



City of
Campbell
River

Complete Communities Assessment **2025**

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*We acknowledge we are on the territory of the
Laich-Kwil-Tach people of the Wei Wai Kum and
We Wai Kai First Nations.*



EXECUTIVE SUMMARY

The City of Campbell River Complete Communities Assessment (“the Assessment”) supports informed, evidence-based decision-making and complex conversations around planning for growth. Funded through the UBCM Complete Communities Program, the Assessment’s primary purpose is to identify context-specific actions that support the development of a more “complete” Campbell River. A key focus of this project is to identify actions required to effectively implement regulatory requirements introduced by the Province of British Columbia in 2023 for local governments.

The term “complete communities” refers to neighborhoods or areas within a city that offer a diverse range of housing options to meet the needs of residents at all life stages, along with a variety of employment opportunities, amenities, and services within walking distance of where people live.

Throughout the Assessment, geospatial mapping is used to analyze location characteristics and relationships of four lenses: housing, transportation, daily needs, and infrastructure. The geospatial mapping provides insights into strengths, constraints, and opportunities for future growth.

Key Findings

The assessment's key findings are summarized below, organized by each Complete Communities lens.

Housing:

Campbell River needs to nearly double the rate of residential units developed annually to meet the City's 2040 housing need. To meaningfully achieve this goal, housing types need to diversify beyond single-detached homes to provide more affordable options. Updates to the OCP, Zoning Bylaw, and future neighborhood plans are important tools to support a wider variety of housing forms.

Transportation:

Access to transportation options varies across the city, with central areas being the most connected. Areas of the city that have a higher network density (i.e., Campbellton and Central Campbell River/Downtown) bordering arterial roads (i.e. Dogwood Street, Alder Street) have the highest transportation access. Directing growth to well-connected areas helps support a more complete community. Strengthening active transportation networks will further improve access between neighborhoods and daily needs destinations.

Infrastructure:

Current water infrastructure is most robust in the center of the city, with most concerns noted around the community's perimeter. Sewer collection systems are also a concern in most areas; however, the information to understand the impacts of growth on the sewer collection systems is limited. Investments in infrastructure must follow a proactive approach. The city should prioritize infrastructure upgrades in areas that further the complete community goals outlined in this assessment. Proactive infrastructure planning supports more efficient land use and can lead to reduced costs in both capital expenditure and maintenance.

Daily Needs:

Access to shops, services, and community spaces is uneven across the city, with some neighborhoods, such as Willow Point and Quinsam Heights, having limited or no daily needs within a 15 to 20 minute walk. Facilitating mixed-use development in strategic locations and investing in amenities in underserved areas will help ensure all residents can easily reach their daily needs. At the same time, directing growth to well served areas such as Central Campbell River and the Downtown brings more residents closer to existing shops, services, and community facilities. Future development must also prioritize integrating public amenities and green spaces in higher density neighborhoods.

Considering key findings noted above, actions have been developed to support the future implementation of City plans, bylaws, and strategies aimed at guiding the growth of a more complete Campbell River. Actions identified in the Assessment also outline the required resources and responsible departments to support their implementation, as detailed in Section 9.0.

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1.0 PROJECT OVERVIEW

1.1 UBCM COMPLETE COMMUNITIES PROGRAM

The Complete Communities program, administered by the Union of British Columbia Municipalities (UBCM) on behalf of the Province of British Columbia, is intended to support local governments and modern Treaty First Nations to enhance their ability to make evidence-based land use planning decisions through assessments of “community completeness”.

In 2023, the City of Campbell River successfully applied to the UBCM Complete Communities program. This initiative uses geospatial assessments of housing, transportation, daily needs, and infrastructure to understand “community completeness” in Campbell River. The results provide an evidence-based and data-driven foundation to help inform the 2025 Official Community Plan (OCP) update.

1.2 PROJECT PURPOSE

The planning context has changed since Campbell River’s OCP was adopted in 2012. In 2023, the Province of BC introduced legislation that requires municipalities to adopt Housing Needs Reports based on a provincially developed methodology for projecting housing need. Local governments must pre-zone and designate land to meet the unit projections outlined in their Housing Needs Report by updating their Zoning Bylaws and OCP prior to December 31, 2025.

In a development context where land is pre-zoned for growth, the City needs to understand the required investments to accommodate growth. Previously, local governments typically secured necessary improvements to support growth through rezoning processes. The Complete Communities Assessment provides an understanding of existing conditions and actions to improve completeness within a new growth context as the City shifts from reactive to proactive planning.

1.3 PROJECT TIMELINE

Fall 2024	Winter 2025	Spring 2025	Summer 2025	Summer 2025
Phase 1:	Phase 2:	Phase 3:	Phase 4:	Phase 5:
Prepare Data	Assess Current Conditions + Opportunities	Map Production + Data Analysis	Draft Assessment	Final Assessment
<i>Data collection review and cleaning</i>	<i>Initial assessment of community completeness and internal staff engagement</i>	<i>Apply geospatial analysis and development scenarios</i>	<i>Review findings of complete communities with Staff and Council</i>	<i>Preparation of final report and findings</i>

2.0 COMMUNITY CONTEXT

2.1 PROJECT ALIGNMENT WITH OTHER CITY PLANS AND STRATEGIES

2.1.1 COUNCIL'S 2023 TO 2026 STRATEGIC PRIORITIES

The Complete Communities Assessment builds on Council's Strategic Priorities and supports the objectives of the Vision which focus on:

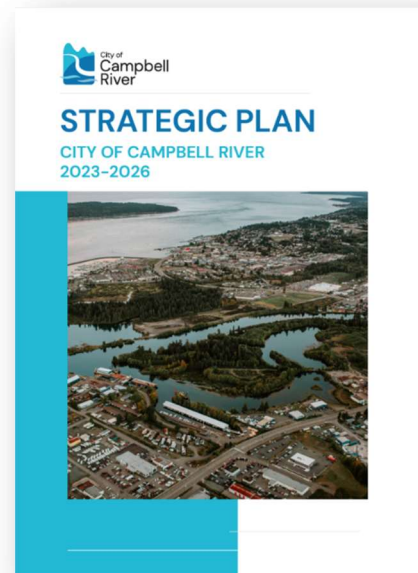
Organizational Capacity: Realize and leverage the maximum potential of the City through productive and effective resource management.

Community Growth: Meet the growing needs of tomorrow through strategic and long-term planning and provide stability and support for residents, businesses, and investors. Together we can continue to build a vibrant community based on economic resilience, sustainable infrastructure, quality of life amenities, environmental stewardship, and diverse employment.

Healthy and Safe Community: Support a high quality of life and ensure Campbell River is safe and welcoming for residents, businesses and visitors. Foster a sense of place and pride and incorporate healthy living opportunities for people of all ages.

Housing: Ensure the future community growth is carefully considered and strategically managed to ensure that available housing meets the community's diverse and emerging needs.

Collaboration: Work with First Nations and all key community partners collaboratively to develop synergies and innovation and achieve our common strategic goals.



2.1.2 CITY OF CAMPBELL RIVER OFFICIAL COMMUNITY PLAN (2012)

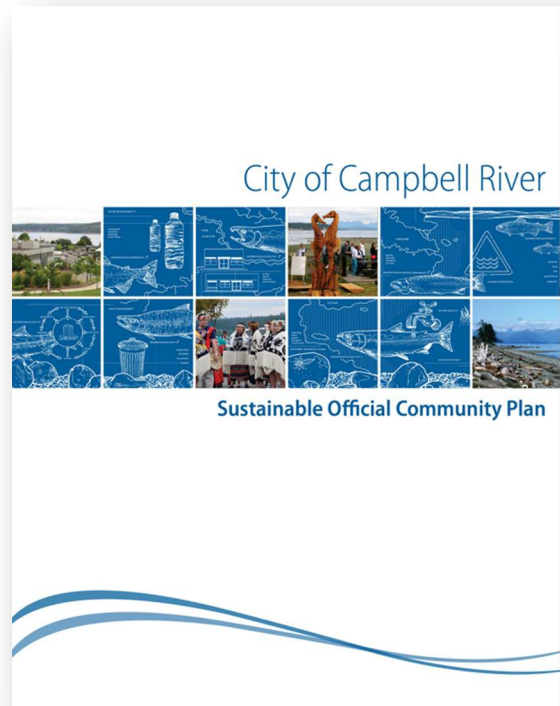
Over the past decade, the city has experienced an average growth rate of approximately 1.6%, exceeding the 1% growth rate projected in the 2012 OCP. The 2012 OCP provides a framework for the Complete Community Assessment that addresses the city's specific needs. The OCP emphasizes the desire to create a sustainable, highly walkable, compact city where the majority of residents can access daily needs and amenities within a 10-to-20-minute walk.

A Growth Management Strategy was developed as part of the 2012 OCP. The Strategy focuses on land use designations and strategies for growth within the established urban containment boundary.

Land use designations are not outlined by use, but instead, represent an overall vision for the designated areas as defined by a range of permitted uses.

These resulting Growth Management Strategy areas are categorized as follows:

- **Intended Growth Area:** Concentrate new commercial, industrial, and institutional growth as well as some new multi-family residential growth.
 - Downtown
 - Village Centre
 - Business & Industrial Service Centre, i.e. Airport
 - Gold Community & Resort
- **Integrated Infill Area:** Concentrate local serving new minor commercial and institutional growth, the majority of multi-family residential growth, and medium density residential growth (e.g. townhouse).
 - Waterfront
- **Controlled Development Area:** Permit modest multi-family residential development and the majority of new single-detached and townhouse residential growth.
 - Neighbourhood
 - Estate
 - Rural Neighbourhood
 - Natural & Protected Areas
 - Institutional Lands



The 2012 OCP framework aligns with the intent of the Complete Communities Assessment but requires an update to reflect new regulatory requirements and evolving community needs. The 2025 OCP update will incorporate findings from the Complete Communities Assessment to support the development of a more complete and livable Campbell River.

3.0 COMPLETE COMMUNITY ASSESSMENT

The Campbell River Complete Communities Assessment serves as the foundation for future growth. The Assessment explored current “community completeness” under four “lenses”: housing, daily needs, transportation, and infrastructure. A geospatial analysis of the lenses identified strengths, challenges and opportunities to achieve land use planning goals in Council’s 2023-2026 Strategic Plan and housing needs as described in the 2024 Housing Needs Report. Results of the Assessment will directly inform the 2025 OCP update.

3.1 METHODOLOGY

Various forms of data with different sources were used to undertake the Complete Communities Assessment including quantitative data such as data from BC Assessment, DataBC, and the City’s internal database. Quantitative data was also supplemented with empirical, qualitative data.

Geospatial analysis is a valuable tool, yet it has certain limitations. The integration of data from various sources always carries the risk of inaccuracies. To some extent, these discrepancies are manually corrected using recent updates or local knowledge. It’s important to keep in mind that the goal is to use this data to enable more complete conversations about strengths, opportunities and challenges before exploring and determining which actions to take to create a more complete community and advance community goals. Key findings, opportunities, and actions of this plan reference areas of the city illustrated in Figure 1 Neighborhood Overview Map.

3.1.1 STUDY AREA AND UNIT OF ANALYSIS

The study area includes all lands within the City’s Urban Containment Boundary. However, areas of the city with development constraints such as steep slopes, lots in the flood plain, parks, environmentally sensitive areas, and ALR lands were removed from the analysis area in the housing lens. The unit of analysis for the Assessment varied, based on the type of analysis being completed and the data available.

