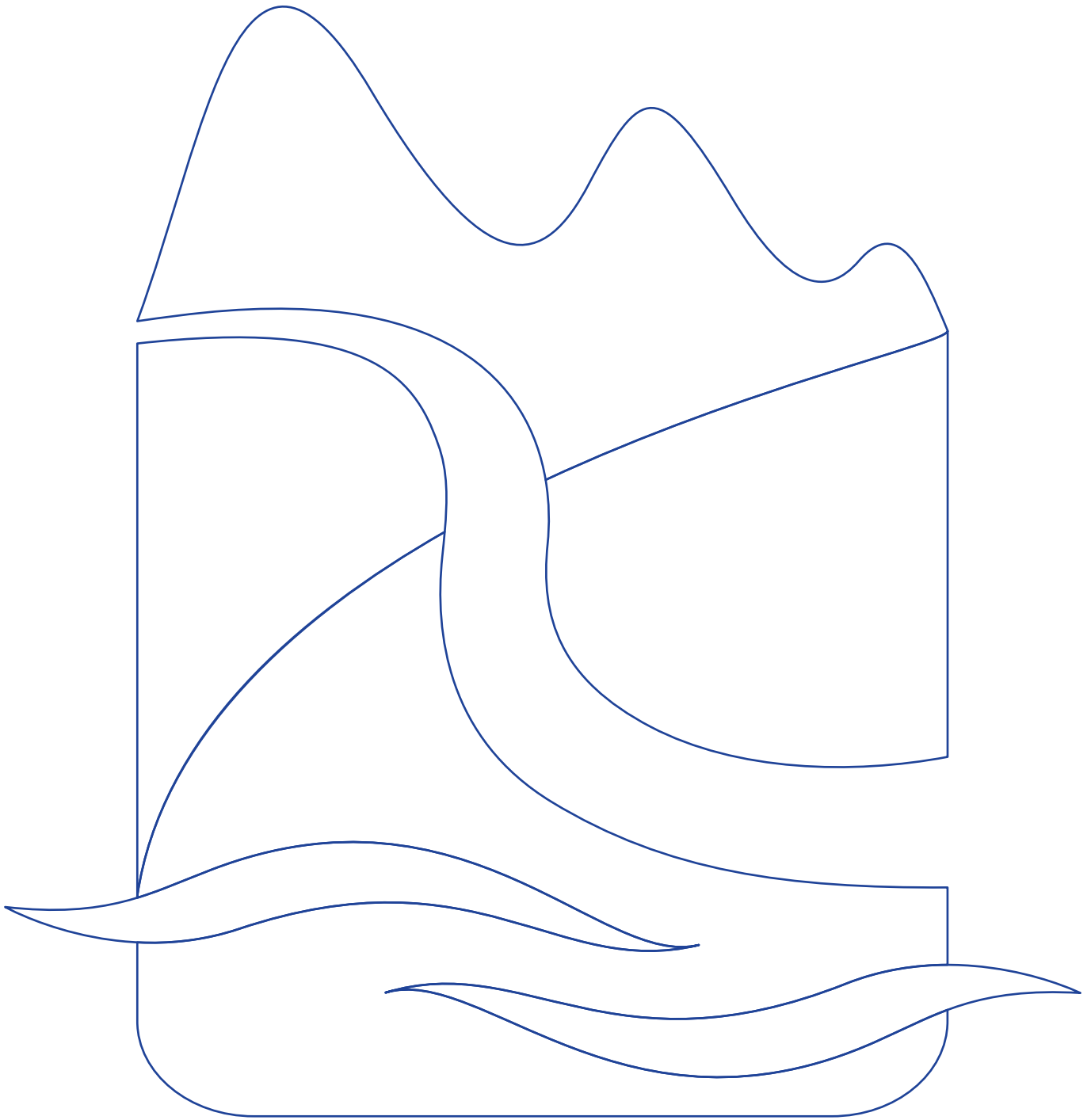




City of
Campbell
River



2014
ANNUAL REPORT



City of Campbell River

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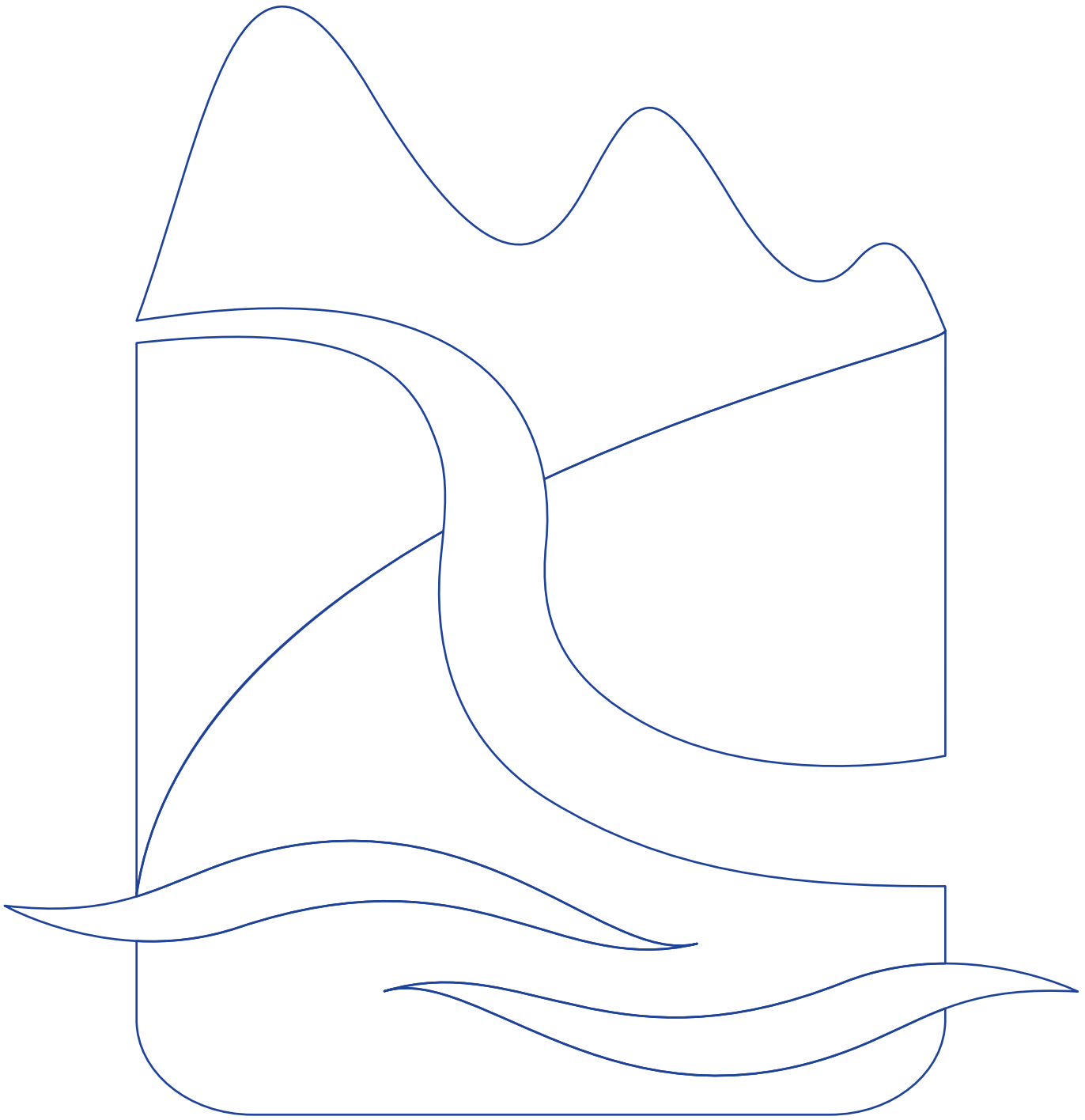
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Many thanks to Richard Buchan, Toni Falk and Tanya Wood for scenic photo contributions.





INTRODUCTION

City of Campbell River

MESSAGE FROM THE CITY

The City of Campbell River's 2014 Annual Report provides a comprehensive summary of City operations as well as a community overview that includes demographic statistics and community history.

The year 2014 saw more improved services, economic stimulus and infrastructure improvements in Campbell River. Read on for a review of City services, activities, awards, financial statements and taxation – and check out the 2014 awards and milestones.

Building, development and construction continued to boom in 2014 as the City processed 316 building permits valuing \$78 million and 72 development applications. Most notably, the 350,000 square foot hospital construction, \$1.1 billion John Hart generating station replacement project, completion of the four-storey Seymour Pacific office complex, the high-end Berwick By the Sea seniors living complex and construction of a downtown Comfort Inn. We also began processing a request to incorporate Quinsam Coal properties into the municipal boundary.

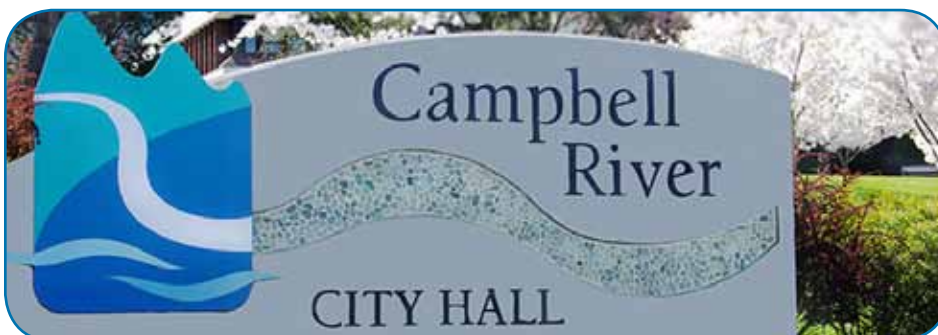
The City of Campbell River won a number of awards in 2014.

