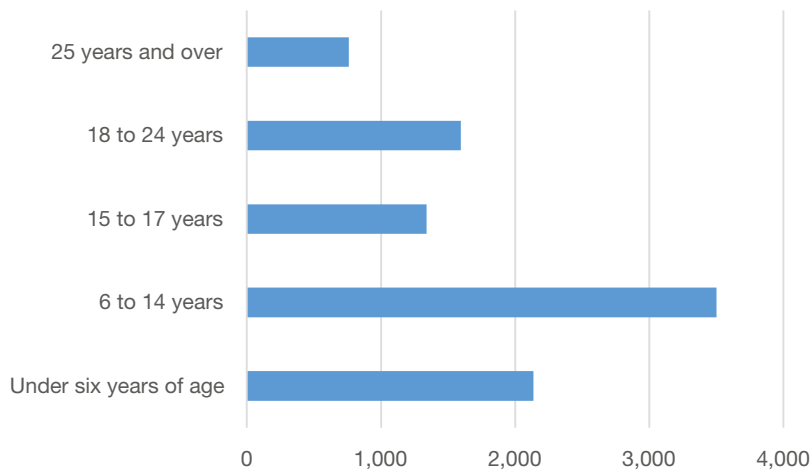
*One-family household refers to a single census family. Multiple-family household refers to a household in which two or more census families reside and Non-family households consist of either one person living alone in a private dwelling or to a group of people who share a private dwelling, but who do not constitute a census family.

Family Structure¹⁷

	#	%
Lone-parent families	1,750	16%
Total Two-parent families	9,170	84%
With children at home	3,735	
Without children at home	5,425	

Source: Statistics Canada 2011 Census

Families with Children at Home¹⁸



Source: Statistics Canada 2011 Census

¹⁶ Data from 2011 Census Profile – Campbell River (Census Agglomeration)

¹⁷ Data from 2011 Census Profile – Campbell River (Census Agglomeration)

¹⁸ Data from 2011 Census Profile – Campbell River (Census Agglomeration)

7. Infrastructure and Major Developments

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

Housing Starts¹⁹

Campbell River is experiencing a boom of residential construction activity with over 1000 housing starts between 2010 and 2015 and residential building permit values totalling \$232,114,000 within this time period.

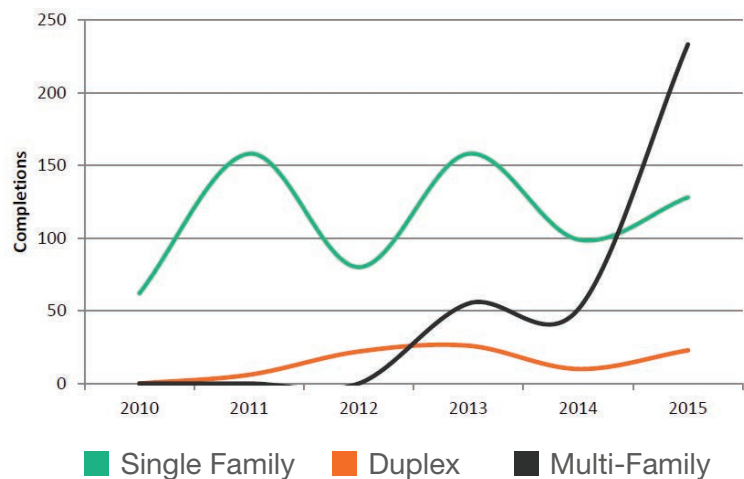
Total Housing
Starts 2010-2015

1,040

Source: Statistics Canada, Produced by BC Stats

Housing Completions by Type²⁰

Table Source: City of Campbell River -
2015 Residential Housing Market Update Study



Major Projects Underway²¹

There are several multi-million dollar projects underway including construction of a LEED gold hospital and a long-term power generation station. Four of the projects currently under construction have a combined development cost of over \$1.8 billion dollars²². These include:

- **North Island Hospitals Project** - A new state of the art hospital facility located minutes from Campbell River's downtown core will have 95 beds and be built to meet Leadership in Energy and Environmental Design (LEED) Gold standards.
- **John Hart Generating Station** - On the outskirts of the city, the existing six-unit 126 MW generating station is being replaced with integrated emergency bypass capability to mitigate earthquake risk and environmental risk to fish and fish habitat and to ensure reliable long-term generation.