CITY OF CAMPBELL RIVER
COMPLETE COMMUNITIES ASSESSMENT

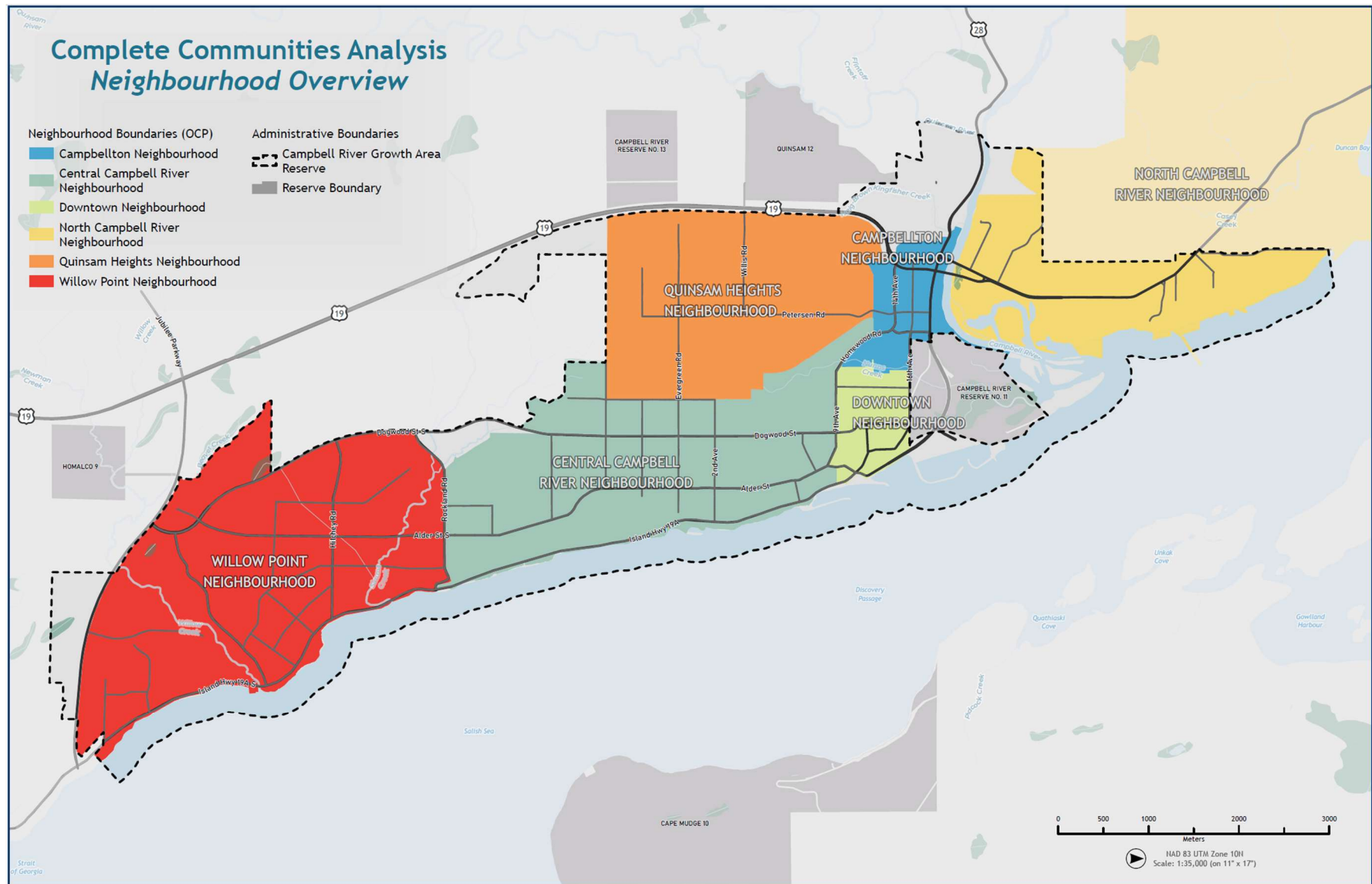
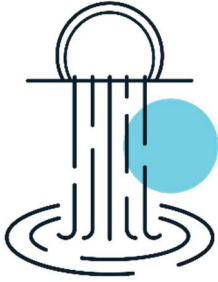


Figure 1: Neighbourhood Overview Map



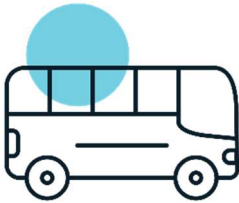
INFRASTRUCTURE LENS

Understanding the current capacity of sanitary, sewer, and stormwater infrastructure is essential to support desired growth patterns, guide infrastructure investments, and ensure long-term financial sustainability. An infrastructure lens was used to provide a high-level assessment of the existing and future infrastructure needed to deliver services such as water, sanitary, and stormwater to the community. The Assessment's infrastructure lens is included in Appendix A. This portion of the Assessment was completed in Spring 2025.



HOUSING LENS

A diverse mix of housing types and tenures can contribute to a community's completeness by accommodating people's needs across all stages of life and support aging in place. The housing lens was used to provide a more complete understanding of existing housing conditions and opportunities to better support the needs of everyone who chooses to live in Campbell River through the delivery of varied housing types.



TRANSPORTATION LENS

Complete communities offer safe, connected travel options such as walking, biking, and transit. Creating an interconnected multi-modal transportation system provides residents with multiple choices for daily commuting, helping them reach their destinations efficiently.



DAILY NEEDS LENS

Living and working near key amenities is integral to a community's completeness and can contribute to residents' quality of life and well-being. Daily needs refer to services and amenities that residents visit on a daily or weekly basis. Ideally, most residents are within walking distance to key daily needs and have access to a range of transportation options to access daily needs.

4.0 HOUSING LENS

A complete community has diverse housing options close to multi-modal transportation options and daily needs. To meet the needs of diverse residents at all life stages, the local housing stock should include a variety of housing forms and tenures. The housing wheelhouse is one way to think about the various types of housing. In contrast to a linear housing continuum, the wheelhouse model does not place one housing form in front of another. Rather, it acknowledges that people may be on different sections of the housing wheelhouse at different times in their lives.



Figure 2: Housing Wheelhouse

To increase community completeness, there should be a continued focus on increasing housing diversity, including tenure, to support a more complete community. There are different contexts to achieve this goal depending on the land use development context, whether through greenfield or infill development.

Greenfield development refers to urban development in rural areas facilitated through secondary plans such as community, neighbourhood, and local area plans. In this context, there are opportunities to accommodate a variety of land uses and housing types connected by multi-modal transportation infrastructure. Quinsam Heights is an example of “greenfield” development. However, it typically takes decades for greenfield plan areas to be built out, and significant public infrastructure is needed to facilitate and accommodate development, such as water and wastewater infrastructure, roads, parks, amenities, and schools.

Infill development refers to development or redevelopment in areas that have existing services and supporting infrastructure. Infill development is the quickest and most economically efficient way to improve community completeness. Infill development provides an opportunity to include more diverse housing forms and tenures in mixed-use areas with existing infrastructure and daily needs. There are also opportunities to facilitate mixed-use development in residential areas to bring daily needs closer to existing housing. **Recently completed zoning amendments in the Downtown and Dogwood Corridor are examples of key strategies that will improve community completeness in Campbell River through infill development.**

4.1 OCP UPDATE

The 2012 OCP includes a Growth Management Strategy identified in Section 2.1.12 above. The Growth Management Strategy includes complete community principles that could be enhanced to provide for more housing options near existing daily needs and infrastructure.

Whereas some multi-family housing is identified within the Intended Growth Areas such as Downtown and Village Centres, these should be priority areas for the highest density multi-unit residential development in the city. These areas will have the best access to daily needs and transit service and should be the densest areas in line with Transit-Oriented Development principles.

Much of Campbell River is designated Controlled Development Area, focused on modest multi-family residential development and the majority of new single-detached and townhouse residential growth. The updated OCP should identify additional key corridors and centres for mixed-use growth and development to add housing diversity and services close to existing and future residential areas.

4.2 HOUSING NEEDS REPORTS

Completed in 2024, Campbell River's latest Interim Housing Needs Report provides an update to the previous report completed in 2020. Using updated data, the Interim Housing Needs Report utilizes a provincially required methodology to identify 5- and 20-year housing need. 5-year housing need is 2,842 units from years 2021 to 2026. 20-year housing need is 8,294 units from years 2021 to 2041. An average of 415 net new units per year would be needed to meet 20-year housing need. As shown in Table 1 below, recent complete communities initiatives including zoning amendments in the Downtown and Dogwood Corridor provide ample capacity to support core area growth.

Provincial requirements for the completion of an Interim Housing Needs Report focused on the updated methodology for identifying housing needs, but did not require significant analysis to support strategies to fulfill the various components of housing need. The City is currently working on a more detailed Housing Needs Report to inform strategies that can help address the various components of housing need, such as the need for rental tenure, below-market, non-market, and different forms of market housing.

Table 1: Zoning Capacity in Key Complete Community Areas

Area	Zoning Bylaw Zones	Net New Unit Capacity
Dogwood Corridor	DC Village Node	1,111
	DC Residential	4,571
Downtown Centre and Adjacent	Commercial One	9,880
	Commercial One A	1,333
	Commercial One B	3,039
	Commercial One C	871
	Total	20,805

4.3 HOUSING DIVERSITY

Single-detached homes comprise the largest proportion of Campbell River's housing stock at 61% of dwelling units as identified in Figure 2 below. From 2006 to 2021, there were 1,470 single-detached homes added in Campbell River, which is almost double the amount of the next highest category of new apartments at 755 net new units from 2006 to 2021 (Table 2). However, the City is on the right track to a more diverse housing stock, as 56% of new homes from 2006 to 2021 were housing forms other than single-detached dwellings.

Ground-oriented multi-unit housing (row and semi-detached) is the preferred choice for many households, and particularly family households, which cannot afford or maintain a single-detached property. The City has been working on increasing the supply of this housing type as part of the Housing Accelerator Fund.

Housing Type by Proportion in 2021

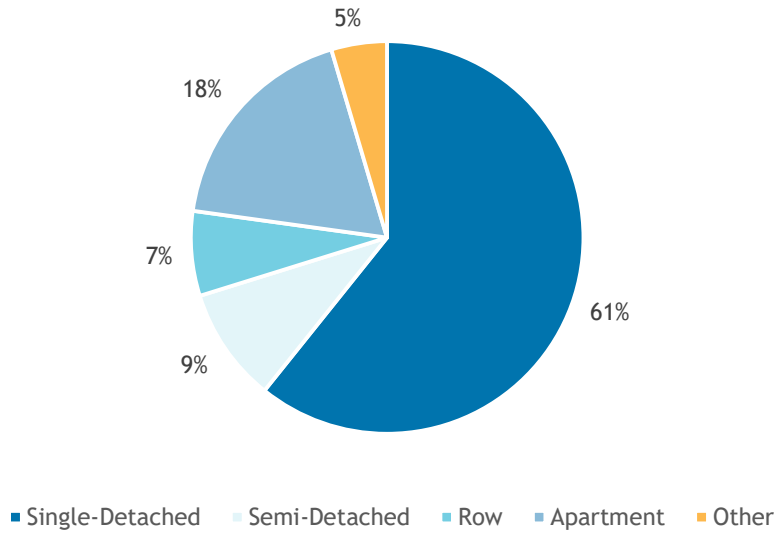


Figure 3: Housing Type by Proportion in 2021

Table 2: Housing Types in Campbell River

Housing Type	2006	2011	2016	2021	Growth # (2006-2021)	Growth % (2006-2021)
Single-Detached	7,980	8,565	8,790	9,450	1,470	18%
Semi-Detached	815	1,380	1,455	1,470	655	80%
Row	875	885	960	1,085	210	24%
Row / Semi-Detached (Subtotal)	1,690	2,265	2,415	2,555	865	51%
Apartment	2,080	2,005	2,365	2,835	755	36%
Other	470	585	645	715	245	52%
Total	12,225	13,425	14,200	15,555	3,330	27%

4.3.1 KEY FINDINGS

To meet Campbell River's housing needs, average annual housing growth would need to nearly double. Between 2006 and 2021, 3,330 housing units were added (an average of 222 units per year). To meet the 2041 projected housing need, an average of 415 net new units per year will be required. The City is well on its way to increasing growth rates due to concerted efforts to increase housing supply, including with Housing Accelerator Fund initiatives. Average annual permits issued from 2021 to 2024 increased to 326.

Diversifying housing forms is also crucial. In Campbell River, many new units over the past decade have been single-detached homes, which are unaffordable for households earning at, below, and even above the median income. As a result, this is not a realistic housing option for many residents. Housing diversity can also provide attractive options for downsizers, increasing the supply of older single-detached homes on the market that are typically more affordable than newer units.

There are ongoing initiatives to increase housing supply and diversity in the coming years such as zoning reforms (such as Bill 44/SSMUH), city-led land acquisition and development projects (i.e. Harbourside inn), infrastructure upgrades, particularly in the downtown area, and other housing initiatives stemming from the Housing Accelerator Fund program. The detailed Housing Needs Report that is underway will provide the information required for actions to ensure that all aspects of the Housing Wheelhouse are considered. However, external factors such as construction labour capacity, material costs, market demand and interest rates remain challenges beyond the City's control, impacting the pace and type of housing development.

The location of new housing is a key consideration, as greenfield and infill developments each have different requirements to support a complete community, such as infrastructure needs, access to daily services, and transportation options. Understanding these factors is essential to building a livable community while meeting housing needs.

OPPORTUNITIES

- Ensure future neighborhood plans include land use designations that support a wider variety of housing forms (i.e., ground-oriented multi-unit housing) and access to daily needs.
- Review the zoning bylaw and other regulatory instruments to create more favorable conditions for the development of more attainable housing forms, such as ground-oriented multi-unit homes.
- Provide incentives to support the development of ground-oriented multi-unit homes.
- Review the Zoning Bylaw, OCP, and infrastructure Master Plans to ensure areas adjacent to existing daily needs and transportation options (i.e., Dogwood Street and Hilchey Road) are focus areas for future multi-unit residential development in the city. Identify additional corridors and centres for mixed-use growth and development to add housing diversity and services.
- Review OCP land use designations and zoning for parcels next to existing high-density areas (i.e., Downtown and Rockland Road) to ensure they support development forms that provide access to daily needs.
- Consider incentives for legalizing existing non-conforming accessory dwelling units.