- The municipal airport was recognized for best practices and granted a Gold-Star as a Certified Friendly Airport.
- The Campbell River Fire Department won BC Hydro's Safety Award.
- The Development Services Department received an honourable mention by the Planning Institute of BC.
- Five members of the Campbell River RCMP detachment made the Alexis Team – members who have caught at least 10 impaired drivers throughout the year. The award is named after a young child killed by an impaired driver in BC.
- The website (www.campbellriver.ca) won an AVA Digital Award.
- The downtown St. Ann's revitalization project earned the City's second MarCom Gold Award.
- Both the Union of British Columbia Municipalities and the Community Energy Association recognized the City's environmental stewardship with the Climate Leadership Award and the Climate and Energy Action Award.

The City of Campbell River's commitment to environmental protection focuses on environmentally sensitive areas such as the Campbell River estuary, creeks and watersheds, wildlife trees (including bald eagle habitat), and the foreshore along the ocean. In 2014, the City continued to restore the marine waterfront using green shores techniques, completing another 75 metres of soft-shore works to prevent shoreline erosion and restore habitat with a natural beach slope.

The City adopted an Environmental Protection Bylaw and began the development of an Invasive Plant Management Plan and the next phase of an Urban Forest Management Plan. To reduce waste, the City partnered with Multi-Material BC to expand the range of items collected in the curbside recycling program – at the same time reducing garbage and recycling user fees by \$14 per household. Energy conservation projects also continued to be implemented at City facilities to reduce the City's greenhouse gas emissions and energy use, working toward our commitment to the BC Climate Action Charter.

In keeping with our caring community, the City supported the extreme weather shelter for homeless people and assisted in developing a new seniors centre. The City also provided a land donation to Habitat for Humanity and for the new Hospice House. Volunteer Campbell River continues to receive office space at no charge, and the City provided \$500,000 in community grants and approximately another \$566,000 in tax exemptions to non-profit organizations.



The City also continued to support the Campbellton Neighbourhood Association's initiatives with a grant from the Real Estate Foundation of BC to develop the Campbellton Action Plan in partnership with Vancouver Island University.

City of Campbell River

MESSAGE FROM THE CITY (CONTINUED)

In 2014, \$9 million in capital projects were undertaken, including starting the \$16.5 million water supply project – the largest City project ever. Many of these projects were funded by senior government grants, reducing the impact on local taxpayers.

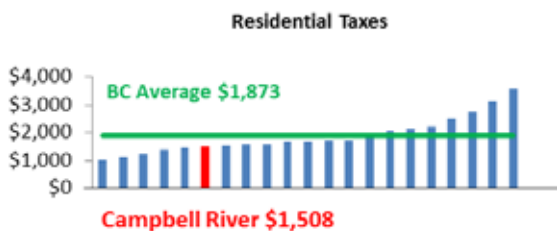
Key projects are:

- New water supply system including a new deep-water intake into John Hart Lake
- Upgraded water treatment facilities
- Improved airport lighting system for low-visibility conditions
- Expanded and improved wastewater treatment systems at the Norm Wood Environmental Centre
- New Tidemark Theatre seating and upgrades to the lobby area

To better understand and meet community needs, the City completed a review of recreation services (with generous community feedback – thank you!) and reorganized development services for improved customer service. The City also added eight new bus shelters, implemented a pre-authorized property tax payment system, added video surveillance in a number of public locations around the city and launched a series of promotional videos online.

The signing of a five-year contract with Canadian Union of Public Employees will help bring continued quality services in the coming years.

Providing value for money has been a driving force behind City finances, and capitalizing on efficiencies and prudent fiscal management have continued to yield positive financial results, with the City's financial health continuing to improve. (See statement of net financial assets.) Residential and business taxes continue to be below the provincial average.



On a representative home, municipalities between 15,000 to 50,000



To ensure a viable business sector, the City has a number of programs, including:

- grant program for façade improvement downtown (new in 2014)
- tax exemption on the value of new or improved construction downtown
- downtown infrastructure improvements
- collecting funds on behalf of two business improvement associations

In November 2014, the first four-year municipal elections were held in British Columbia. In Campbell River, electors voted in Mayor Andy Adams and six councillors: Charlie Cornfield, Michele Babchuk, Larry Samson, Ron Kerr, Marlene Wright and Colleen Evans.

Looking forward to 2015, the new Council approved this principal goal for their 2015-2018 Strategic Plan.

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.

We welcome your feedback on the annual report.

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

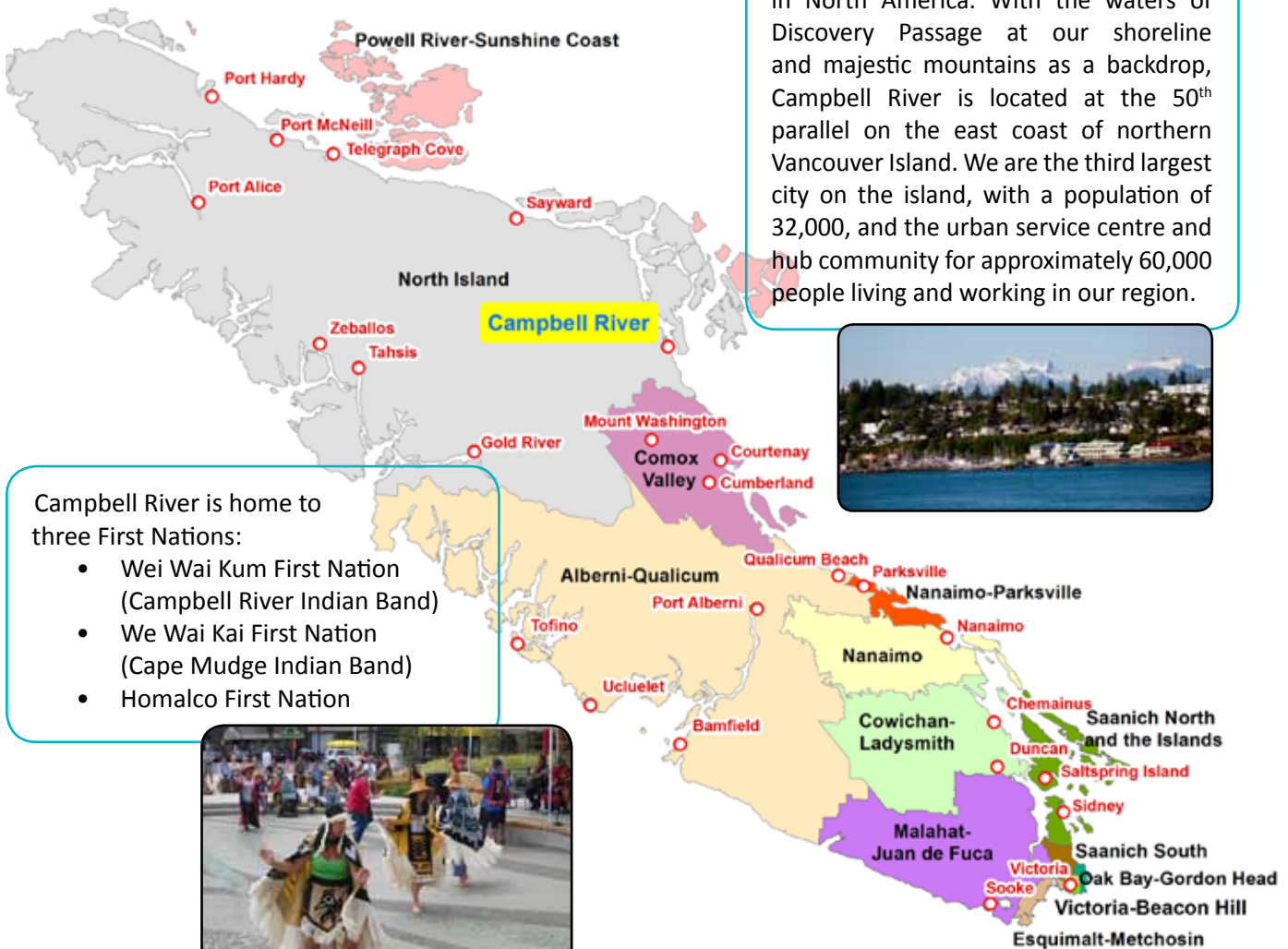
For online information about City of Campbell River services, programs and events, please see our website (www.campbellriver.ca).

Follow us on social media through our Facebook page, YouTube channel and LinkedIn.

City of Campbell River

HISTORICAL HIGHLIGHTS

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



Campbell River is home to three First Nations:

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



Incorporated as a Village in 1947 and later designated a Municipal District, Campbell River became a City in 2005.

In 1948, the Elk Falls John Hart Dam hydro development project changed the landscape of Campbell River, enabling the growing community to prosper.

In 1958, a national heritage event “rocked” Campbell River. 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 man-made explosion.

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



Photograph by R.E. Olsen



City of Campbell River

HISTORICAL HIGHLIGHTS (CONTINUED)



Campbell River Airport



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

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



DEMOGRAPHICS

Selected Census Characteristics	
Campbell River	
Characteristics	2011 Census Data
Total population in private households by citizenship	30,725
Canadian citizens	30,075
Canadian citizens aged under 18	6,135
Canadian citizens aged 18 and over	23,940
Not Canadian citizens	650
Labour Force (15+years)	15,810
Employed	14,365
Unemployed	1,440
Participation rate (ppt.=percentage points)	61.5%
Employment rate	55.9%
Unemployment rate	9.1%
Total Population 25 to 64 years by education	17,220
No certificate, diploma, or degree	2,270
High school certificate or equivalent	5,090
Post-secondary certificate, diploma or degree	9,855
Apprenticeship/trades certificate or diploma	3,015
College, CEGEP or other certificate or diploma	4,140
Certificate or diploma below bachelor level	590
University certificate, diploma or degree	2,100
Bachelor's degree	1,365
Certificate diploma or degree above bachelor	735
Median Income (2010)	28,329
Males	39,201
Females	21,537
Median Family Income of economic families (2010)	69,484
Dwellings	13,425
Owned	9,975
Rented	3,450

2011 Census Profiles can be found at www12.statcan.gc.ca

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

<[10](http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=5924034&Data=Count&SearchText=CAMPBELL%20RIVER&SearchType=Begins&SearchPR=01&A1=All&B1=All&Custom=&TABID=></p>
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CORPORATE VISION, VALUES, MISSION, ELECTED OFFICIALS & STRATEGIC PRIORITIES

City of Campbell River

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.