¹⁹ Data from Statistics Canada and produced by BC Stats. Available at:
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>

²⁰ City of Campbell River – Residential Housing Market Update available at:
<http://www.campbellriver.ca/docs/default-source/Document-Library/reports/gpra-campbell-river-residential-market-update-19-january-2016b.pdf?sfvrsn=2>

²¹ Major Projects Inventory – BC Stats First Quarter 2016 available at:
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

²² Major Projects Inventory – BC Stats First Quarter 2016 available at:
<http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

Hotel and multi-unit residential construction continues in the area. Recently completed projects include:

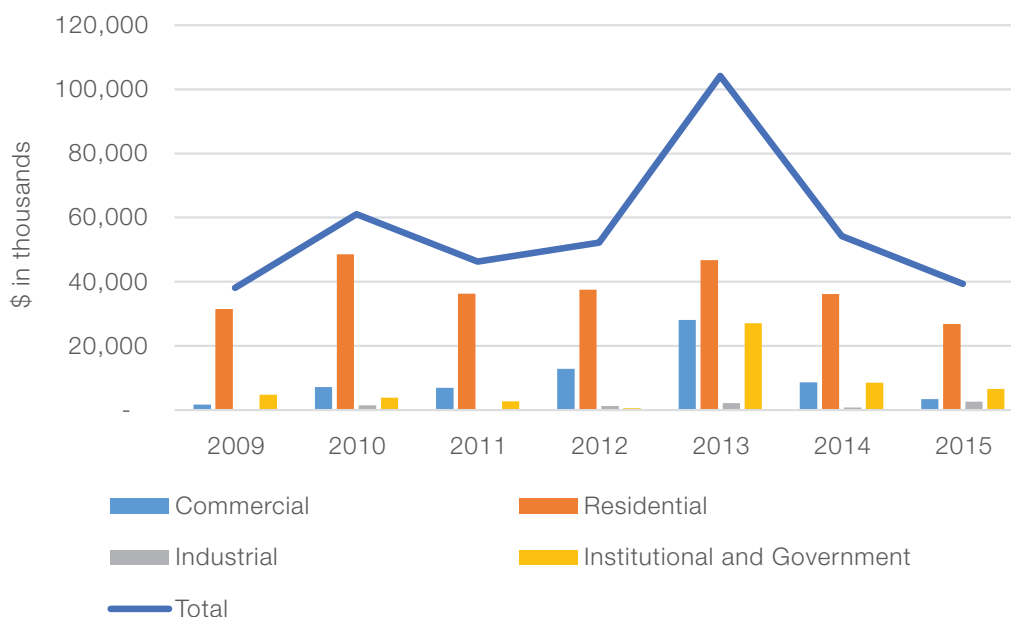
- **Berwick by the Sea** – an award winning six-storey retirement community complex that offers flexible, upscale and affordable senior living options, including independent and assisted living.
- **Comfort Inn & Suites** – a four story hotel located on the waterfront in downtown Campbell River complete with a business centre and meeting rooms.

The Campbell River Chamber of Commerce has been proactive in developing tools, resources, and services to facilitate the matching of local contractors with major procurement opportunities through the [Campbell River Major Projects Site](#).

Major Projects Underway ²³			
Utilities		Hotel and Residential Construction	Hospital Construction
John Hart Generating Station Replacement \$1093 million	Campbell River Substation Capacity Upgrade \$29 million	Sequoia Springs/Kingfisher Residential Project \$80 million	North Island Hospitals Project \$274 million (Campbell River Hospital)

Source: BC Stats Major Projects Inventory – First Quarter 2016

Building Permit Values²⁴



Source: Statistics Canada, Produced by BC Stats

²³ Major Projects Inventory – BC Stats First Quarter 2016 available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/MajorProjectsInventory.aspx>

²⁴ Data from Statistics Canada and produced by BC Stats. Available at: <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Economy/BuildingPermitsHousingStartsandSales.aspx>

Municipal Broadband Network

Recognizing the importance of enterprise level broadband internet for Campbell River's new economic climate, the City of Campbell River is establishing a new "open access" Municipal Broadband Network (MBN) that will provide businesses and organizations in the downtown core with affordable access to enterprise level high-speed internet. The high-quality service will offer businesses guaranteed broadband delivery, of up to 1 GB symmetrical, which is scalable with their anticipated growth.

This will be the first municipal "open access" broadband network on Vancouver Island and will enable businesses to grow in place.

Local Incentives²⁵

The City's **Downtown Revitalization Tax Exemption** for new developments and redevelopments offers:

- 100% exemption from municipal taxes for new construction, or
- 100% exemption from municipal taxes of increased value from renovated buildings, for 5 years.

Another program to assist with downtown revitalization is the **Downtown Façade Improvement Program**²⁶. This program offers grants for commercial storefronts located within the revitalization area of downtown Campbell River with up to 50% of eligible project costs – to a maximum of \$10,000 – eligible for reimbursement.