5.0 TRANSPORTATION LENS

5.1 HOW IS THE TRANSPORTATION LENS MEASURED?

The "transportation lens" was assessed by creating a composite score based on the **proximity** of residents to transportation infrastructure and the density of the transportation network. The following components of Campbell River's transportation network were included:

- **Pedestrian Infrastructure:** All existing concrete sidewalks and multi-use pathways.
- **Cycling Infrastructure:** All existing cycling facilities.
- **Transit Infrastructure:** All existing bus stops and bus routes.
- **Network Density:** The number of intersecting pedestrian, cycling, local roads, and transit routes within a given area.

To measure proximity to transportation infrastructure, a "network" was created that includes sidewalks, local roads, and multi-use pathways. These transportation connections were selected because they are the most "walkable" segments of the existing network, taking into account factors such as surface type, presence of sidewalks, and vehicle speeds. Rather than using a simple "as-the-crow-flies" buffer, the transportation analysis was conducted along this network, offering a more accurate representation of how people navigate the city and access transportation options.

Trails were excluded from the transportation network due to their inconsistent levels of accessibility. While trails are important for promoting active transportation in the community, assessing them on-site for accessibility was beyond the scope of this study. Additional details on the methodology used to assess the transportation lens can be found in Appendix C.

5.2 TRANSPORTATION SUMMARY

Figure 4 is a summary map illustrating the transportation lens' composite score. As part of this assessment, transportation access is defined as a combined measure of factors such as proximity to transit, sidewalks, cycling infrastructure, and network density. Areas with the highest access to transportation options are highlighted in bright yellow. Areas with fewer transportation options are marked in yellow/green. Areas of the city shown in dark blue have the lowest level of access to transportation options.

Maps showing the individual transportation components that make up the composite transportation score are included in Appendix B.

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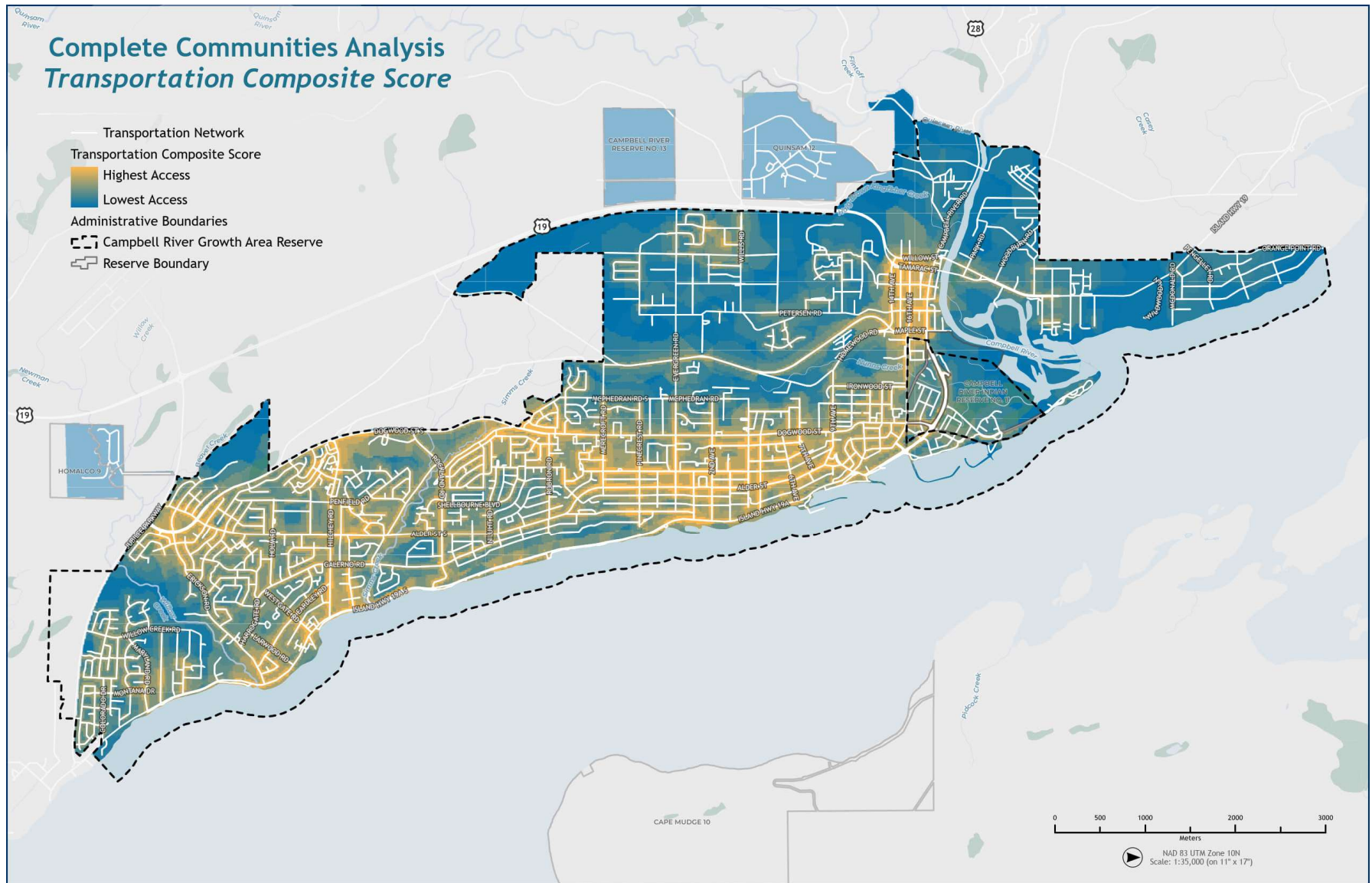


Figure 4: Transportation Access - Composite Score

5.2.1 KEY FINDINGS

Transportation access is not equally distributed across the city. Key takeaways from the transportation analysis include:

- Areas of the city that have a higher network density (i.e., Campbellton and Central Campbell River/Downtown) bordering arterial roads (i.e. Dogwood Street, Alder Street) have the highest transportation access. However, this finding does not account for important experiential factors for pedestrians and cyclists, as areas near arterial roads often provide less supportive environments for active transportation.
- Quinsam Heights and North Campbell River have the lowest transportation access.
- Willow Point and Central Campbell River have moderate transportation access, with areas of higher access along arterial roadways (i.e., Hilchey Road, Dogwood Street South, and Alder Street South).

OPPORTUNITIES

When considering future development, concentrating growth in well-connected areas can expand transportation benefits to more people, optimizing the use of existing transportation infrastructure. If density is designated in areas with limited transportation access, investments will be necessary to connect future residents to essential services, amenities, and places of employment.

As part of opportunities to improve existing transportation access, the following network connections should be considered:

- Provide active transportation connections from Alder Street to Highway 19A and the Seawalk. Potential connection locations to consider include:
 - Pinecrest Road
 - Robron Road
 - Merecroft Road
 - Frances Road
- Improve active transportation and transit connections from Quinsam Heights to Dogwood Street and Downtown. Improvement and future connections may include:
 - Evergreen Road
 - Croation Road
 - Willis Road
 - Pinecrest Road
- Improve active transportation along 16th Ave connecting Campbellton and Dogwood Street
- Extend the Seawalk along the waterfront to Downtown
- Review opportunities (e.g., Works and Services Bylaw Update, OCP policy, neighborhood plans) to incorporate a grid or modified grid street network, or to include mid-block connections for active transportation.
- In existing neighborhoods, review opportunities to incorporate mid block connections as part of the rezoning and subdivision processes.
- Assess the conditions of trails through the Willow Creek Conservation Area. Consider opportunities to support riparian conservation and ecology while improving access to daily needs for residents.

6.0 DAILY NEEDS LENS

6.1 HOW ARE DAILY NEEDS MEASURED?

The "daily needs lens" refers to the proximity of residents to services and amenities that are commonly used on a daily or weekly basis. This includes destinations or amenities like:

- Arts and culture facilities
- Childcare services
- Grocery stores
- Hospitals and medical clinics
- Neighborhood commercial (i.e., stores, banks, dental offices)
- Parks and open spaces
- Pharmacies
- Recreation facilities (i.e., Strathcona Gardens)
- Schools and post-secondary institutions
- Community gathering spaces (i.e. churches and community halls)

To assess residents' access to daily needs in Campbell River, a "network" was created consisting of sidewalks, local roads, and multi-use pathways. These transportation routes were chosen because they represent "walkable" parts of the existing transportation network. Instead of using a simple "as-the-crow-flies" distance, the analysis was conducted along this network, providing a more accurate reflection of how people move through the city to reach daily necessities.

Daily needs were ranked and assigned weights based on their importance. Locations frequently used by many residents, such as grocery stores, were given higher weights, while places with less frequent usage, like arts and cultural facilities, received lower weights.

As a result, areas of the city with a high concentration of "high-scoring" daily needs have "high access" to these services, while areas with fewer or "lower-scoring" daily needs are considered to have "low access."

More information on the methodology for the daily needs lens is included in **Appendix C**.

6.2 DAILY NEEDS SUMMARY

Figure 5 shows the distribution of daily needs in Campbell River. Areas with a high concentration of daily needs within 800 meters are highlighted in bright yellow, indicating "high access." In contrast, areas with fewer and lower-scoring daily needs are marked in yellow/green, representing "medium access." Areas of the city shown in dark blue have very limited to no access to daily needs within an 800m walk.

For individuals without mobility-related disabilities, 800 meters typically represents about a ten-minute walk. A 15-minute walk is often considered the maximum distance many people are willing or able to travel on foot to reach a destination. However, walking speeds vary and some individuals may cover the distance more quickly, while others may take longer. When planning for access to daily needs within a 15-minute walk, using 800 meters as a benchmark is generally more inclusive of diverse walking paces and physical abilities. Access to daily needs at 400 and 1200 meters can be found in Appendix B.



6.2.1 KEY FINDINGS

Access to daily needs varies across Campbell River. Key findings from the daily needs analysis include:

- Central Campbell River along Dogwood Street from 16th Avenue to Robron Road has the highest concentration of “high access” to daily needs.
- North Willow Point and Campbellton have moderate access to daily needs
- South Willow Point, North Campbell River, and Quinsam Heights have few to no daily needs.

OPPORTUNITIES

In community planning, land use designations and zoning play a vital role in ensuring that daily needs are close to residents. Recognizing the current distribution of daily needs enables informed decisions about where to introduce new services or amenities, ensuring that all parts of the community are well served. Ideally, all residents should have daily needs within walking distance. Local governments can support this goal in two main ways: by guiding new development toward areas with existing daily needs, and by introducing daily needs into established neighborhoods that currently lack access to them.

Directing Growth to Daily Needs High-Access Areas

Established neighborhoods may lack the population or employment density required to support commercial services. Environmental features can interfere with the road network or neighborhood design, increasing the distance residents must walk to reach their daily needs. In these cases, it may be more effective to direct future growth to areas with high access to daily needs (e.g., Central Campbell River). Locating higher-density development near existing daily services can help create a more walkable community and improve access for future residents. Parks, recreation, institutional, and cultural facilities are also key aspects of community completeness. As population densities increase, these daily needs become even more important to maintain a high quality of life for residents.

Enhancing Established Neighborhoods

Established neighborhoods with market conditions that support commercial growth, land use designations, and zoning that permit mixed-use development can improve the availability of amenities, making the area more "complete." The opportunity to introduce mixed-use land use designations and zoning in key locations could be explored in established neighborhoods like Willow Point. If expanding land uses isn't feasible, improving transit, bike lanes, and sidewalks to these areas can enhance access to existing commercial centres and amenities, supporting a more complete community.

The following opportunities could be explored to improve access to daily needs in Campbell River:

- Introduce mixed-use land use designations and zoning in key locations as part of established neighborhoods with low access to daily needs (i.e., Willow Point)
- Incorporate a mix of land uses that support daily needs services within future growth areas. This may involve the development of neighbourhood plans that detail the appropriate scale and type of land uses.
- Continue to engage with School District 72 to encourage the retention of existing schools and identify locations of future schools near areas most likely to develop (see Figure 6) and future growth areas.
- Engage with School District 72 to implement a School Site Acquisition Charges program
- Work with necessary City departments to discuss opportunities for land acquisition and provision of amenities to support improved access to park space, recreation, and culture amenities in future Growth Areas. (i.e., Willow Point Village Node, Dogwood Street North, Quinsam Heights, Downtown).
- Review the distribution of parkland types outlined in the forthcoming Parks, Recreation, and Culture Master Plan, considering future population densities to ensure equitable parkland access across the city.
- Review benchmarking data and recommendations as part of the Parks, Culture, and Recreation Master Plan to develop and adopt an Amenity Cost Charge Bylaw and inform project updates to the DCC program.
- Consider investments to improve sidewalk coverage and pedestrian connections along arterial and collector streets that intersect with areas of the city with high access to daily needs (i.e., Central Campbell River, Downtown, Campbellton).