Mission

The City of Campbell River Mayor and Council developed a corporate mission, vision and values in 2009.

The City of Campbell River mission statement describes the fundamental purpose of the organization.

Corporate Mission Statement

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

Vision

The City of Campbell River’s corporate vision statement describes what the organization intends to become and achieve in the future.

Corporate Vision Statement

The Corporation of the City of Campbell River is:

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

Values

Values are beliefs that are shared by the members of the organization and reflect the City of Campbell River’s organizational culture.

Corporate Values

Communication

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

Ethics

Integrity, honesty and professionalism are valued.

Empowerment

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

Teamwork

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

Respect

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

Professionalism

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

Safe and Healthy Workplace

A safe and healthy workplace is promoted and supported.

City of Campbell River

ELECTED OFFICIALS



MAYOR	WALTER JAKEWAY
COUNCILLOR	LARRY SAMSON
COUNCILLOR	CLAIRE MOGLOVE
COUNCILLOR	RYAN MENNIE
COUNCILLOR	ANDREW ADAMS
COUNCILLOR	MARY STORRY
COUNCILLOR	RON KERR

City of Campbell River

COUNCIL APPOINTMENTS

Council Standing Committees

Committee of the Whole (a.k.a. Strategic Committee) All members of Council

Council Select Committees

Parcel Tax Roll Review Panel Councillors Adams, Storry & Mennie
Governance Review Select Committee Mayor Jakeway, Councillors Moglove & Samson

External Boards, Commissions & Committees:

Strathcona Regional District Board (to Dec 31-2013) Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Strathcona Regional District Board Alternates (to Dec 31-2013) Councillors Mennie & Adams
Comox-Strathcona Regional Hospital District Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Comox-Strathcona Regional Solid Waste District Mayor Jakeway, Councillors Storry, Kerr, Moglove & Samson
Strathcona Gardens Commission Councillors Adams, Samson & Kerr
Vancouver Island Regional Library Board Councillor Kerr
School Board/City Joint Liaison Committee Mayor Jakeway, Councillors Mennie & Storry

City Commissions & Corporations:

Campbell River Economic Development Corporation: Rivercorp (non-voting) Councillors Mennie & Moglove
Advisory Planning & Environment Commission Councillors Adams, Mennie & Moglove
Community Services, Recreation & Culture Commission Councillors Kerr, Samson & Storry

Internal Committees and Task Forces (non-voting liaison appointments):

Community Partnership Committee Councillor Samson & Storry

External Organizations (non-voting liaison appointments):

BC Hydro Liaison Committee Mayor Jakeway & Councillor Adams
Campbell River Creative Industries Council Councillor Adams
Campbell River Twinning Society Councillor Adams
Campbellton Business Organization Councillor Kerr
Campbell River & District Chamber of Commerce Mayor Jakeway
Campbell River & District Museum Archives Society's Board of Trustees Councillor Kerr
Community Homelessness Coalition Mayor Jakeway
Heart of the City Business Improvement Organization Councillor Moglove
Pier Street Business Organization Councillor Adams
Success by 6 Community Council of Partners Councillor Mennie
Willow Point Business Improvement Organization Councillor Samson
Mid Island Forest Lands Advisory Group (MIFLAG) Councillor Kerr

Councillors' Portfolios:

Finance Councillor Adams
Culture & Heritage; First Nations; Tourism Councillor Kerr
Public Safety; School Board/City Liaison: Youth Councillor Mennie
Economic Development Councillor Moglove
Community Planning; Recreation/Parks; Environment Councillor Samson
Public Works & Transportation; Seniors Councillor Storry

City of Campbell River

DECEMBER 2014 NEWLY-ELECTED OFFICIALS



MAYOR	ANDY ADAMS
COUNCILLOR	COLLEEN EVANS
COUNCILLOR	MARLENE WRIGHT
COUNCILLOR	RON KERR
COUNCILLOR	LARRY SAMSON
COUNCILLOR	MICHELE BABCHUK
COUNCILLOR	CHARLIE CORNFIELD

City of Campbell River

NEW 2014 COUNCIL APPOINTMENTS

Council Standing Committees

Committee of the Whole
Finance Committee

All members of Council
All members of Council

Council Select Committees

Parcel Tax Roll Review Panel
Governance Review Select Committee

Councillors Wright, Evans & Cornfield
Mayor Adams, Councillors Samson & Kerr

External Boards, Commissions & Committees:

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

City Commissions & Corporations:

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

Internal Committees and Task Forces (non-voting liaison appointments):

Community Partnership Committee Councillor Babchuk & Wright
Proposed Forestry Task Force Councillor Cornfield
Proposed Development Advisory Task Force Mayor Adams & Councillor Evans
Proposed Public Waterfront 3.5 Acre site Task Force Mayor Adams & Councillor Wright

External Organizations (non-voting liaison appointments):

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

Councillors' Portfolios:

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

*number in brackets () indicates number of votes

** Alternates will serve on a rotating basis

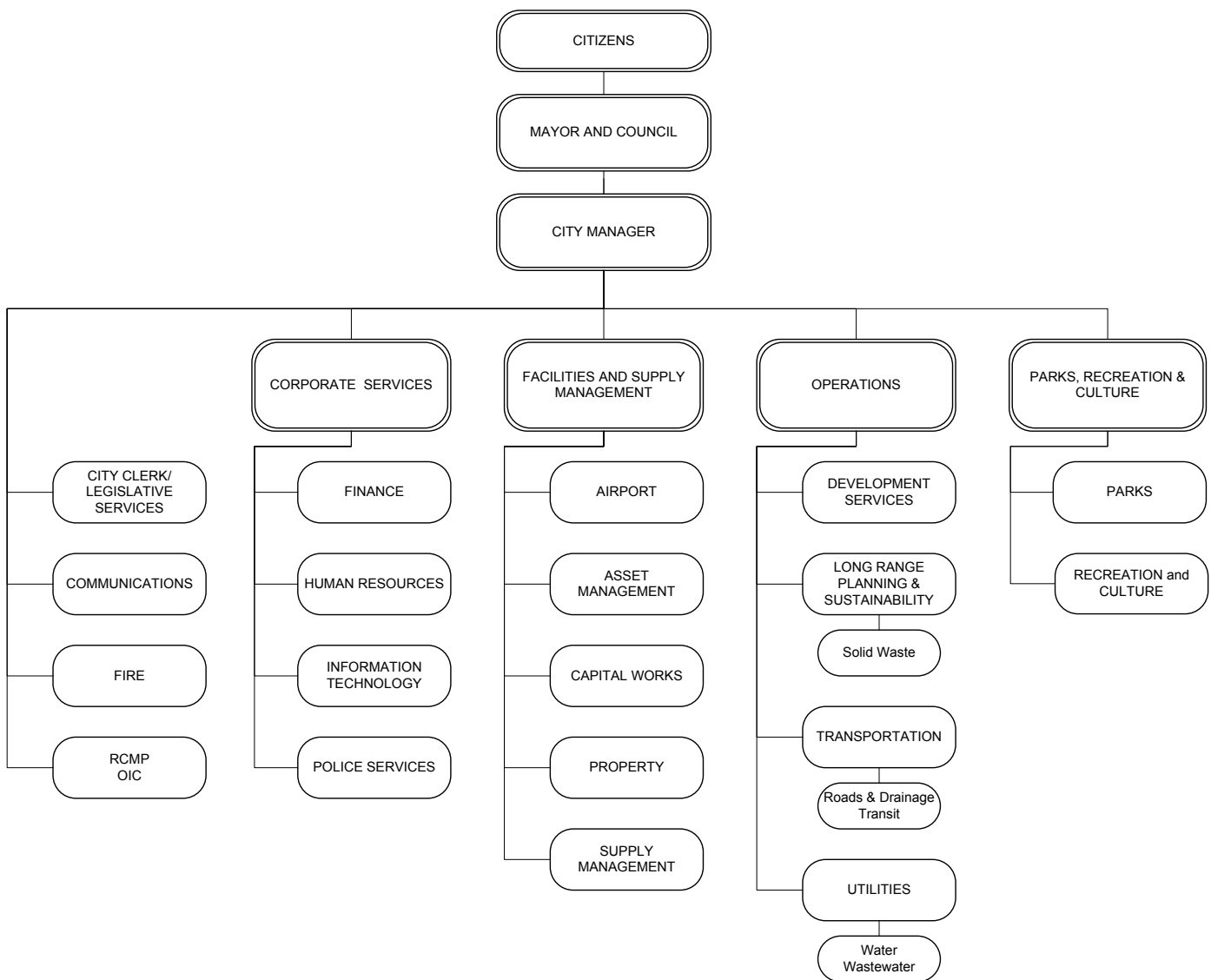
- ➔ Identify options, alternatives and policies to expand the assessment tax base
- ➔ Identify incentives for growth and sustainability
- ➔ Review boundary restructure options
- ➔ Plan for continued downtown revitalization
- ➔ Plan for replacement of aging infrastructure
- ➔ Improve and develop parks and trails and assess recreational amenity requirements
- ➔ Review Council policies and procedures
- ➔ Develop a staff recruitment, retention and succession planning strategy