²⁵ City of Campbell River Downtown Revitalization Tax Exemption available at:

<http://www.campbellriver.ca/business-economy/your-business/downtown-revitalization-tax-exemption>

²⁶ City of Campbell River March 2015 Press Release. *Revitalize Campbell River: Downtown façade improvement program is back.*

<http://www.campbellriver.ca/your-city-hall/news/news-detail/2015/05/29/revitalize-campbell-river-downtown-fa%C3%A7ade-improvement-program-is-back>

8. Unparalleled Lifestyle

Campbell River features many amenities of a big city without sacrificing its friendly and welcoming character. Downtown residential developments, arts and culture, and new businesses like the new local [craft brewery](#) are supporting the attraction of young professionals.

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

- a mild west coast climate,
- world class outdoor recreational opportunities,
- stunning ocean and mountain views,
- vibrant culture and heritage,
- a healthy work-life balance,
- a congestion free drive to work,
- easy access to Vancouver – only a short 35 minute flight away from Campbell River,
- affordable housing, and
- family-friendly amenities

Mild Coastal Climate²⁷

Campbell River has a mild climate, allowing visitors and residents alike year-round access to an abundance of outdoor recreational opportunities.

Annual Average Temperature: 9o C

Daily Maximum (°C): 13.7o C

Daily Minimum (°C): 4.3 o C

Snowfall: 84.3 cm

Elevation (Above Sea Level): 108.8 m

Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data

Outdoor Recreation Highlights

Ocean, lakes, rivers, and mountains meet to provide residents and visitors with exceptional access to outdoor recreation activities.

With both salt and fresh water bodies only minutes away from homes and businesses, Campbell River is well known for its adventure tourism and outdoor recreation including:

- [Adventure & Wildlife Tours](#)
- [Biking, Hiking & Walking Trails](#)
- [Fishing](#)
- [Golfing](#)
- [Water Sports](#)

²⁷ Source: Environment Canada, Canadian Climate Normals 1981-2010 Campbell River Station Data. Available at: http://climate.weather.gc.ca/climate_normals/results_1981_2010_e.html?searchType=stnName&txtStationName=Campbell+River&searchMethod=contains&txtCentralLatMin=0&txtCentralLatSec=0&txtCentralLongMin=0&txtCentralLongSec=0&stnID=145&dispBack=0

Mount Washington is a winter and summer playground, just 40 minutes from Campbell River, with mountain biking, downhill and cross-country skiing, snowboarding, snowshoeing, and tubing.

Mount Cain Alpine Park, for those looking for great powder in a more rugged setting, Mt. Cain is located two hours from Campbell River and has the highest base elevation of any coastal ski resort in BC.

The community also has a wide range of community events and festivals, an extensive network of parks and trails and widespread public access to the beach. Learn more and *Discover Campbell River* with the [online visitor guide](#).

9. Affordable Housing

The quality, affordable housing market in Campbell River makes it possible for new and existing community members to purchase and enjoy homes with an array of stunning views from coastal mountain to waterfront. Over half of recent home buyers in Campbell River are new to the community illustrating the attraction of combining affordability with location²⁸.

Over two thirds of home buyers are paying \$350,000 or less for their home in Campbell River, with an average sale price of \$318,670²⁹.

In Campbell River over three quarters of the population are able to own their home, compared to Victoria and Vancouver where less than half of the population own their home³⁰. The accessibility of affordable housing, results in a desirable situation where 75% of the Campbell River population are able to spend less than 30% of their income on shelter costs³¹.

Price Range³²

Range	Houses Purchased at this Price
Less than \$200,000	21.5%
\$200,001-\$250,000	15.4%,
\$250,001- \$300,000	23.8%,
300,001-\$350,000	16.9%,
More than \$350,000	22.4%

Source: Vancouver Island Real Estate Board 2015 Buyer Profile

Sales Prices³³

Average Sale Price(2015)	\$318,670
Median Sale Price (2015)	\$305,000

Source: Vancouver Island Real Estate Board 2015 Annual MLS® Sales Summary

²⁸ Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

²⁹ Vancouver Island Real Estate Board 2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

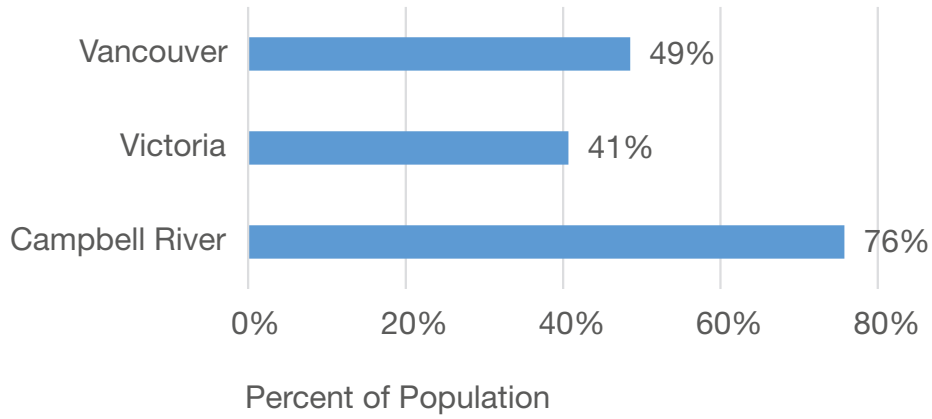
³⁰ Data from 2011 National Household Survey for Campbell River (CA), City of Vancouver (CY), and City of Victoria (CY)