7.0 LIKELIHOOD OF REDEVELOPMENT

The likelihood of redevelopment portion of the Assessment illustrates where development potential exists across Campbell River. When considered alongside Assessment “lenses” (infrastructure, housing, transportation, and daily needs) it offers valuable insights into where future development could occur and how it can support a more complete community. While the likelihood of redevelopment mapping does not predict when redevelopment will occur, it highlights which lots are more likely to be redeveloped and supports more informed discussions about investments in infrastructure and public services. The conditions and opportunities outlined below correspond to the variables incorporated in the likelihood of redevelopment methodology, as well as each of the complete community lenses.

7.1 HOW IS LIKELIHOOD OF REDEVELOPMENT MEASURED?

Likelihood of redevelopment is based on 2024 BC Assessment data. Factors include:

- **Building Age:** As buildings age, their value typically depreciates, while land values typically increase. When the land value exceeds the value of the existing structure, it often signals that the property is underutilized compared to its potential. In such cases, redevelopment becomes more feasible. Generally, the older a building the more likely the site it’s located on will be redeveloped. There are exceptions where older buildings have been very-well maintained, restored, and/or renovated, especially for unique heritage buildings; the factors below account for variability in the building age- value relationship.
- **Lot Size:** Large parcels offer the potential to improve “community completeness” by incorporating land uses that typically require larger parcel sizes such as multi-unit developments, commercial-residential mixed-use buildings, recreation centres, or community halls. In contrast, smaller lots can also support development opportunities but may require land assemblies to meet parcel size requirements, adding complication and cost to the development process. While many external factors can influence development potential, generally, the larger the lot, the more likely the lot is to redevelop.
- **Improvement Ratio:** Improvement ratio is the ratio of the BC Assessment improvement (buildings, fixtures or structures) value to land value. A low improvement ratio indicates that the value of the “improvement” is low relative to the land value, suggesting the site is underutilized. A high improvement ratio suggests the existing building still holds a comparable value to the land value and the site is being appropriately utilized.
- **Assessed Land Value Per Square Metre:** Lower land values generally improve the financial feasibility of development, whereas higher land values typically reduce the financial feasibility of development.

Each parcel was scored based on factors above. Parcels with a score of less than 1 are deemed to have a very low probability of redevelopment while parcels with a score of 4 are deemed to have a very high probability of redevelopment. Table 3: Likelihood Of Redevelopment in Appendix C: GIS Methodology lists the categories, possible values, and corresponding score given to each parcel.

7.2 LIKELIHOOD OF REDEVELOPMENT SUMMARY

Figure 6 shows the likelihood of redevelopment summary for Campbell River. This figure indicates how likely a property is to be redeveloped relative to others in Campbell River. Higher concentrations of yellow on the map indicate areas with a higher likelihood of redevelopment. Areas with a low likelihood of redevelopment are shown in dark blue. Areas of the city with development constraints such as steep slopes, parks, parcels with an institutional land use designation, mapped environmentally sensitive areas, and ALR land were removed from the analysis area and shown in grey. These constraints are noted in Appendix C: GIS Methodology.

7.2.1 KEY FINDINGS

Generally, likelihood of redevelopment is highest in Central Campbell River, Campbellton, and North Campbell River.

Willow Point:

- South Willow Point has the largest concentration of parcels with a low likelihood of redevelopment.
- Areas with medium to high likelihood of redevelopment are concentrated along Highway 19A, Erickson Road, Hilchey Road, and Rockland Road. Likelihood of redevelopment is influenced by large lot sizes, high land values, and older buildings in these areas.
- There are several large vacant lots along Jubilee Parkway with a high likelihood of redevelopment included as part of the Jubilee Heights Neighborhood Plan and Maryland Estates/Parkway Properties Conceptual Development Plan.

Central Campbell River:

- The area is characterized by smaller lot sizes, with many older buildings.
- Assessed land values per square metre are generally high to medium, indicating strong market demand and redevelopment potential.

Quinsam Heights

- Generally, the Quinsam Heights neighbourhood has an equal distribution of likelihood of redevelopment scores. Parcels with a medium to high likelihood of redevelopment are primarily concentrated along Peterson Road and Willis Road.
- The neighbourhood features many large lots, some of which are vacant, and others occupied by older buildings. However, a number of these lots are currently unserviced, which limits their immediate potential to support development.

Campbellton

- Likelihood of redevelopment in Campbellton is generally evenly distributed throughout the neighbourhood, with most parcels showing a medium potential for redevelopment.
- The area is characterized by small lots with older buildings, with to medium to high assessed land values.

North Campbell River

- Most parcels in North Campbell River have a medium to high likelihood of redevelopment.
- The area is characterized by large lot sizes and buildings that range from mid-aged to older.

OPPORTUNITIES

- Clusters of parcels with medium to high likelihood of redevelopment signal strategic opportunities for future development and land use planning. In Campbell River, clusters of parcels with medium to high likelihood of redevelopment are located along:
 - Dogwood Street in Central Campbell River
 - Island Highway 19A in Willow Point
 - Hilchey Road in Willow Point.
- Areas where high likelihood of redevelopment aligns with high access to daily needs represent key opportunities to support complete communities. Areas with a high likelihood of redevelopment in areas with low daily needs indicate an opportunity to encourage mixed use developments that support increased access to daily needs. See Section 8 for more details on the relationship between Daily Needs and Likelihood of Redevelopment.
- Parcels with a high likelihood of redevelopment in areas that are lacking infrastructure capacity (e.g. water, sewer, storm) indicate potential priority areas for infrastructure improvements. Sanitary capacity issues in Downtown and Willow Point warrant consideration when planning redevelopment.
- Parcels with a medium to high likelihood of redevelopment along key corridors such as Dogwood Street, Alder Street, and Island Highway 19A benefit from better transit access than other parts of the community. This presents an opportunity to make more efficient use of existing transportation infrastructure.
- Development in areas with high likelihood of redevelopment that score low in transportation access (e.g. Quinsam Heights, North Campbell River) should consider the implications of transportation access and consider strategies to support connectivity.

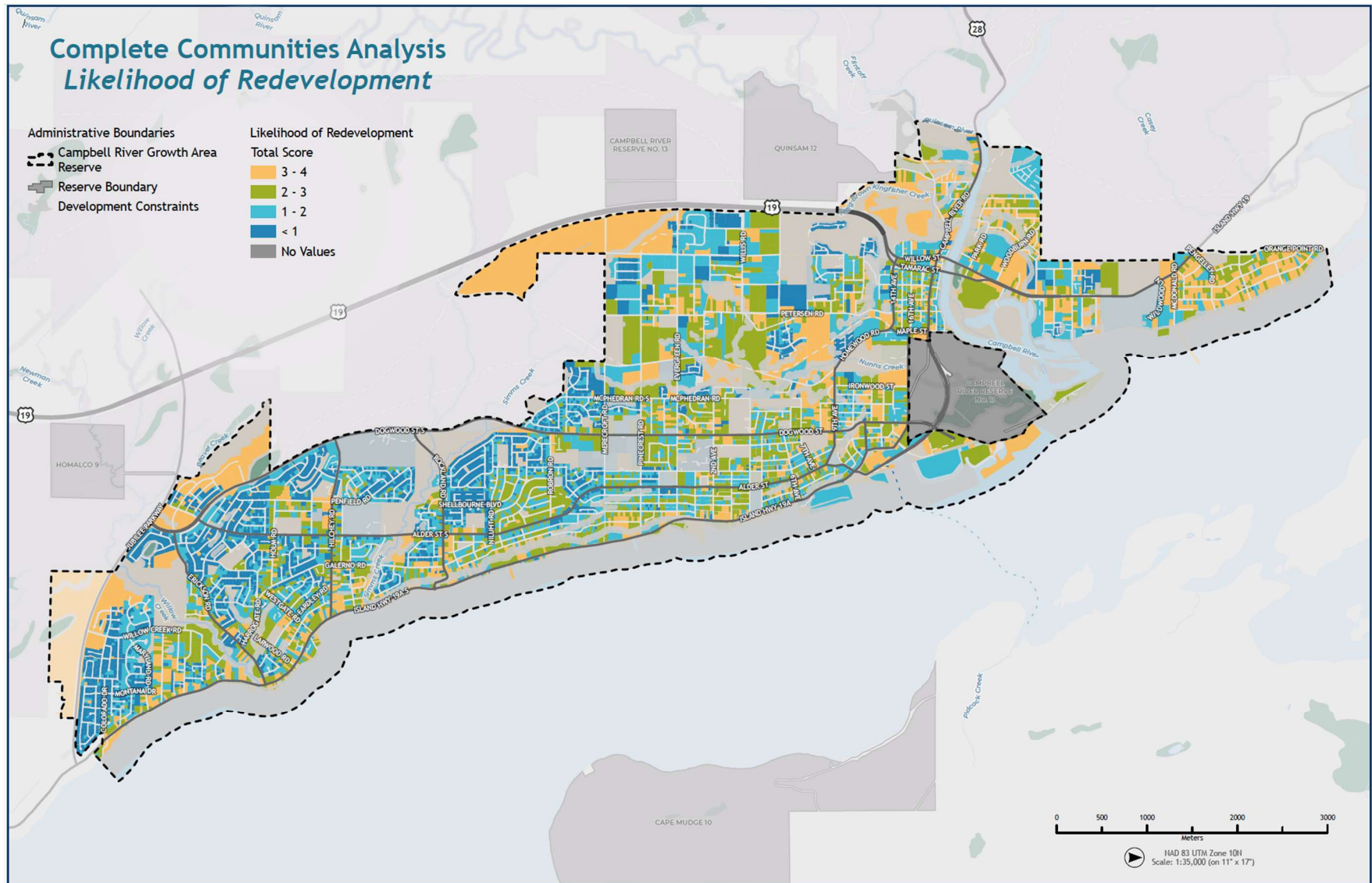


Figure 6: Likelihood of Redevelopment - Composite Score

8.0 LAYERING LENSES

Combined analysis of the Assessment lenses offers deeper and more impactful insights. Through geospatial analysis, the interconnections between these elements are visually illustrated, revealing both strengths and challenges across the city.

8.1 DAILY NEEDS AND LIKELIHOOD OF REDEVELOPMENT

Figure 6 layers daily needs (blue spectrum) and likelihood of redevelopment (pink spectrum). For more information about each of these lenses, see Section 6 for the daily needs lens and Section 7 for likelihood of redevelopment. Applying these lenses together helps identify gaps in daily needs within areas likely to be redeveloped, highlighting where new services and supportive land uses could be introduced to accommodate increased density. By doing so, it allows the City to address zoning and land use designations that limit diversity in neighborhoods zoned for residential use.

8.1.1 KEY TAKEAWAYS

- **High likelihood of redevelopment and high access to daily needs:** These should be prioritized for infrastructure improvements to facilitate future growth. This may include areas of the city like:
 - Dogwood Street (Central Campbell River)
 - Alder Street (between 9th Street and Evergreen Road, Central Campbell River)
 - Highway 19A (between Erickson Road and Hilchey Road, Willow Point)
- **High likelihood of redevelopment and moderate access to daily needs:** Areas with a high concentration of parcels likely to be redeveloped should be prioritized for infrastructure upgrades. However, additional planning may be needed to support mixed-use development and improve access to daily needs. This may include areas of the city like:
 - Hilchey Road (between Penfield Road and Eardley Road, Willow Point)
 - Alder Street (between Rockland Road and Robron Road, Central Campbell River)
- **High likelihood of redevelopment but low access to daily needs:** These areas present key opportunities for the City to advance complete community goals through zoning and land use designations that encourage a mix of uses. This may include locations like:
 - Twillingate Road and Highway 19A (Willow Point)
 - Peterson Road (Quinsam Heights)
 - North Campbell River
- **Moderate likelihood of redevelopment and high access to daily needs:** These areas should be considered for medium-term infrastructure improvements since properties will transition to high likelihood as they age over time. This may include locations like:
 - Dogwood Street (Central Campbell River)
 - Alder Street (Central Campbell River)
- **Moderate likelihood of redevelopment and moderate access to daily needs:** These areas have future development potential and access to some daily needs within walking distance.