DEPARTMENTAL REVIEWS

City of Campbell River

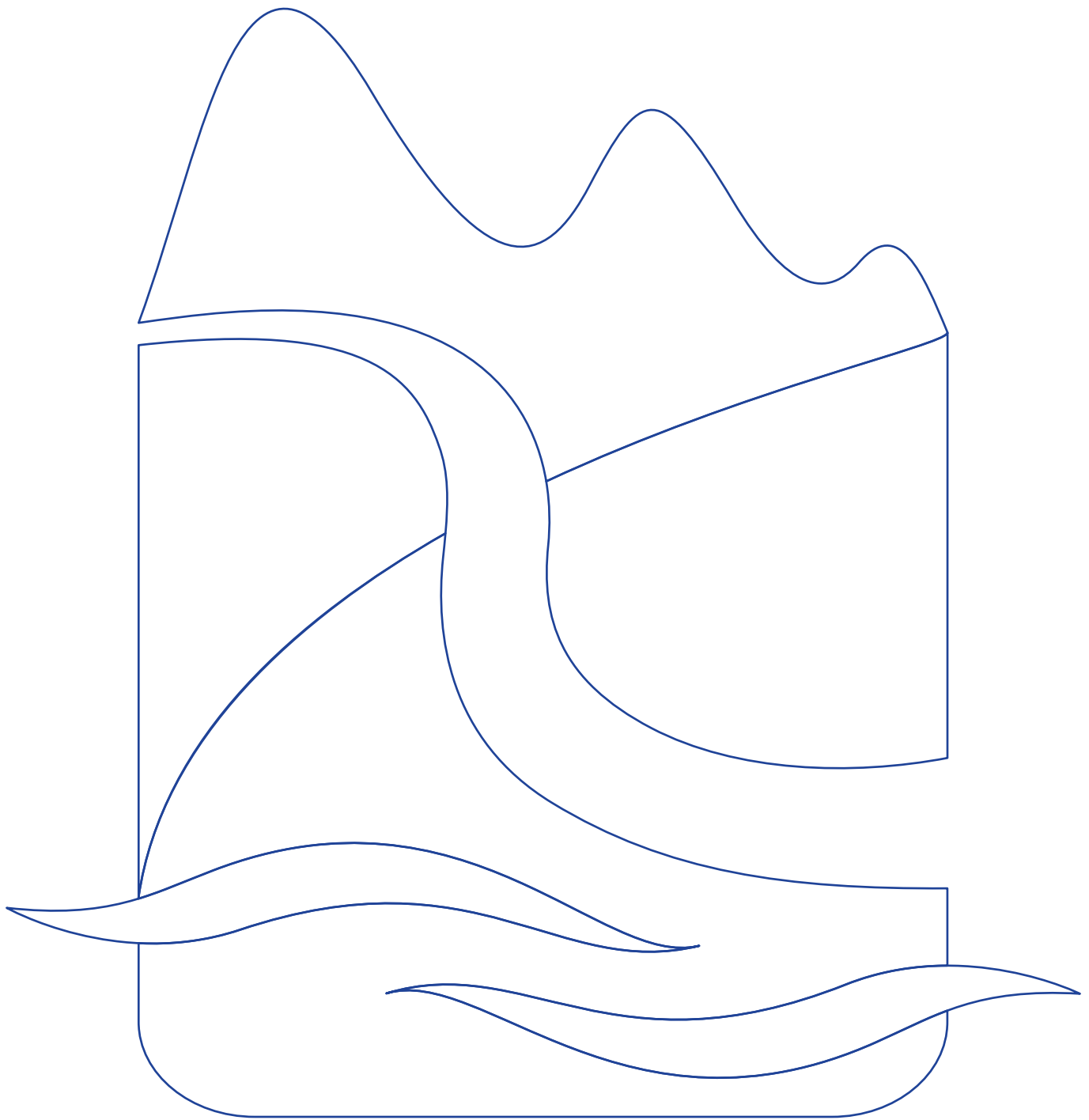
ORGANIZATION CHART



City of Campbell River

DEPARTMENT HEADS

City Manager (Chief Administrative Officer).....	Andy Laidlaw
Deputy City Manager and General Manager, Operations.....	Ron Neufeld
General Manager, Corporate Services.....	Ron Bowles
General Manager, Facilities and Supply Management.....	Dave Morris
General Manager, Parks, Recreation and Culture.....	Ross Milnthorp
City Clerk.....	Peter Wipper
Fire Chief.....	Ian Baikie
RCMP Inspector.....	Jeff Preston
RCMP Municipal Manager.....	Carrie Jacobs
Airport Manager.....	Tyler Masee
Capital Works Manager.....	Jason Hartley
Development Services Manager.....	Vacant
Finance Manager.....	Myriah Foort
Human Resources Manager.....	Colleen Tillapaugh
Information Technology Manager.....	Warren Kalyn
Long Range Planning and Sustainability Manager.....	Amber Zirnhelt
Property Manager.....	Elle Brovold
Recreation and Culture Manager.....	Lynn Wark
Transportation Manager.....	Drew Hadfield
Utilities Manager.....	Jennifer Peters



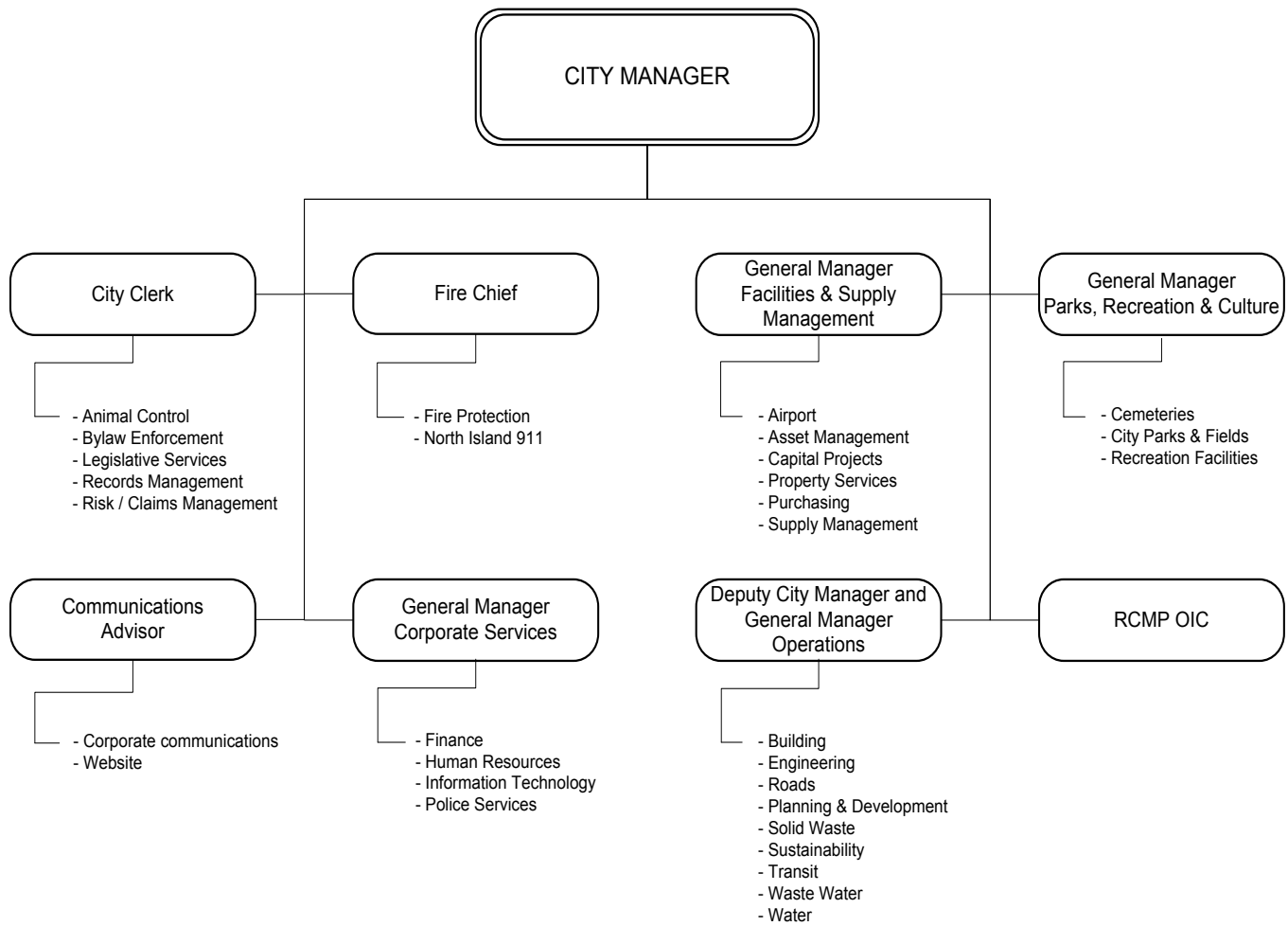


City Manager

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

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

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER



Legislative Services & Bylaw Enforcement

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

Legislative Services

- City Hall reception and switchboard
- Preparation, administration, maintenance and execution of official City records
- Agendas, minutes and action reports
- Bylaws

- Contracts and agreements
- Policies and procedures
- Corporate records management and access to information
- Commission/committee staff support

Bylaw Enforcement/Animal Control

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

Risk Claims Management

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

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER (CONTINUED)

2014 Highlights

- ✓ Conducted the 2014 General Election
- ✓ Provided legislative and administrative services to the City's commissions and committees
- ✓ Drafted and implemented regulatory bylaw amendments
- ✓ Assisted various departments with the preparation of bylaws and legal agreements
- ✓ Created digital database of historical council minutes 1947-2015
- ✓ Phase 1 evaluation and recommendations for the City's corporate records management system
- ✓ Hired a contractor to enforce parking regulations within the downtown core
- ✓ Quarterly liability claim reporting to City Council
- ✓ Administered various legal claim files

2015-2016 Objectives

- ❖ Implement paperless agendas for senior management and council
- ❖ Ongoing revision/improvements to regulatory bylaws
- ❖ Ongoing preparation of new policies and agreements as identified
- ❖ Provide ongoing support for Council's commissions and committees
- ❖ Assist the Mayor's office with the creation and support of three new task forces
- ❖ Phase 2 evaluation and recommendations for the City's corporate records management system
- ❖ Recruit second bylaw enforcement officer
- ❖ Implement new vacant building regulations
- ❖ Update the Regional District contract for animal control in Area D
- ❖ Renew the City's five-year property equipment break down and fidelity insurance brokerage agreement

Communications Department

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

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

2014 Highlights

- ✓ Proposed boundary extension public information
- ✓ Monthly community polling on website
- ✓ Emergency notification banner on website
- ✓ Social media policy approved
- ✓ First four online promotional videos launched
- ✓ Earthquake-evacuation preparedness information

2015-2016 Objectives

- ❖ Launch last of the series online promotional videos
- ❖ Crisis Communications team training
- ❖ E-newsletter for community
- ❖ Plan for information sharing through screens in facilities, on-hold messages
- ❖ Review and update advertising policy
- ❖ Downtown Revitalization video

Fire Department

The Fire Department strives to deliver quality services in a fiscally responsible manner to citizens of Campbell River and under contract with the three local First Nation communities and the area south of Campbell River in the Strathcona Regional District. Service delivery is supported through a well-established safety and training program.