³¹ Data from 2011 National Household Survey for Campbell River (CA)

³² Vancouver Island Real Estate Board –2015 Buyer Profile available at: <http://www.vireb.com/index.php?page=20>

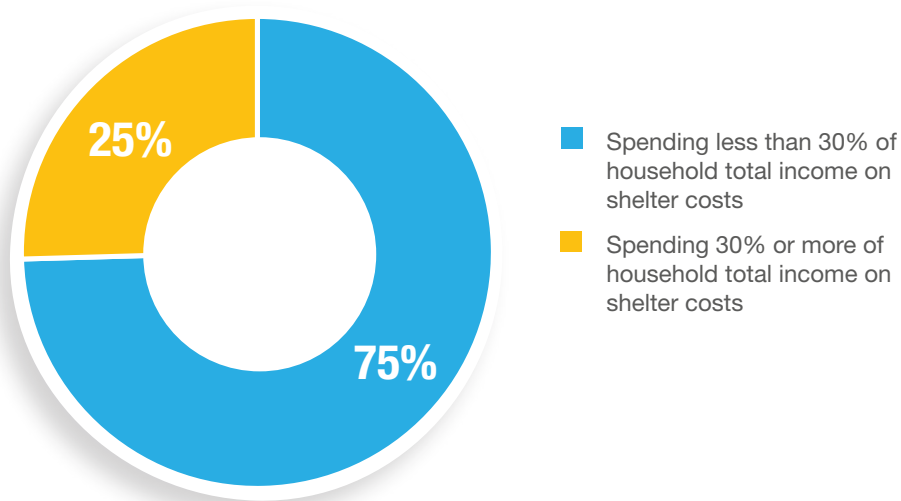
³³ Vancouver Island Real Estate Board – 2015 Annual MLS Sales Summary available at: <http://www.vireb.com/index.php?page=20>

Home Ownership



Source: Statistics Canada, 2011 National Household Survey

Housing Affordability in Campbell River



Source: Statistics Canada, 2011 National Household Survey

10. Target Industry Sectors

Easy access by air, water and land, combined with excellent infrastructure and a wide range of economic opportunities, all position Campbell River to support growth in a variety of sectors. Known for its innovation in forestry and aquaculture, Campbell River is also host to emerging tech and aerospace sectors.

Aerospace

The aerospace sector in the region has growth potential. The modernized Campbell River Airport (YBL) has a runway to support a variety of aircraft from Cessna 150's up to Boeing 737's and available commercial and industrial land for aviation related industry. The City is also home to companies, such as Sealand Aviation and ASAP Avionics, producing products used in aerospace.

Forestry

Forestry continues to be an influential industry in Campbell River's economy. Undergoing exciting transformations, the forestry sector in Campbell River is dynamic with opportunities for growth in value-added processing and manufacturing. A highly skilled local labour force, representing 6% of those employed Campbell River, combined with a well-established network of infrastructure, leaves Campbell River well-equipped to support existing and future business opportunities.

Aquaculture

Campbell River is a hub for administration of the regional aquaculture sector. Three of the world's leading seafood companies have their North American head offices located in Campbell River – Greig Seafood, Marine Harvest, and Cermaq – and are major employers in the community. With opportunities along the supply chain, aquaculture development continues to play an important role in the diversification and strengthening of the local economy.

High Technology and Creative Industries

Campbell River has an increasingly supportive ecosystem for businesses in the technology sector. A

number of industry organizations, a forward thinking local government, provincial tax incentives, and an unparalleled lifestyle combine to attract entrepreneurs and businesses to the region. Organizations located in Campbell River and working to grow the sector include the Campbell River Creative Industries Council (CIC) and the Vancouver Island North Film Commission (Infilm).

To learn more about the forestry, aquaculture, and technology sectors, please review the individual sector profiles.



CONTACT INFORMATION

Please contact us via email at info@campbellriver.ca or write to: City of Campbell River, 301 St. Ann's Road, Campbell River, BC V9W 4C7

For online information about City of Campbell River services, programs and events, please see our website at www.campbellriver.ca.

Follow us on social media through our [Facebook page](#), [YouTube channel](#), [LinkedIn](#) and [Twitter](#).





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