They should be considered for medium-term infrastructure investments. This may include areas of the City like:

- Rockland Road (Central Campbell River)
- Campbellton Neighbourhood

Moderate likelihood of redevelopment and low access to daily needs: High value uses may be feasible for development, but access to daily needs is lacking. These are ideal locations for development medium-term infrastructure investments and more diversified land uses. This may include locations like:

- Willow Point Neighbourhood (Willow Creek Road, Country Aire Drive)

Low likelihood of redevelopment and high access to daily needs: These are good locations for future development due to daily needs access, but property conditions mean that development may be unlikely in the short- or medium-term. Land use designations that permit high density and high value uses may be required to encourage (re)development. However, larger sites with long term ownership may be more feasible for development. This may include locations like:

- Merecroft Road (Central Campbell River)

Low likelihood of redevelopment and moderate access to daily needs: These are moderate locations for new development, but development may be unlikely in the short-term due to current property conditions. This may include areas of the City like:

- South Alder Street (Willow Point)
- Erickson Road (Willow Point)

Low likelihood of redevelopment and low access to daily needs: Minimal attention required at present. This may include areas of the City like:

- Quinsam Heights Neighbourhood (Nikola Road, Willis Road)
- South Willow Point (Colorado Drive, Montana Drive).

CITY OF CAMPBELL RIVER
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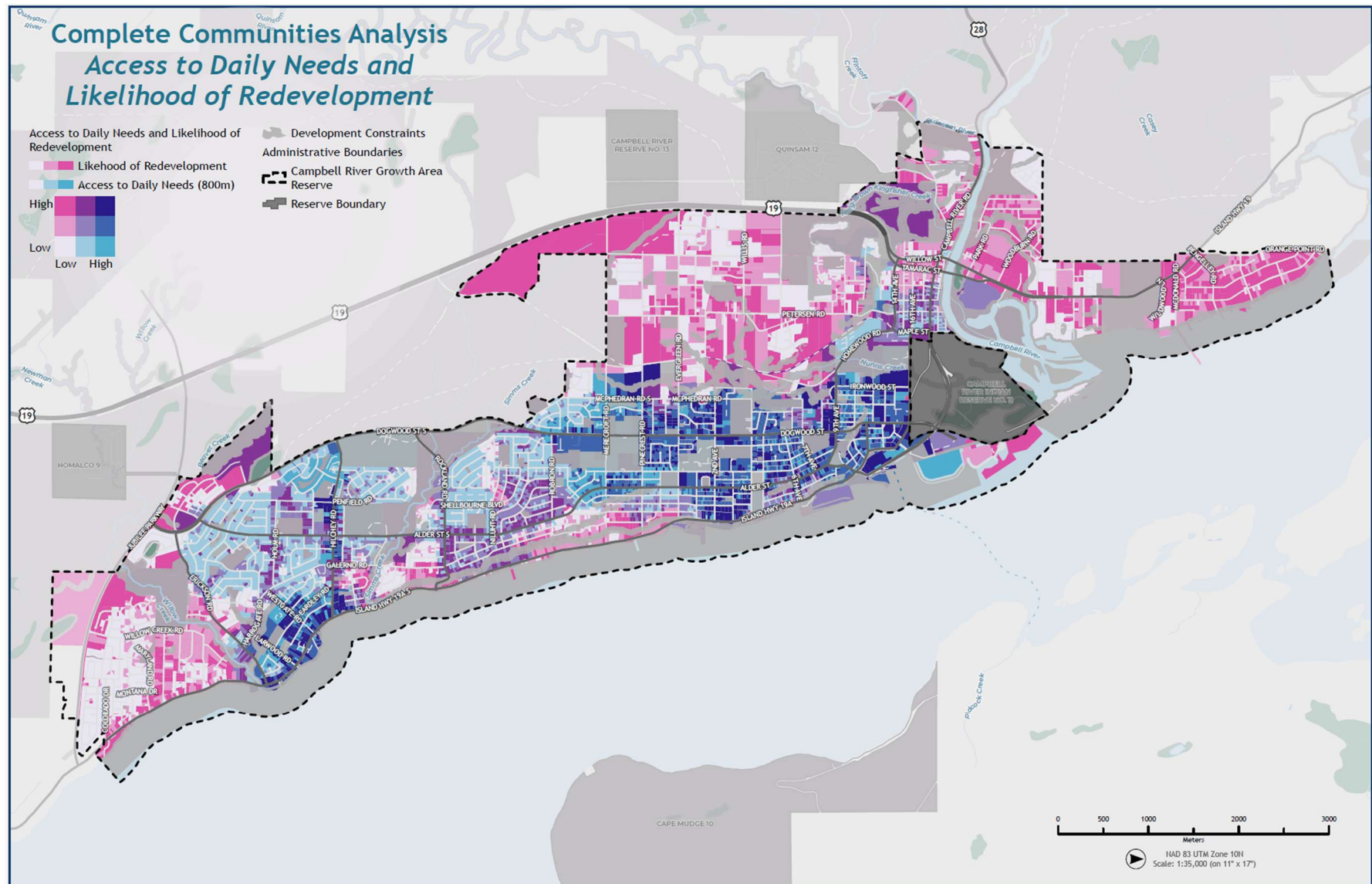


Figure 7: Access to Daily Needs and Likelihood of Redevelopment

8.2 DAILY NEEDS AND HOUSING DENSITY

Figure 7 layers daily needs (blue to yellow spectrum) and housing density (dark blue circles). Housing density is measured as the number of units in a given area. In this case, hectares are used to measure density. Areas with higher housing density are shown with larger blue circles, while areas with lower density are shown with smaller circles. Highlighting the proximity of housing density to daily needs shows where existing daily needs support higher population densities, and where daily needs may be lacking.

8.2.1 KEY FINDINGS

High-density areas in Campbell River are primarily located in Downtown, along Dogwood Street, north of Rockland Road, and parts of Willow Point. Downtown and Central Campbell River have the highest access to daily needs.

OPPORTUNITIES

Higher housing density is closely linked to the success of retail areas, as more residents within a 15-to-20-minute walk increase the potential customer and employee base. Infill development at higher densities can also help make more efficient use of existing infrastructure. As higher housing densities are proposed, it is important to maintain and enhance access to commercial and non-commercial daily needs that contribute to a high quality of life. These include public amenities such as parks, open spaces, community gathering places, recreational facilities, schools, and cultural institutions. Ensuring that these elements are integrated into higher-density areas helps support livability, social connection, and overall community well-being alongside access to shops and services. Access to green space is especially important in higher-density areas, where residents often have limited private outdoor space and rely on public parks and open spaces for recreation, relaxation, and overall well-being.

The following opportunities could be explored to improve “community completeness” related to daily needs and housing in Campbell River:

- Low-density areas with good access to daily needs, such as parts of Dogwood Street and Alder Street in Central Campbell River, may be ideal for encouraging future development, allowing more residents to live near existing services and amenities.
- High-density areas that lack access to daily needs, such as Willow Point and South Central Campbell River, could benefit from more inclusive zoning to support the introduction of essential amenities within these neighborhoods. Review recommendations of the forthcoming Parks, Recreation, and Culture Master Plan to ensure recommendations related to park access and types adequately services proposed population densities.

CITY OF CAMPBELL RIVER
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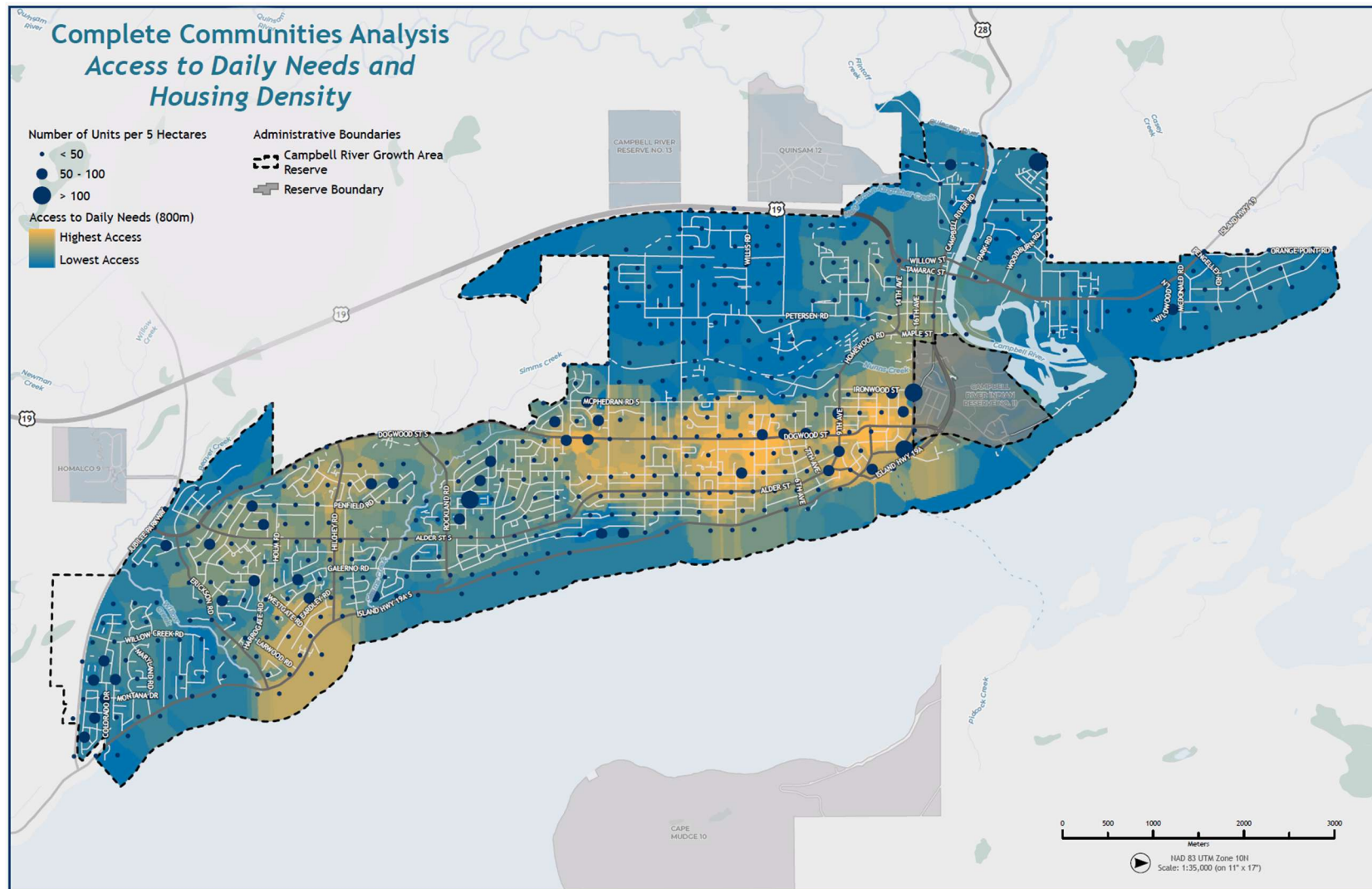


Figure 8. Access To Daily Needs and Housing Density

9.0 ACTIONS

Actions have been developed to support future City plans, bylaws, and strategies, helping guide the growth of a more complete Campbell River. The table on the following pages outlines each action along with its corresponding assessment lens, the responsible City department, and potential funding sources for implementation. While some funding sources have been confirmed, others will require Council approval before proceeding.