Services provided:

- Fire suppression; vehicle extrication; hazardous material mitigation; environmental protection; confined space rescue, technical rope rescue, structural collapse rescue and pre-hospital medical emergency care
- Fire inspections of multi-residential, public assembly, industrial and commercial properties; promotion of compliance to the Provincial Fire and Building Codes and local Municipal Bylaws
- Public education and awareness
- Dispatching of 51 fire departments through a cost-sharing contract with the North Island 911 Corporation

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CITY MANAGER (CONTINUED)

2014 Highlights

- ✓ Ten dispatchers evaluated and confirmed to meet or exceed the professional requirements listed by the National Fire Protection Association Standard 1061 “Professional Qualifications for Public Safety Telecommunicators”
- ✓ Contract for 100-foot ladder truck awarded with delivery anticipated early July 2015
- ✓ Fire Service Plan drafted and in review by Council for adoption in 2015
- ✓ Comprehensive performance measures system in place for response and prevention activities
- ✓ Awarded BC Hydro Community Safety Award for Training
- ✓ City Confined Space Rescue Plan completed
- ✓ BC Construction Safety Alliance approved increase from two to four funded instructors for Technical High Angle Rope Rescue Program (THARRP)
- ✓ Nine members certified to Technical High Angle Tower Crane Rescue
- ✓ 15 auxiliary members trained to hazmat operations by the International Association of Firefighters Canadian Hazmat and Chemical Biological Radioactive Nuclear Training Initiative with funding from Public Safety Canada.
- ✓ Hosted Wildland Structural Protection Program Workshop funded by Emergency Management BC

2015-2016 Objectives

- ❖ Council approval of Fire Services Plan
- ❖ Acquire property for relocation of No. 1 Fire Hall
- ❖ Implement new records management system
- ❖ Implement bar code system for asset management
- ❖ Provide Leadership Insights training to City staff
- ❖ Assist with online Material Safety Data Sheet system implementation
- ❖ Train and certify staff to National Fire Protection Association Aerial Operations Standard.
- ❖ Auxiliary recruitment to maintain membership at No. 1 & No. 2 halls
- ❖ Negotiate and sign mutual aid agreement with all Strathcona Regional District fire departments
- ❖ Take delivery of 100-foot ladder truck aerial apparatus
- ❖ Update Fire Services Bylaw





Corporate Services

Led by the General Manager, the Corporate Services division consists of the following departments:

- Finance
- Human Resources
- Information Technology
- Police Services

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES

Finance Department

The core services provided by the Finance Department are:

- Financial reporting
- Financial planning and budgeting
- Investments
- Debt management
- Grant management
- Tangible capital assets
- Property taxes levy and collection
- Utility billing
- Accounts receivable
- Accounts payable
- Payroll

2014 Highlights

- ✓ Continued with improvements to the annual budgeting cycle and worked with the newly elected Council to deliver the five-year Financial Plan early in 2015
- ✓ Implemented a new pre-authorized withdrawal system for monthly payment of property taxes
- ✓ Continued improvement on the general ledger structure to streamline invoice coding and financial reporting
- ✓ Ongoing review of policies and procedures to strengthen controls, efficiencies and financial reporting, with a particular focus on controls around purchasing
- ✓ Regular financial reporting to management and council during 2014
- ✓ Met all statutory Ministry deadlines for financial reporting

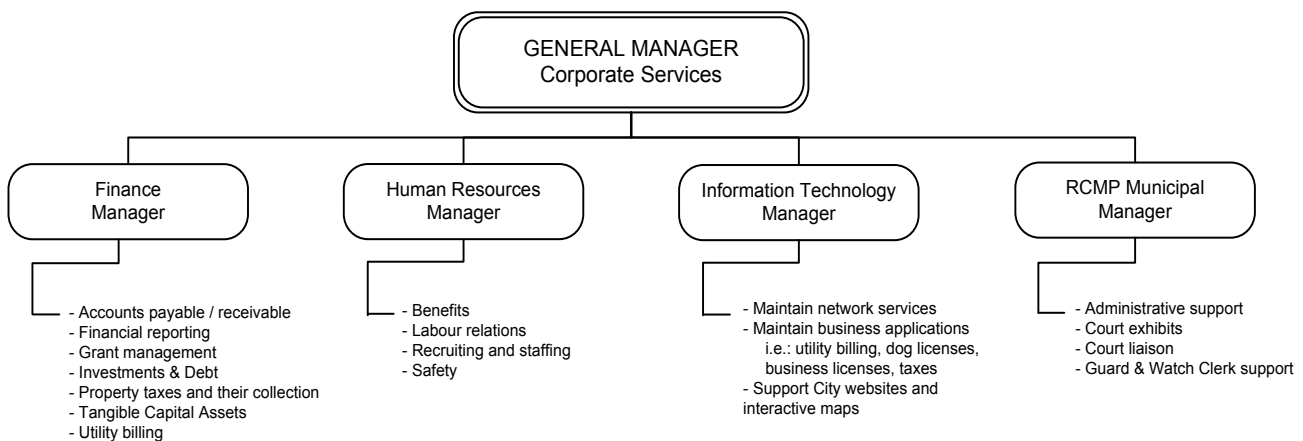
2015-2016 Objectives

- ❖ Implementation of electronic funds transfer system for payment of suppliers and contractors
- ❖ Implementation of electronic remittance of payroll source deductions and GST/PST
- ❖ Reserve restructuring and analysis to ensure reserve levels and structure are appropriate
- ❖ Develop a 10-year capital plan for financial planning
- ❖ Manage cash flows and debt levels with significant capital projects including, water supply system

Human Resources

The Human Resources Department is responsible for providing a variety of services, including:

- Workforce planning, including staffing and recruitment, to meet current and anticipated workforce needs
- Maintaining effective relationships between the organization and its employees including the collective bargaining process and union relations
- Ensuring competitive alignment and internal equity of employee benefits and compensation
- Facilitation of training and development opportunities to meet current and future organization needs
- Continuous focus on occupational health and safety



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES (CONTINUED)

2014 Highlights

- ✓ Workforce planning efforts resulted in filling vacancies with 20 movements internally and 30 new permanent staff
- ✓ Successful negotiation of a five-year CUPE collective agreement
- ✓ Successful delivery of BCMSA Supervisor Safety Certification program
- ✓ Completion of leadership development program
- ✓ Preparation and implementation of new HR Information System

2015-2016 Objectives

- Collaborate actively with all City departments to optimize organizational structure and performance
- Successfully negotiate renewal of IAFF collective agreement (expires Dec. 31, 2015)
- Utilize HRIS technology to improve efficiency and enhance value-added service
- Develop corporate and department plans to address issues identified in the HR department review
- Continue to enhance workplace health & safety program, utilizing Certification of Recognition (COR) framework and implementation of audit recommendations

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 the major business applications operational to meet City's business requirements
- Keep current with new technology and implement to improve efficiency and cost-reduction
- Supports City websites and interactive maps

2014 Highlights

- ✓ Replaced telephone systems at City Hall, Community Centre and No. 1 Fire Hall
- ✓ Completed report on energy cost reduction contributed by virtualization strategy

- ✓ Upgraded Tempest property management application for pre-authorized withdrawals (PAWS)
- ✓ Provided technical support and infrastructure during 2014 Municipal Election
- ✓ Upgraded Vadim financial system with Explorer and Open modules
- ✓ Completed agreement for SHAW Go WiFi implementation in City facilities
- ✓ Purchased Human Resources Information System (InfoHR)
- ✓ Implemented new network storage array hardware
- ✓ Completed Phase 1 of SCADA network upgrade
- ✓ Corrected existing GIS parcel data
- ✓ Completed integration of Cartegraph into fleet and fuel management
- ✓ Integrated Building Permit Database with GIS and made available on the web
- ✓ Implemented 3D GIS software
- ✓ Implemented new GIS licensing strategy allowing more staff to access GIS tools
- ✓ Acquired 10 – 12 km² LiDAR data enhancing GIS base data
- ✓ Re-designed GIS data storage structure to allow for easier, quicker access

2015-2016 Objectives

- ❖ Replace internet gateway
- ❖ Complete agreement for access to City infrastructure for TELUS Mini-Cell rollout
- ❖ Implement new phone system at Sportsplex
- ❖ Expand virtualization of server environment
- ❖ Relocate Water department
- ❖ Replace Citrix with VM View
- ❖ Complete Mobility Request for Proposal (RFP)
- ❖ Complete CLASS replacement RFP
- ❖ Implement Mobile Device Management solution
- ❖ Implement Council paperless agendas
- ❖ Complete implementation of Human Resources Information System (InfoHR)
- ❖ Implement new Tempest Business Licensing module
- ❖ Complete Public Sector Accounting Board statement of assets
- ❖ Complete documentation of Standard Operating Procedures for all GIS Functions

DEPARTMENTAL GOALS & OBJECTIVES — CORPORATE SERVICES (CONTINUED)

- ❖ Implement citizen engagement mobile application
- ❖ Establish Data Sharing Policy
- ❖ Complete Cartegraph, Vadim and Tempest application data integration and collaboration

Police Services

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

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

2014 Highlights

- ✓ Crime reduction initiatives: targeting priority offenders; prohibited/suspended drivers; crime hot spots; organized crime
- ✓ Successfully pursued the civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity

2015-2016 Objectives

- ❖ Police/Community Relations: The RCMP is committed to continue to be active within the community by participating in as many events as possible.
- ❖ Drug Enforcement: The RCMP is committed to combatting the negative effects of alcohol/drug use within the community. This will be achieved by teaching DARE to all Grade 6-7 students. In addition, police are committed to targeting those individuals within the community who sell drugs.

- ❖ Traffic Enforcement: The RCMP is committed to making our roads safer by focussing on distracted driving as well as impaired driving throughout Campbell River.
- ❖ First Nations Policing: The RCMP has the objective to contribute to safer and healthier First Nation Communities. This will be achieved through both proactive enforcement as well as cultural sensitivity training.
- ❖ Crime Reduction: The RCMP will continue to focus on crime reduction strategies specifically targeting the downtown core of Campbell River. The RCMP will try 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.
- ❖ Implementation of Live Scan criminal fingerprint system.
- ❖ Civil forfeiture of property believed to represent the proceeds of crime and other unlawful activity.
- ❖ Continued Crime Reduction Strategies and crime analysis forecasting to proactively reduce calls for service.



Facilities and Supply Management

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

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

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT

Airport

The Campbell River Airport is governed by a City Council appointed Airport Authority. The Airport Authority has implemented a governance policy framework that sets out the guiding principles for the operation of the airport.

The Campbell River Airport Authority provides a safe and efficient airport for the general benefit of the public at a cost similar to airports of comparable size and service characteristics.

The Campbell River airport (YBL) operates 24 hours a day, seven days per week.

Maintenance staff is on site from 5:30 a.m. to 11 p.m. daily, and are responsible for ensuring the airport operates in compliance with Canadian Aviation Regulations.

Services include:

Runway maintenance

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

Field maintenance

- Mowing
- Ditch maintenance
- Drainage management

Safety and Security

- Security for commercial apron and airside lands
- Field checks

Airport Buildings

- Terminal building
- Airport administration and maintenance shops

2014 Highlights

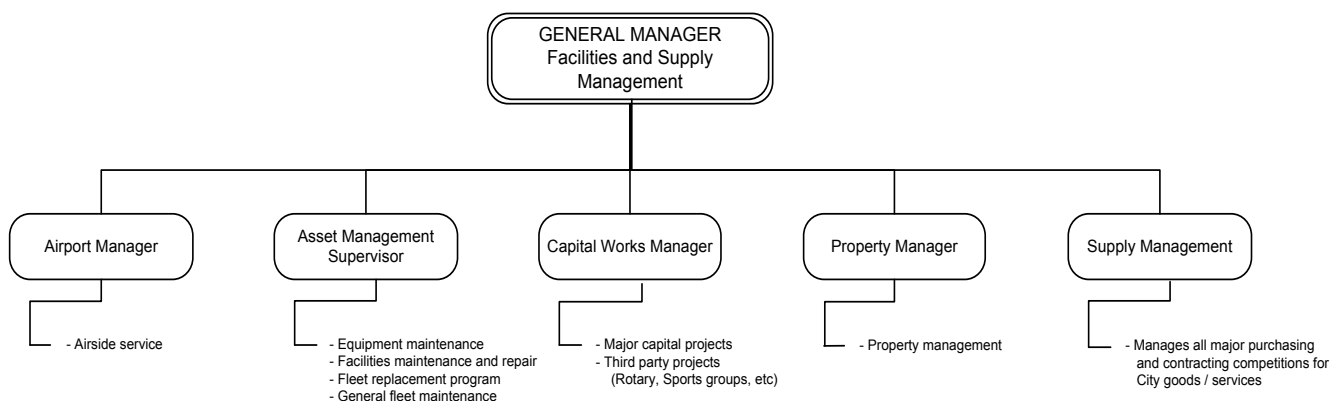
- ✓ Reviewed opportunities for expanded passenger services
- ✓ Promoted leasable land at the airport
- ✓ Secured ACAP funding for low visibility lighting upgrades
- ✓ Developed plan for upgraded airport fuel systems
- ✓ Reported to Council on the continuation or modification of the authority, its structure and/or operation
- ✓ Received approval from Transport Canada for the Airport Safety Management System manual

2015-2016 Objectives

- ❖ Complete new low visibility lighting system for aircraft
- ❖ Promote expanded passenger service
- ❖ Review opportunity for increased charter flights
- ❖ Continue to actively market the YBL advantage
- ❖ Prepare Request for Proposal for aviation fuel facility
- ❖ Prepare Master Plan

Asset Management Department

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



DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

City facilities include:

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

The City's fleet consists of approximately 110 pieces of rolling stock (General Fleet – 74, Airport – 20, Fire Dept. – 16) as well as approximately 100 additional pieces of auxiliary equipment, trailers, small engines, pumps, tow-behind equipment and small tools.

The City's Stores operation stocks approximately 1600 SKUs (stock keeping units) at an approximate value of \$250,000, providing goods, materials and services to many City departments.

2014 Highlights

- ✓ Relocated the Volunteer Centre from City Hall to newly renovated space in the Enterprise Centre, facilitating relocation of the IT Department to the ground floor of City Hall
- ✓ Coordinated leasehold improvements to leased space within the Campbell River Common mall for the new Seniors Centre
- ✓ Installed a new gravel parking lot at Kingfisher Creek to support access for visitors to the Haig Brown House and maintenance of the site

- ✓ Conducted a number of capital projects including repairs to the basin of Centennial Pool, HVAC and controls replacements at the Museum, and exterior painting of a number of facilities.
- ✓ Assisted the Tidemark Theatre with their T25 Capital project, including the installation of new seating in the house and significant renovations to the lobby.

2015-2016 Objectives

- ❖ Centralize fleet maintenance and management activities across the City's entire vehicle and equipment portfolio
- ❖ Work with a variety of City departments to develop long-term asset management strategy for physical assets including all City facilities
- ❖ Implement a GPS tracking system for the general fleet providing improved response times, fleet management and staff safety
- ❖ Undertake a number of capital projects including a new digital surveillance system within the Police and Public Safety Building, emergency power systems at City Hall, the Community Centre, and Sportsplex and the acquisition of a new sewer/vacuum truck

Capital Works Department

The Capital Works Department focuses on the consistent delivery of all of the major capital projects approved for construction in the City's Long Range Capital Plan.

Services provided by the department align with the phases of major project delivery, evolving from a support role early on in the project life cycle to the lead role when the project goes into design and construction, followed by support during the maintenance period. The department work effort peaks during the construction process to ensure all necessary support and controls are in place and that the project is delivered in accordance with the objectives and constraints.

Department tasks can generally be described as:

- Long-range strategic planning: identifying project priorities and aligning with overall delivery schedule in coordinated effort with departmental project sponsors

DEPARTMENTAL GOALS & OBJECTIVES — FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

- Design development: increasingly the department is being relied upon to manage the design development process ensuring project objectives are clearly understood and translated into effective and efficient design packages.
- Development of project completion plans describing methodology to be used delivering the work. The project completion plans are then used in refining and updating budget estimates and act as a means of evaluating a project's readiness to advance.
- Financial controls: defined, implemented and managed by the department, ensuring accurate cost tracking, records management and reporting is maintained through the design and construction phases.
- Contract administration: securing and management of all contracts associated with the construction phase, including the design and contract administrators and their associated teams, the general contractors and their related subcontractors and all associated miscellaneous support contracts. For smaller projects (<\$1M), the contract administrator function has now been delivered entirely with in-house resources.
- Site inspection: continuous on-site presence during construction activities to assist in ensuring project objectives are met in an efficient manner and to provide contact and information to affected area residents and partners
- Communications: development and implementation of project communications plans ensuring all affected stakeholders are provided with timely and accurate information on project impacts and progress
- Progress reporting: accurate and timely reporting to all stakeholders within and outside the organization
- Project close-out: requires final acceptance and assurance that objectives have been achieved and all necessary reporting and external partner claims have been completed and all project record information has been received, validated and incorporated into the City's records management system.
- Maintenance period: once a project is complete and in service, the department manages the maintenance period requirements and supports the project sponsor.

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

2014 Highlights

- ✓ City Water Supply Project – Phase 1 design completed
 - Design completed
 - Pipe Supply and General Contractor tenders completed
 - Construction commenced
- ✓ City Water Supply Project – Phase 2
 - Project Concept defined and approved
 - Design completed to 50%
- ✓ NWECC upgrade: Phase 1 – secondary clarifier and pumping station – completed construction
 - General Contractor sourced and secured
 - Construction completed on time and on budget
 - Plant capacity increased to meet current and future flows
- ✓ Watermain renewal Eardley Road – completed construction
 - General Contractor sourced and secured
 - Construction completed on time and on budget
 - Watermain integrity improved
- ✓ Dogwood Street watermain replacement – completed construction
 - General Contractor sourced and selected for design-build
 - Design completed for flow deficiencies
 - Construction completed on time and on budget
 - Water system flow rate deficiencies addressed
- ✓ Airport Airfield Electrical Rehabilitation – commenced construction
 - Project tendered and construction underway
- ✓ Water Treatment Facility Project – complete design, build construction

DEPARTMENTAL GOALS & OBJECTIVES— FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

- Project Plan adjusted to coincide with City Water System project
- Design completed to 95%
- OSHG Equipment RFP completed and secured
- ✓ NWEC Upgrade: Phase 2 – design development support
 - Phase 2 design completed to 50%

2015-2016 Objectives

Complete design and construction for the following projects:

- ❖ Campbell River Water Supply Phase 1
- ❖ Campbell River Water Supply Phase 2
- ❖ NWEC upgrade: Phase 2
- ❖ Water Treatment Facility Project
- ❖ Robron Park Artificial Turf Project
- ❖ Lift Station No.11
- ❖ Highway 28 Water Service Renewal

Property Services Department

This department strives to create and maintain sustainable land based resources, both land inventory and land reserve funds. This is done by strategic acquisition and disposition of land in a way that ensures maximum benefit to the community now and in the future. Management of these real estate assets and civic properties includes: leases, operating agreements, purchase and sale negotiations, rights-of-way, easements, acquisitions/disposal of real property as well as addressing issues arising from occupants of City-owned property and managing all property issues that arise from City capital projects.