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
Official Community Plan	Identify parcels over 4050 m ² and located near future Growth Areas (i.e., Willow Point Village Centre, Dogwood Street North (Dogwood Corridor), Quinsam Heights, Downtown) and consider designation(s) as part of the OCP update that permit higher densities, particularly where access to daily needs and transit access is high.	Daily Needs Housing Transportation	Community Planning & Development Services Transportation	Budgeted OCP Update
	Identify transit-oriented corridors and Growth Areas for mixed-use growth and development to add housing diversity and services close to existing and future residential areas.	Daily Needs Housing Transportation	Community Planning & Development Services Transportation	Housing Accelerator Fund
	Focus future growth in areas that support the vision of a complete community (i.e., Areas well-served by existing housing, transportation options, daily services, and infrastructure). Prioritizing growth in these areas helps maximize the use of existing infrastructure and reduces the need for costly upgrades or expansions. Align land use and density planning with infrastructure improvements to promote cost-effective urban development, reduce long-term infrastructure costs, and limit the financial burden of low-density residential growth.	Daily Needs Housing Infrastructure Transportation	Community Planning & Development Services Capital Works	Staff Time
Zoning Bylaw	Consider density bonus and inclusionary zoning provisions in the Zoning Bylaw update in accordance with new legislation. Land economic feasibility analysis must be completed to ensure the viability of a future inclusionary zoning or density bonus program.	Daily Needs Housing	Community Planning & Development Services	Budgeted Zoning Bylaw Update

CITY OF CAMPBELL RIVER
COMPLETE COMMUNITIES ASSESSMENT

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
	Support flexible zones that permit a variety of “daily need” uses and mixed commercial-residential uses in areas where daily needs are low (i.e., South Willow Point, North Campbell River, and Quinsam Heights).	Daily Needs Housing	Community Planning & Development Services	Housing Accelerator Fund
	Review the zoning bylaw and other regulatory instruments to create more favorable conditions for the development of more attainable housing forms, such as ground-oriented multi-unit homes.	Housing	Community Planning & Development Services	Staff Time
	Amend the zoning bylaw to include end-of-trip facilities requirements in multi-family residential, commercial, industrial, and institutional zones.	Housing Transportation	Community Planning & Development Services	
Development Cost Charge Bylaw/ Amenity Cost Charge Bylaw	Update DCC Program every 5-years and complete annual inflationary adjustments to ensure new development fairly funds growth related infrastructure.	Infrastructure	Asset Management Department Capital Works Community Planning & Development Services Finance	DCC Program Staff Time
	Review and expand the DCC tracking system to track and monitor both the collection and expenditure of DCCs including DCC Credits, borrowing between reserves, and overall development trends to anticipate future DCCs to be collected. The tracking system would include information about estimated costs, the actual construction costs, and the funding sources for projects.	Infrastructure	Asset Management Department Capital Works Community Planning & Livability Finance	
	Implement an ACC program to meet the increased demand for amenities by a growing population. ACCs can only help fund the capital costs of amenities.	Daily Needs Infrastructure	Asset Management Department Capital Works Community Planning & Development Services Finance Parks	

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
			Transportation	
	Review benchmarking data and recommendations as part of the forthcoming Parks, Culture, and Recreation Master Plan to develop and adopt an Amenity Cost Charge Bylaw and inform project updates to the DCC program.	Daily Needs	Asset Management Department Capital Works Community Planning & Development Services Finance Parks Recreation & Culture	
	Consider investments to improve sidewalk coverage and pedestrian connections along arterial and collector streets that intersect with areas of the city with high access to daily needs (i.e., Central Campbell River, Downtown, Campbellton)	Transportation	Asset Management Capital Works Community Planning & Development Services Transportation	
	Review utility rates to ensure they are current and in line with the sustainable infrastructure replacement	Infrastructure	Asset Management Department Capital Works Utilities	
Local Area/ Neighborhood Plans	Ensure future neighborhood plans include land use designations that support a wide variety of housing forms (i.e., ground-oriented multi-unit housing) and access to daily needs.	Daily Needs Housing	Community Planning & Development Services	Staff Time
	Continue to engage with School District 72 to encourage the retention of existing schools and identify locations of future schools near areas most likely to develop (see Figure 6) and future growth areas.	Daily Needs	Community Planning & Development Services	
Citywide Plans	Update infrastructure master plans every 5 years to identify projects needed to accommodate 20 years of growth. Can be funded by DCC Program if included.	Infrastructure	Capital Works Community Planning & Development Services	Development Cost Charges Grants

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
			Utilities	Staff Time
	Develop and update infrastructure models to reflect both existing conditions and future buildout scenarios.	Housing Infrastructure	Capital Works Community Planning & Development Services Utilities	
	Prepare a Strategic Implementation Plan for all City Plans for a 10 to 20-year period.	Daily Needs Housing Infrastructure Transportation	Asset Management Capital Works Chief Administrative Officer/City Manager Community Planning & Development Services Finance	
	Prior to approval of servicing plans, review financial implications to ensure that implementation plans identify potential funding sources, DCC, and ACC projects.	Infrastructure	Asset Management Capital Works Community Planning & Development Services Finance	
	Provide active transportation connections from Alder Street to Highway 19A and the Seawalk.	Transportation	Community Planning & Development Services Transportation	
	Improve active transportation connections from Quinsam Heights to Dogwood Street and Downtown. As Quinsam Heights develops, advocate to BC Transit for increased service to Dogwood Street and Downtown.	Transportation	Community Planning & Development Services Transportation	
	Improve active transportation along 16 th Avenue connecting Campbellton and Dogwood Street.	Transportation	Community Planning & Development Services Transportation	

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
	Review opportunities to incorporate a grid or modified grid street network, or to include mid-block connections for active transportation.	Transportation	Community Planning & Development Services Transportation	
	Assess the conditions of trails through the Willow Creek Conservation Area. Consider opportunities to support riparian conservation and ecology while improving access to daily needs for residents.	Daily Needs Transportation	Community Planning & Development Services Parks Transportation	
	Review the distribution of parkland types outlined in the Parks, Recreation, and Culture Master Plan, considering future population densities to ensure equitable parkland access across the city.	Daily Needs	Community Planning & Development Services Parks Recreation & Culture	
Land Acquisition Strategies	Engage with School District 72 to implement a School Site Acquisition Charges program.	Daily Needs	Community Planning & Development Services Property Services	Housing Accelerator Fund Staff Time
	Extend the Seawalk from Willow Point to Downtown.	Transportation	Community Planning & Development Services Property Services Transportation	
	Review findings from the Parks, Recreation, and Culture Master Plan and findings from the Daily Needs lens to inform access to parks, recreation, and culture opportunities in the city. Facilitate inter-departmental collaboration to discuss opportunities for land acquisition and provision of amenities to support improved access to park space, recreation, and culture amenities in future Growth Areas. (i.e., Willow Point Village Node, Dogwood Street North, Quinsam Heights, Downtown).	Daily Needs	Community Planning & Development Services Parks Property Services Recreation & Culture	
Financial Plan	Update the Financial Plan and Strategic Implementation Plan annually for all City Plans to ensure that the City has the resources to implement plans in the proposed time periods.	Daily Needs Housing Infrastructure	Asset Management Department Capital Works	Staff Time

Implementation Tool	Recommended Actions	Assessment Lens	City Department	Funding Source
		Transportation	Chief Administrative Officer/City Manager Community Planning & Development Services Finance	
	Ensure that a variety of financial tools are being used to finance infrastructure to support growth and ensure that a disproportionate share is not being passed on to the taxpayer.	Infrastructure	Community Planning & Development Services Finance	
	Review current and best practices associated with the use and implementation of development finance tools such as development cost charges, front-end agreements, local service areas, latecomers, etc.	Infrastructure	Community Planning & Development Services Finance	
	Provide incentives to support the development of ground-oriented multi-unit homes.	Housing	Community Planning & Development Services Finance	
	Provide incentives for legalizing existing non-conforming accessory dwelling units.	Housing	Community Planning & Development Services Finance	