2014 Highlights

- ✓ Leased property for creation of a stand-alone Senior's Centre
- ✓ Facilitated various property donations to not-for-profits (Hospice, Habitat for Humanity, Volunteer Centre)
- ✓ Updated and executed numerous outstanding property agreements (leases, licence of occupation, etc.)
- ✓ Identified and marketed surplus properties
- ✓ Negotiated land access agreements to facilitate the capital project for City water treatment centre

- ✓ Completed recruitment process for administrative support in the form of the Land Technician
- ✓ Completed land acquisitions in support of capital projects and key waterfront sites
- ✓ Transitioned the City property inventory to Land Management Software
- ✓ Improved records management systems for department
- ✓ Improved on processes and procedures for land transactions to maximize efficiencies
- ✓ Completed long term Tye Spit Lease Strategy
- ✓ Coordinated with the Land Use department on completing an Airport Lease Guideline
- ✓ Coordinated the clean up of the Campbell River Estuary

2015-2016 Objectives

- ❖ Complete waterfront acquisition strategy
- ❖ Complete downtown parking strategy
- ❖ Continue internal review of lease agreements for City-owned property
- ❖ Continue transition of records to an electronic format to streamline department workflow
- ❖ Create digital catalogue of City property for website
- ❖ Continue to identify and market surplus City properties
- ❖ Coordinate land acquisitions in support of capital projects and key waterfront sites
- ❖ Continue to negotiate land access agreements to facilitate the capital project for City water treatment centre

DEPARTMENTAL GOALS & OBJECTIVES— FACILITIES & SUPPLY MANAGEMENT (CONTINUED)

Supply Management Department

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

2014 Highlights

- ✓ Conducted a major purchasing project for the acquisition and installation of a new water supply intake as part of the of the BC Hydro John Hart dam upgrade project
- ✓ Took the lead position working with five other municipal organizations to conduct a joint purchasing project for recreational software to realize cost savings and improve efficiencies
- ✓ Worked with the City's Fire Department in the development, evaluation and purchase of a 100-foot ladder truck

2015-2016 Objectives

- ❖ Consolidate the City's office supply and paper purchases with one supplier to achieve greater efficiencies and reduce costs
- ❖ Prepare an updated purchasing policy for Council's consideration
- ❖ Tender all approved major capital projects.
- ❖ Review current corporate purchasing card program, financial banking and audit services providers
- ❖ Review project requirements with staff members to ensure purchasing procedures deliver best value to all departments
- ❖ Centralize city-wide purchases with Stores operations to realize cost savings and improve supply requirements
- ❖ Review the purchasing process to improve approval requirements



Operations

The City's Operations Division consists of the:

- Development Services Department
- Long Range Planning and Sustainability Department
- Transportation Department
- Utilities Department

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS

Development Services Department

A single point of service related to:

- Business Licensing
- Development Engineering Review
- Current planning—Development Applications (Official Community Plan amendment, rezoning, subdivision, development permits, variance permits and Agricultural Land Reserve applications)
- Building Permits and Inspections

2014 Highlights

- ✓ Departmental reorganization to provide better opportunities for customer service levels
- ✓ Updated Building Bylaw to incorporate BC Building Code changes
- ✓ Initiated review of the Planning Procedures Bylaw
- ✓ Completed an interactive bylaw template
- ✓ Initiated update of the Soil Deposition Bylaw
- ✓ Hosted building and development forums
- ✓ Supported development of “Campbellton Action Plan”
- ✓ Processed 316 building permits
- ✓ Performed 1519 building inspections
- ✓ Processed 72 development applications
- ✓ Initiated review of city-wide secondary suites policy
- ✓ Updated departmental policy and procedures manual
- ✓ Drafted Waterfront Development Permit Guidelines following the City’s Waterfront Design Charrette
- ✓ Supported development of the Environmental Protection Bylaw

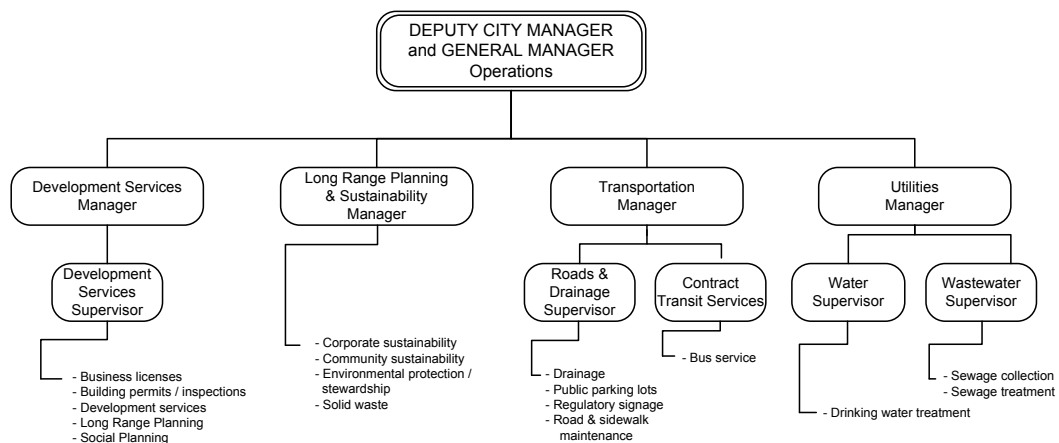
- ✓ Delivered the Downtown Façade Improvement Program to encourage façade improvements in the downtown core
- ✓ Developed a patternbook with guidelines for Façade Improvements encouraged in the downtown

2015-2016 Objectives

- ❖ Complete Soil Deposition Bylaw update
- ❖ Complete further Building Bylaw updates
- ❖ Complete Planning Procedures Bylaw update
- ❖ Complete Subdivision & Development Servicing Bylaw update
- ❖ Complete Board of Variance Bylaw update
- ❖ Initiate Sign Bylaw Review
- ❖ Update Business Licence Bylaw, Policies and software
- ❖ Complete Zoning Bylaw update
- ❖ Complete Waterfront Development Permit Guidelines
- ❖ Undertake minor updates to the Official Community Plan
- ❖ Deliver the Downtown Façade Improvement Program
- ❖ Support the development of Campbellton Neighbourhood Association’s community garden and Riverfront viewing platform projects

Long Range Planning & Sustainability Department

The Long Range Planning & Sustainability Department’s objectives are to ensure that the City’s actions and decisions consider social, environmental and economic community values. While an important focus is the City’s corporate actions, the department also provides a support and educational role in influencing community actions and decisions.



City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

Key duties include:

- Implementing and providing leadership around the City's Integrated Community Sustainability Plan
 - Ensuring corporate Climate Action Charter compliance and greenhouse gas reduction planning
 - Community-wide energy planning and conservation (including pursuit of alternative energy opportunities)
 - Solid waste diversion, reduction and public education
 - Management of the curbside garbage, recycling and yard waste collection programs
 - Fostering and supporting community environmental stewardship groups in their initiatives
 - Ensuring corporate alignment with environmental regulations and best management practices
 - Participating in provincial sea level rise regulatory review and implementation
 - Implementing the City's Agriculture Plan
 - Corporate Green Team facilitation
 - Pursuing funding opportunities for community and corporate sustainability and environmental projects
 - Providing support, as required, for the City's Advisory Planning and Environment Commission
 - Reviewing land use development applications
 - Overseeing long range planning and social planning
- ✓ \$880,000 of grant funding secured between 2009-2013; \$37,000 of grant funding in 2014 alone
 - ✓ Supported Youth Action Committee (including fundraising for Annual \$500 Environmental Bursary for School District 72 graduate)
 - ✓ Completed Green Shores Restoration with Parks Department – 75 metres of shoreline at Sybil Andrews Beach with forage fish substrate added
 - ✓ Co-authored and published Campbell River estuary vegetation/Canada Goose article with Canadian Wildlife Service and participated in the provincially led Flood Hazard (sea level rise) Technical Working Group
 - ✓ Noxious Weed removal completed on City Environmentally Sensitive lands with partners (13 knotweed sites and extensive yellow-flag iris removal)
 - ✓ Quinsam Coal Environmental Technical Review Committee participant
 - ✓ Inventoried and monitored bald eagle nest tree sites
 - ✓ Ongoing development application review
 - ✓ Supported energy retrofits at City facilities
 - ✓ Pembina Institute's Green Building Leader participant
 - ✓ Urban Forest Management Plan – Phase 2 initiated with Parks Department
 - ✓ Community Works Fund Project Eligibility Management
 - ✓ Annual Climate Action Charter reporting completed
 - ✓ Hosted Earth Week Film Festival with School District 72
 - ✓ Hosted Annual Stewardship Awards; Bald Eagle Festival and Oceans Day participant
 - ✓ Received the UBCM Climate Leadership Award and honourable mention in the Community Energy Association's Climate & Energy Action Awards for Power Down Campbell River's residential energy retrofit program
 - ✓ Secured funding for the 2015 Provincial Woodstove Exchange Program

2014 Highlights

- ✓ Environmental Protection Bylaw No. 3551, 2014 Adopted
- ✓ Completed Draft Invasive Plant Management Summary and five-Year Implementation Plan: City of Campbell River Municipal Lands and Environmentally Sensitive Areas
- ✓ Developed an online Food Map and Harvest Campbell River video in partnership with the Chamber of Commerce to promote local food growing and support local businesses and farms and implement the City's Agriculture Plan
- ✓ Adoption of Urban Hen Guidelines and associated amendments to the Animal Control Bylaw and developed education material for residents, including partnering with the Campbell River Compost Education Centre on education for residents interested in keeping urban hens.