APPENDIX A

INFRASTRUCTURE LENS

APPENDIX B

SUPPLEMENTARY MAPS

Transportation Lens

Daily Needs Lens

Likelihood of Redevelopment

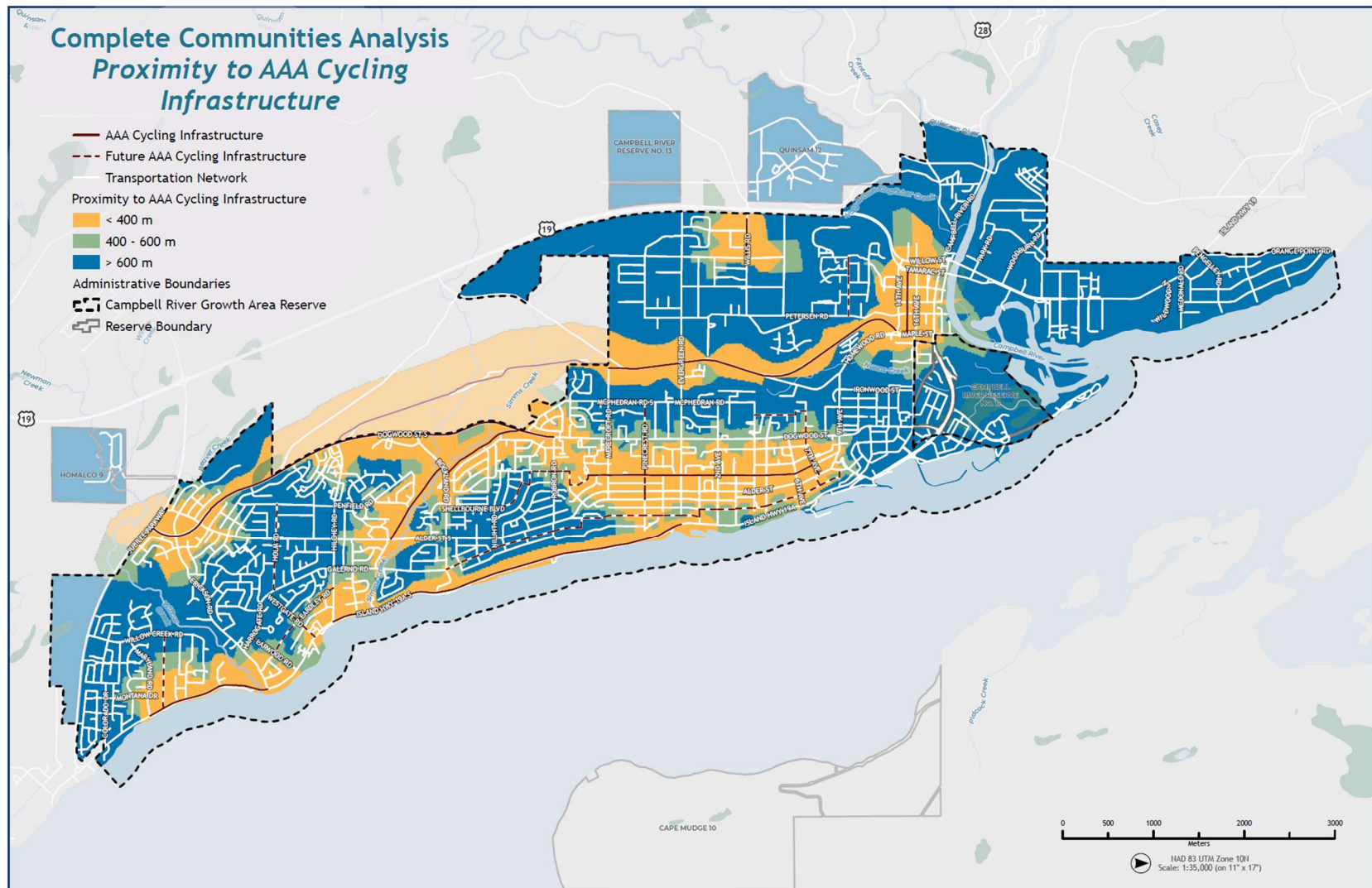


Figure B-1: Transportation - Proximity to AAA Cycling Infrastructure



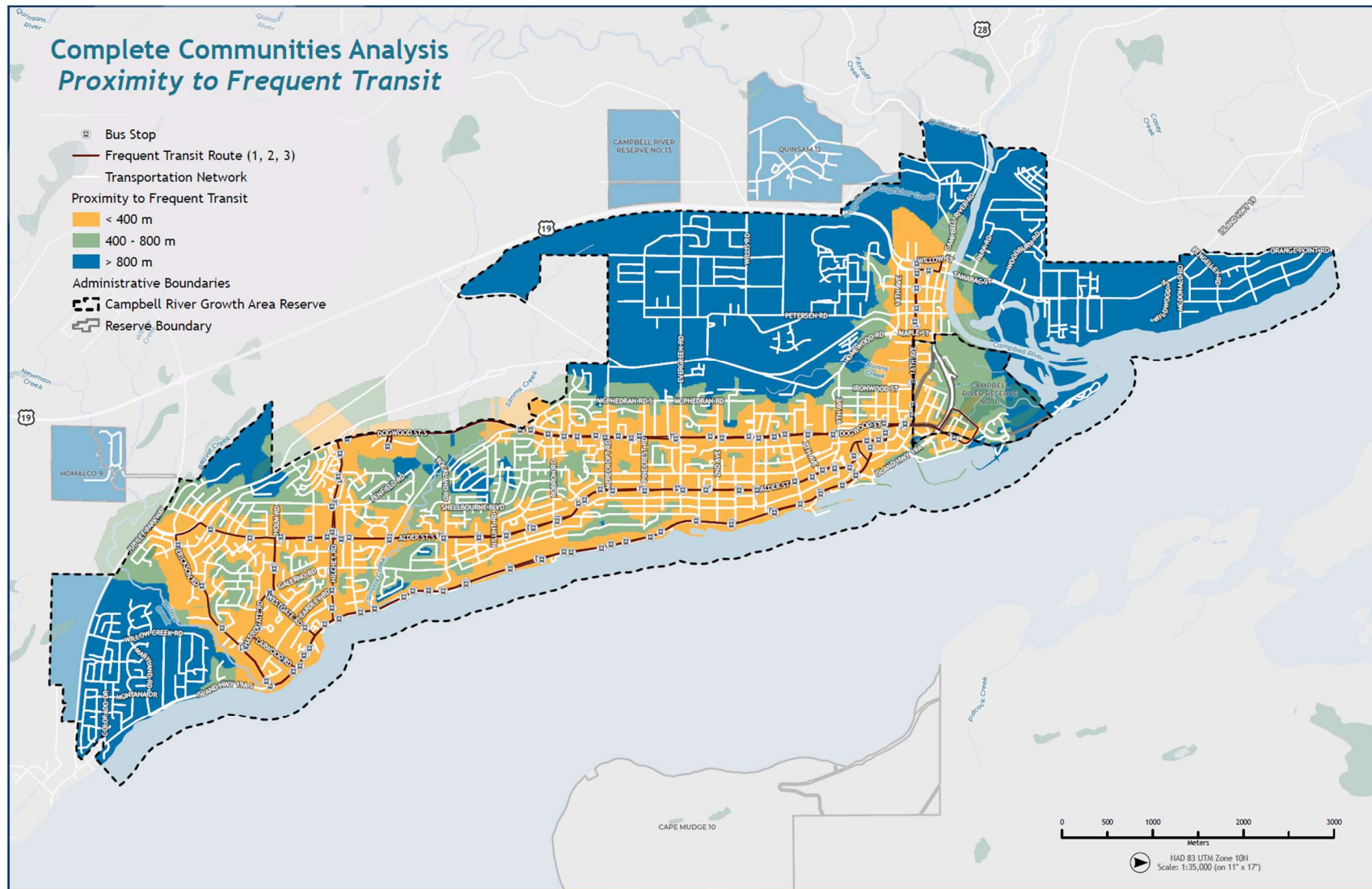


Figure B-3: Transportation - Proximity to Frequent Transit

CITY OF CAMPBELL RIVER
COMPLETE COMMUNITIES ASSESSMENT - APPENDIX B: SUPPLEMENTARY MAPS

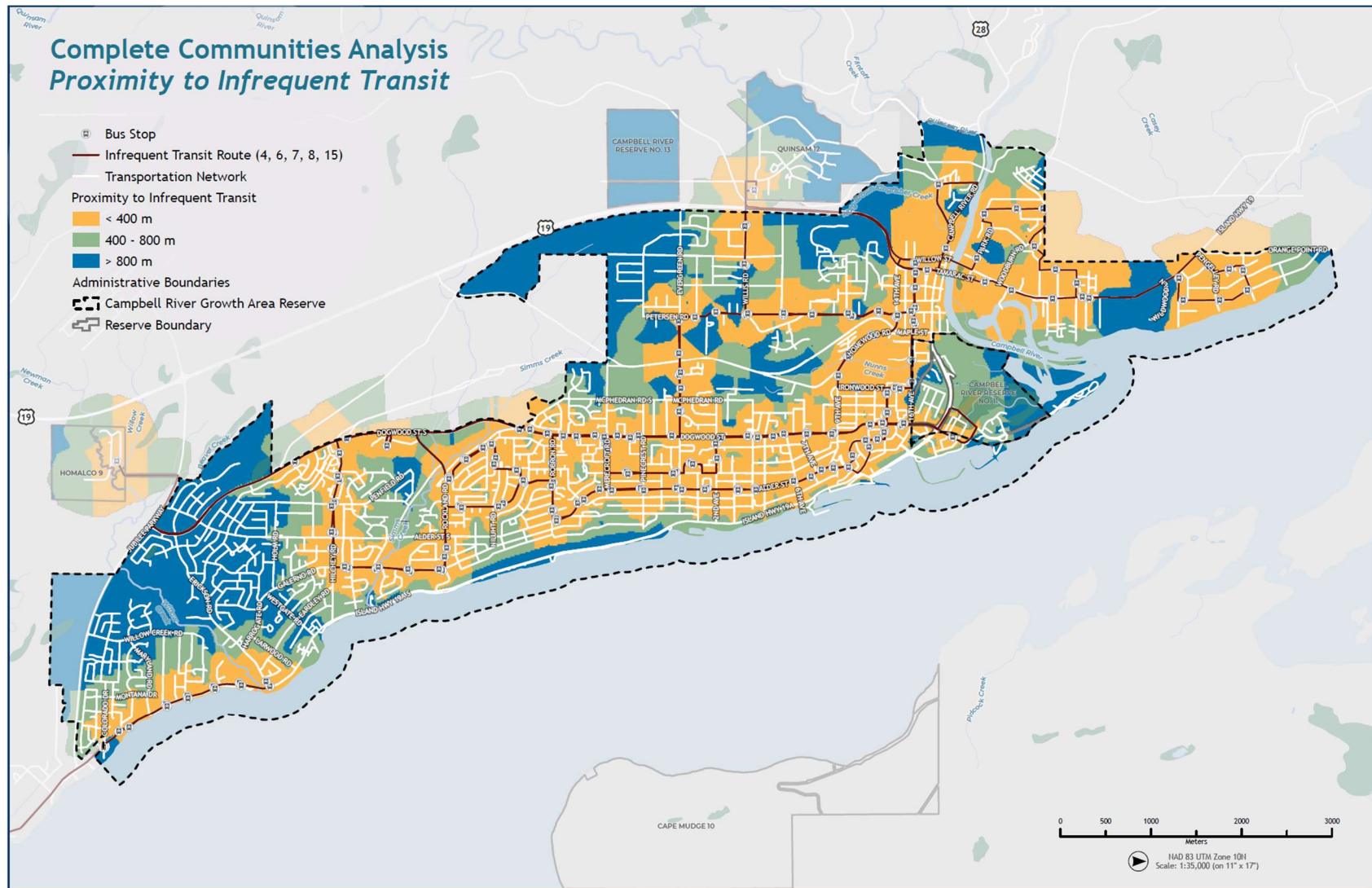


Figure B-4: Transportation - Proximity to Infrequent Transit

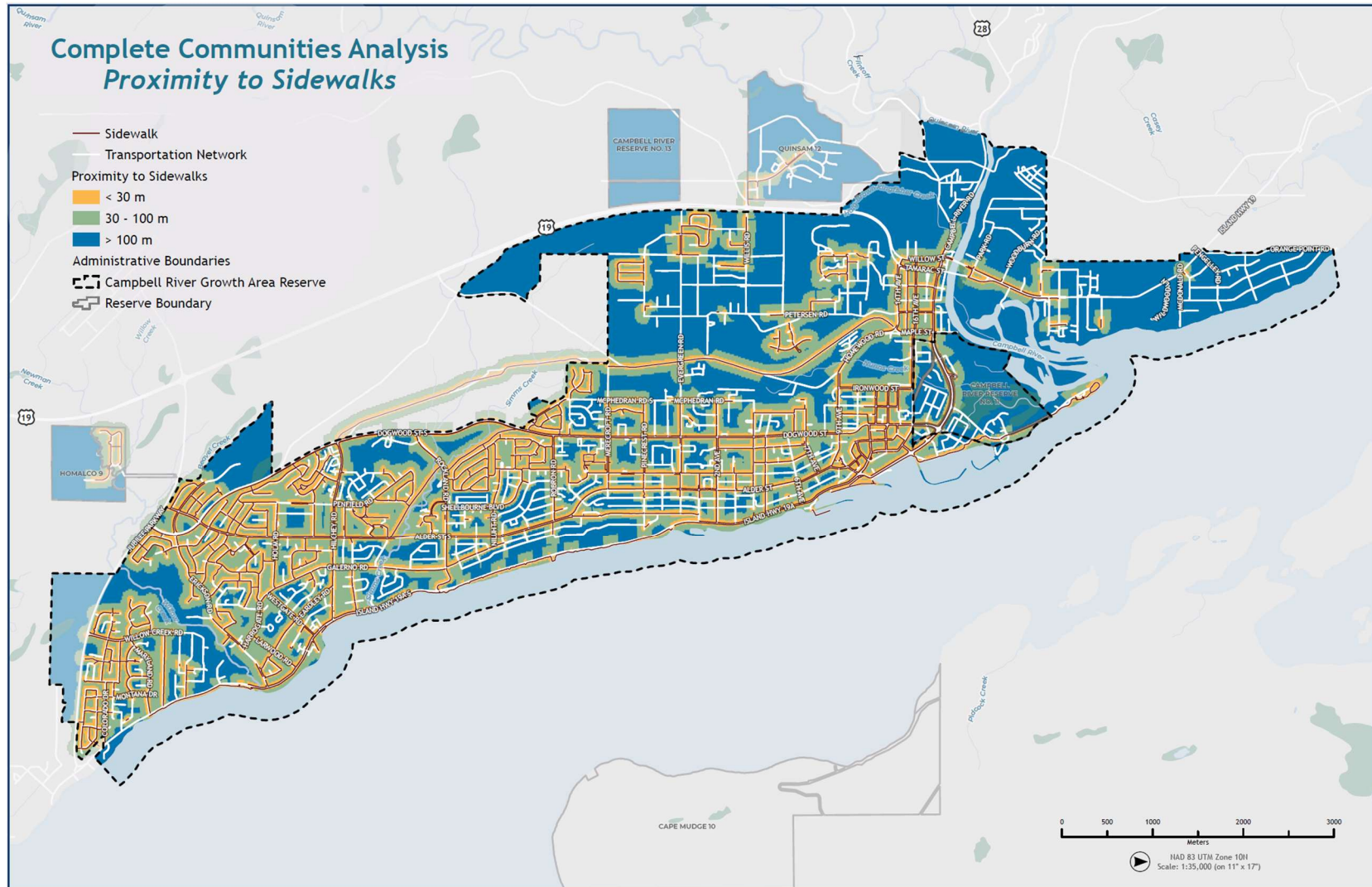


Figure B-5: Transportation - Proximity to Sidewalks





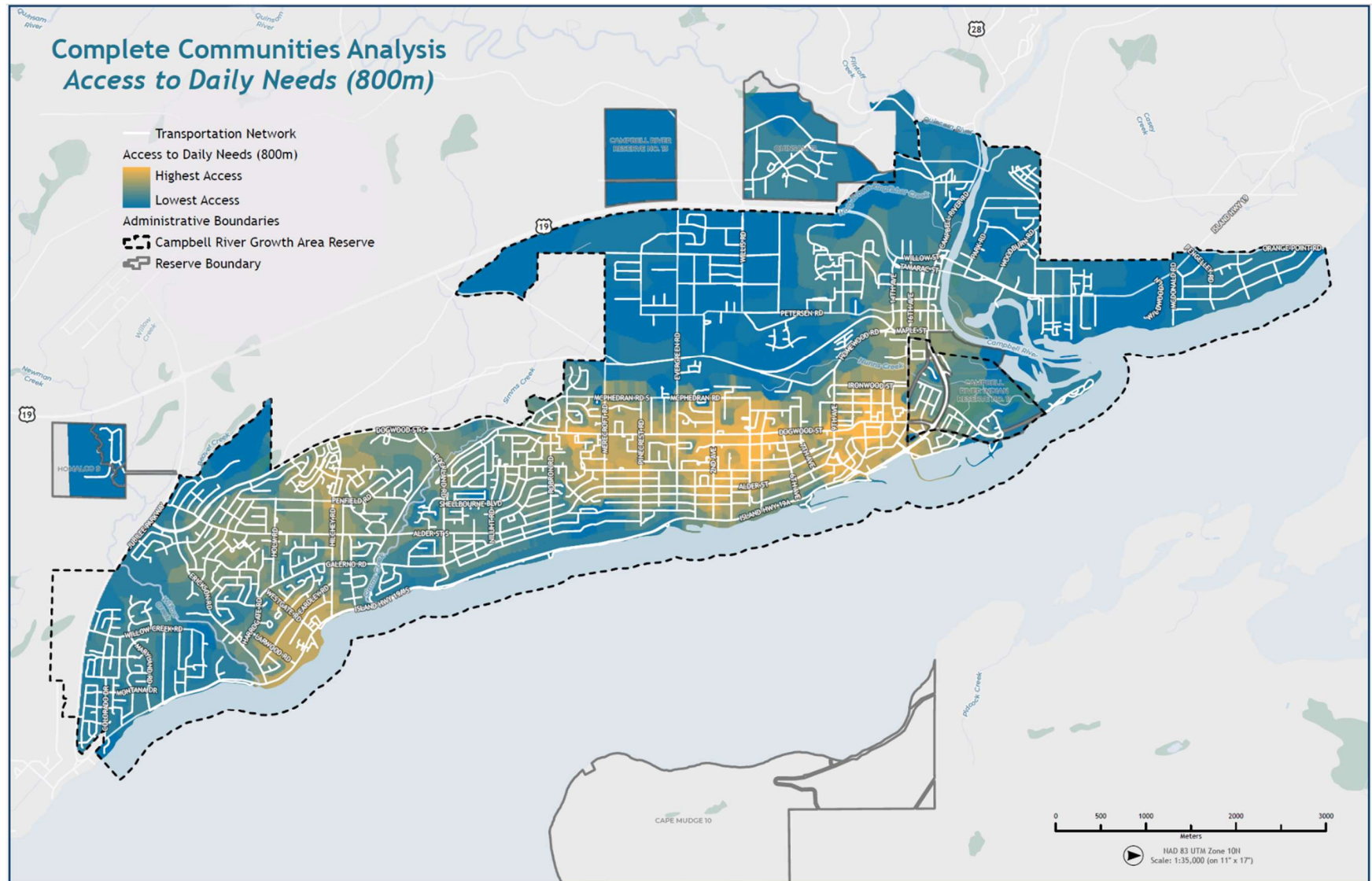


Figure B-8: Access to Daily Needs (800m)







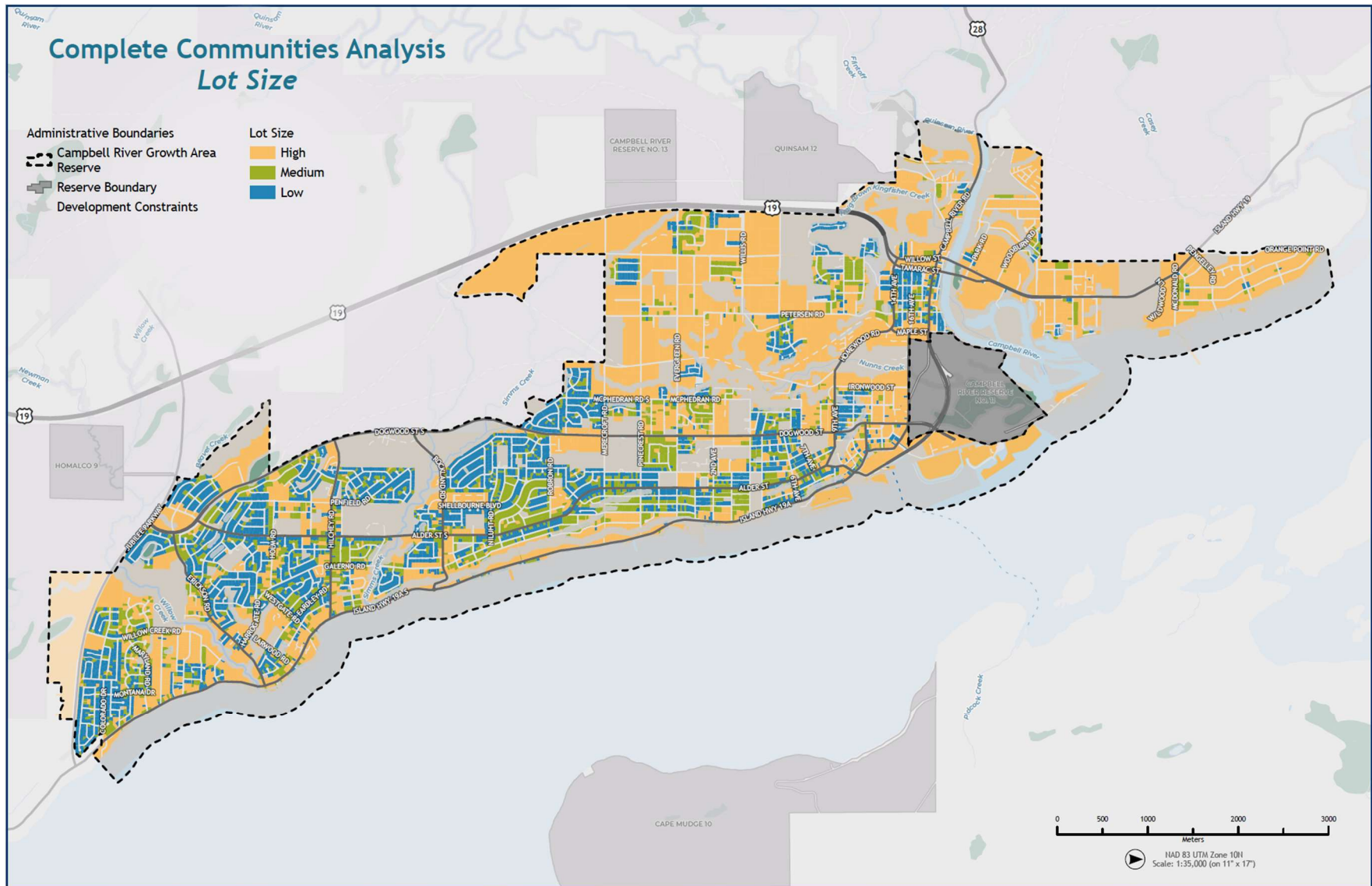


Figure B-1210: Likelihood of Redevelopment - Lot Size





APPENDIX C

GIS METHODOLOGY

DAILY NEEDS LENS METHODOLOGY

The daily needs data sources were provided from a variety of sources including, the BC Data Catalogue, Campbell River's own GIS data, Open Street Map, the BC Assessment Fabric use codes, Points of Interest, and supplemented by local knowledge from staff. Daily needs locations are generated as points on the map. An 800-metre walking distance was generated from each point based on the "walkshed network". To accurately assess a parcel's proximity to daily needs, a walkshed network that includes roads, sidewalks, and multi-use pathways was used to reflect real-world travel routes to individual parcels. The network excluded highways and arterial roads without sidewalks due to traffic-related safety concerns for pedestrians. The analysis was run along this network rather than on an "as-the-crow-flies" buffer, to better represent how people move through the city. The 800-metre walkshed was used as a proxy for identifying daily needs within a 10-to-15-minute walking distance of homes, as the average person can travel 800 metres in 10 minutes of walking. Walksheds were then grouped by a category of daily needs and were assigned a weight based on priority. A list of weightings for each of the daily needs category can be found in Table 1: Daily Needs. The weighted walksheds were converted to a 15x15 metre raster, which is a grid representation of the dataset. The weighted raster grids were overlaid, and all weighted scores were summed, resulting in a total daily needs composite score. The composite score summed each 15x15 metre cell and assigned a score from 0 to 17.5. Areas with higher scores indicate they are more accessible to daily needs, whereas areas with lower total scores indicate they are less accessible to daily needs.

TRANSPORTATION LENS METHODOLOGY

The transportation data sources were provided from a variety of sources including, BC Transit, Campbell River's own GIS data, and supplemented by local knowledge from staff.

Proximity to transit identifies areas within the city that are within a 10 to 15-minute walk of a transit stop. Transit is a primary alternative to vehicle trips in many communities when destinations are further than a reasonable walking and cycling distance. Ensuring proximity to transit stops provides options other than driving and creates better mobility equity through additional transportation methods. However, it should be noted that the proximity to transit does not necessarily focus on the quality of transit service. To support more nuanced conversations around transit access in the city, the transit analysis was divided into frequent transit and infrequent transit. Frequent transit routes include routes 1, 2, and 3; infrequent transit includes all other routes (4, 6, 7, 8, 15). This parameter was developed as walksheds of 400, 800, and >800m to transit stops utilizing the walkshed network established during the Daily Needs assessment.

Proximity to sidewalks refers to the walking distance to a sidewalk from a property. This parameter was developed as walksheds of 30, 100, and >100 metres to a sidewalk.

Proximity to cycling infrastructure refers to areas along the existing walkshed network that are within 400, 600, and >600m distance of a bicycle route. Not all cycling infrastructure is accessible to "all ages and abilities" (AAA). To better understand access to accessible cycling infrastructure in Campbell River, the network was divided into **AAA and non-AAA cycling infrastructure**. AAA

infrastructure includes cycling networks such as multi-use pathways and designated bike lanes that provide safe and accessible infrastructure to those of all ages and abilities.

Transportation network density refers to the density of the entire transportation network (roads, multi-use pathways, etc.) in each measurement area. The measurement area was represented by a hexagonal grid where each hexagon is 5 hectares.

Transportation access is measured using a composite of six criteria to create a transportation lens summary map. Table 2: Transportation shows the criteria and corresponding scoring approach. Areas within the city with a higher score indicate more accessible transportation options within a given distance (400, 800, and 1200m). Conversely, areas of the city with lower scores indicate areas with fewer and less frequent transportation options within a given area.

LIKELIHOOD OF REDEVELOPMENT LENS METHODOLOGY

The BC Assessment fabric and the Building Information Report provides all information required to analyze the likelihood of redevelopment for properties in Campbell River. The likelihood of redevelopment mapping shows the potential distribution of new development or redevelopment across the city. All parcels within the urban containment boundary were considered in the analysis. Further filtering was applied to exclude the lots with development constraints such as parks, steep slopes, riparian areas (30m setback from streams and waterbodies), ALR lands, and institutional lands (according to OCP). See the complete list of constraints below.

The likelihood of redevelopment analysis does not predict whether or when individual properties will be redeveloped; it identifies the properties with the highest probability of redevelopment based on specific criteria, including:

- Building age (as of December 2024).
- Improvement ratio: the parcel's improvement value to its total value. A lower ratio indicates that the building value makes up a smaller proportion of the total value of the parcel.
- Assessed improvement value per square metre: assessed value of the parcel per square metre from BC assessment fabric.
- Lot size: size of parcel in square metre: Lot sizes for residential, commercial or industrial parcels were given different parameters.
- Lot vacancy: whether the lot is vacant (see assumptions below for lot vacancy assumptions).

Each parcel was scored between 0-1 in each category; due to the data distribution, scoring ranges varied per category. The scores for each category are then summed to give each parcel an overall score ranging between 0 and 4. Each category was weighted equally for this analysis. Parcels with a score of 0 or 1 are deemed to have a low likelihood of redevelopment, while parcels with a score of 3 or 4 are deemed to have a high likelihood of redevelopment. Vacant lots were automatically assigned the maximum score of 4 (regardless of the scoring of the other categories).

GEOSPATIAL TABLES

TABLE 1: DAILY NEEDS

CATEGORY	WEIGHTING	COMMENT
Arts & Cultural Facilities	0.5	
Childcare	2	
Clinic / Hospital	1	
Elementary School	1.5	
Externally Operated Parks	1	Owned by BC Parks etc.
Grocery Store	2	
Library	1	
Middle School	1.5	
Neighbourhood Commercial	1	
Open Space	1	Trailheads, greenspace etc.
Parks (City)	1.5	Owned by the City of Campbell River
Pharmacy	1	
Postsecondary	0.5	
Recreation Facilities	1.5	
School Sites	0.5	Fields, playgrounds used after school hours
Secondary Gathering Sites	0.5	Legions, churches etc.
Secondary School	1.5	

TABLE 2: TRANSPORTATION

CATEGORY	SCORING	VALUE	UNIT	SCORING
Proximity to Frequent Transit	Low	>= 800	M	0
	Medium	400 - 800		0.25
	High	=< 400		0.5
Proximity to Infrequent Transit	Low	>= 800	M	0
	Medium	400 - 800		0.75
	High	=< 400		1.5
Proximity to AAA Cycling	Low	>= 600	M	0
	Medium	400 - 600		0.25
	High	=< 400		0.5
Proximity to Non-AAA Cycling	Low	>= 600	M	0
	Medium	400 - 600		0.75
	High	=< 400		1.5
Proximity to Sidewalks	Low	>= 100	M / M ²	0
	Medium	30 - 100		1.5
	High	=< 300		3
Transportation Network Density	Low	>= 100	Hectares (converted to Sq. M)	0
	Medium	100 - 300		1.5
	High	=< 300		3

TABLE 3: LIKELIHOOD OF REDEVELOPMENT

CATEGORY	SCORING	VALUE	UNIT	SCORING
Building Age	Low	=< 25	Years	0
	Medium	25 - 50		0.5
	High	>= 50		1
Lot Size (Residential or Commercial)	Low	=< 800	Sq. M	0
	Medium	800 - 1200		0.5
	High	>= 1200		1
Lot Size (Industrial)	Low	=< 2000	Sq. M	0
	Medium	2000 - 4000		0.5
	High	>= 4000		1
Improvement Ratio	Low	>= 1	%	0
	Medium	0.5 - 1		0.5
	High	=< 0.5		1
Assessed Land Value Per Sq. M	Low	>= 100 or < 1500	\$	0
	Medium	400 - <= 1500		0.5
	High	100 - 400		1
Parcel Vacancy	Vacant	0		0
	Not Vacant	1		Max Total Score

Assumptions:

- If a parcel does not have an improvement value or building age, then the parcel is vacant.
- Vacant parcels are automatically assigned the max total score.

Likelihood of Redevelopment Constraints:

- Parks
- Public Land
- Golf Courses
- Riparian Area (30 metre buffer)
- DPA Heron Nest
- 200 Year Floodplain
- ALR Lands
- Steep Slopes