2015-2016 Objectives

- ❖ Complete Annual Climate Action Charter Reporting
- ❖ Support the Parks Department in meeting the annual terms and conditions of the Foreshore agreement with the Department of Fisheries and Oceans (updated action plan, updated beach nourishment monitoring program and updated vegetation management plan)
- ❖ Begin climate adaptation planning for Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

- ❖ Administer the Provincial Woodstove Exchange Program.
- ❖ Complete Invasive Plant Management Summary and five-Year Implementation Plan: City of Campbell River Municipal Lands and Environmentally Sensitive Areas
- ❖ Develop and implement an education program to support the Environmental Protection Bylaw
- ❖ Continue to address noxious weeds (knotweed and yellow flag iris) with project partners
- ❖ Continue to work with the stewardship community on the breadth of their programming from Canada Goose banding to stream and beaver management
- ❖ Provide ongoing development application review
- ❖ Continue participation in the Green Building Leaders Program
- ❖ Continue energy upgrades to City facilities
- ❖ Continue to increase waste diversion through education programs and service improvements
- ❖ Complete Phase 2 of the Urban Forest Management Plan with the Parks Department
- ❖ Continue to support the Youth Action Committee
- ❖ Develop and roll out Phase 2 of Power Down Campbell River community energy retrofit program

- ✓ Evaluated options and issued an RFP for a regional scaled organics facility to be located in Campbell River
- ✓ Minimal increase to landfill waste (approximately 0.02 tonnes per household)

2015-2016 Objectives

- ❖ Apply to the Strategic Priorities Fund for development of an organics facility and move forward with development of a regional facility in Campbell River
- ❖ Expand the curbside yard waste collection program
- ❖ Increase waste diversion through the Multi-Material BC (MMBC) recycling program
- ❖ Continue to encourage diversion of material from the landfill through participation in curbside recycling, yard waste collection and yard waste drop-off centre
- ❖ Review options for expansion of curbside collection program to include curbside organics
- ❖ Begin to review and evaluate options for curbside collection services to ensure adequate consideration of available options prior to expiration of current collection contract at the end of 2016
- ❖ Participate in Regional Solid Waste Management Advisory Committee

Solid Waste

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

2014 Highlights

- ✓ Rolled out Multi-Material BC Recycling Program – expansion to products accepted through curbside recycling and extensive public education program to encourage increased recycling
- ✓ Obtained MMBC funding to reduce Solid Waste User Fees by \$14/household
- ✓ Updated the Garbage and Recycling Regulations Bylaw to be consistent with curbside recycling guidelines to allow new materials to be collected at the curbside in conjunction with the Multi-material BC recycling program

Transportation Department

Responsible for the overall coordinated management of the City's road network and public transit systems.

Drainage

The Drainage Department manages storm water runoff in the city.

2014 Highlights

- ✓ Initiated storm water quality monitoring program
- ✓ Initiated the drainage improvements to the Woodburn catchment area
- ✓ Continued with the annual culvert replacement program
- ✓ Annual catch basin cleaning program

2015-2016 Objectives

- ❖ Complete the Woodburn/Park Road Drainage project
- ❖ Update the Integrated Storm Water Management Plans
- ❖ Establish a Storm Water Utility
- ❖ Continue to expand the storm pipe inspection and flushing program

City of Campbell River

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

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 (SRD) and the City of Campbell River. Service includes both conventional transit service and custom service for specialized transportation needs.

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

2014 Highlights

- ✓ Installed eight additional bus shelters
- ✓ Improved passenger data/tracking
- ✓ Improved accessibility to bus stops
- ✓ Reviewed and adjusted transit schedule
- ✓ Revised the HandyDART booking system

2015-2016 Objectives

- ❖ Continue to implement short-term recommendations of the Transit Futures Plan
- ❖ Initiate development of new transit routes, including local transit hubs in Campbellton and Willow Point
- ❖ Promote and market the Transit Pro-Pass
- ❖ Develop regional U-Pass
- ❖ Increase community awareness of transit services

Roads

The City's Roads Department is responsible for maintenance of the City's road network. Duties include:

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

2014 Highlights

- ✓ Continued the LED streetlight conversion program on arterial roadways
- ✓ Included recommendations of the Master Transportation Plan in the five-year capital plan
- ✓ Continued the sidewalk infill program – over \$500,000 of capital improvements
- ✓ Continued annual brushing & shouldering programs
- ✓ Continued annual streetlight and traffic light preventive maintenance program
- ✓ Installed new traffic lights at 14th and Petersen Road
- ✓ Reviewed intersections and current traffic controls

2015-2016 Objectives

- ❖ Develop an asphalt rehabilitation program
- ❖ Continue with the LED streetlight initiative
- ❖ Add additional solar pedestrian signals
- ❖ Review Winter Maintenance Policy
- ❖ Continue with the streetlight preventive re-lamping maintenance program
- ❖ Continue with the sidewalk infill program
- ❖ Undertake improvements and traffic calming along Alder Street

Utilities Department

The Utilities Department is responsible for the overall coordinated management of the City's water and wastewater systems.

Water Department

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 of Campbell River 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.

DEPARTMENTAL GOALS & OBJECTIVES — OPERATIONS (CONTINUED)

The water system includes protection of a 1,800-square-kilometre watershed and dual disinfection methods (ultra violet [UV] and chlorination) to produce the highest quality water possible. Water is delivered to the community through more than 290 kilometres of watermain, including three reservoirs, two UV/chlorination stations, three pump stations, more than 30 pressure-reducing stations and many valves and fire hydrants.

2014 Highlights

- ✓ 826 service requests completed in 2014 with 54% investigation, 22% maintenance, 13% billed services (turn off, turn on and locates), 10% Area D work and 1% vandalism
- ✓ Watermain upgrade on Dogwood Street
- ✓ Watermain renewal on Eardley Road
- ✓ Bacteriological water quality was good, with only one occurrence of E.coli detected in the water distribution system in all of the samples collected. The one positive test was re-tested and found to be negative (i.e. no E.coli).
- ✓ There was no loss of primary disinfection at the Elk Falls Water Quality Centre in 2014, and the secondary disinfection facility operated as intended.

2015-2016 Objectives

- ❖ Construction of new water supply main from John Hart Lake
- ❖ Construction of new on-site sodium hypochlorite generation system
- ❖ Watermain renewal on Highway 28 (north of Doyle)
- ❖ Programmable Logic Controllers (PLC) renewal program
- ❖ SCADA upgrades
- ❖ Design of new booster pump station

Wastewater Department

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

2014 Highlights

- ✓ Completion of Phase I upgrade at NVEC with the construction of new clarifier, pump station, and electrical upgrades
- ✓ CCTV testing of 21 km of pipe
- ✓ Pump replacement at Lift Station #8
- ✓ Smoke testing of sewers in the north Campbell River and Painter Barclay areas

2015-2016 Objectives

- ❖ Construction of headworks improvements at NVEC
- ❖ Complete design of waterfront sewer forcemain replacement (LS#7 to Hidden Harbour)
- ❖ Electrical Upgrades at lift station #11
- ❖ Odour control upgrades at Maritime Heritage Centre
- ❖ Aesthetic improvements at sewer facilities adjacent to Maritime Heritage Centre
- ❖ Pump replacements at Lift Stations #10 and #12
- ❖ Replacement of sewer combination sewer flushing/ vacuum truck
- ❖ Upgrades to the two original clarifiers at NVEC
- ❖ New automated wet well cleaning system in Lift Station #14
- ❖ Installation of online analyzers for process monitoring at NVEC
- ❖ Installation of generators at multiple sewage lift stations



Parks, Recreation and Culture

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

Parks, Recreation and Culture is committed to providing recreation and parks services for people of all ages, stages and abilities. To meet this goal in 2014, the division worked with the Community Advisory Commission (now the Community Services, Recreation and Culture Commission), Campbell River Access Awareness Committee, 50-plus Club, Communities in Bloom Committee, Greenways Land Trust and a variety of focus groups specific to program interests.

DEPARTMENTAL GOALS & OBJECTIVES — PARKS, RECREATION & CULTURE

Parks Department

The Parks Operations function within the Parks Department is responsible for the day-to-day management of parks, sports fields, trails, public open spaces and cemetery operations.

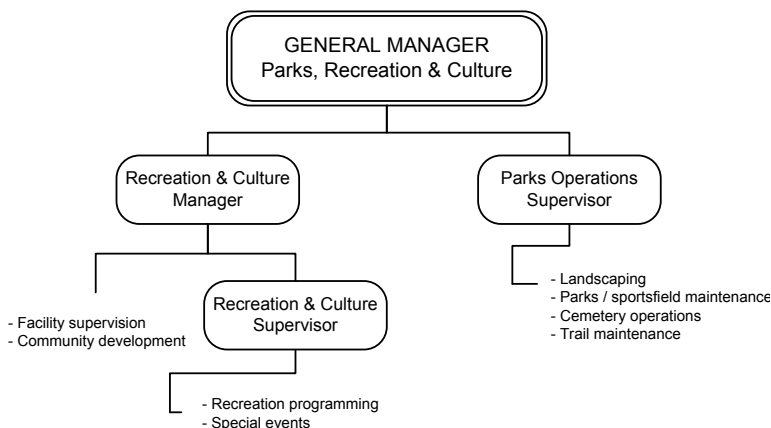
The Parks Projects function within the Parks Department is responsible for the implementation of the Strategic Parks Plan, parks and green space planning, implementation of Parks Parcel Tax projects as approved by City Council and liaison with various community members, groups and committees regarding matters relating to parks.

2014 Highlights (Parks Projects Completed)

- ✓ Continued implementation of Strategic Parks Plan
- ✓ Initiated Baikie Island maintenance
- ✓ Completed Foreshore restoration at Sybil Andrews property
- ✓ Completed development of Dog Park Program
- ✓ Supported Canada Day and other major City events
- ✓ Initiated design process for Ostler Park repairs

2015-2016 Objectives

- ❖ Continue to implement Strategic Parks Plan
- ❖ Complete annual foreshore restoration project
- ❖ Develop two dog off-leash areas
- ❖ Complete concept plan for Frank James extension project
- ❖ Begin annual mowing strip installation plan
- ❖ Implement cemetery clean up plan
- ❖ Update Parks Bylaw
- ❖ Partner with Greenways Land Trust for Baikie Island maintenance
- ❖ Develop detailed plans for Elk falls Cemetery upgrade
- ❖ Implement City Banner policy



Recreation and Culture Department

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

2014 Highlights

- ✓ Conducted an extensive staff and public consultation on service delivery and community needs/wants
- ✓ Updated service delivery based on consultation results
- ✓ Realigned program work group to best deliver updated service priorities. New program areas:
 - Child/Youth/Family
 - Adult/Senior/Special Needs
 - Parks/Special Events
- ✓ Initiated a community special event group
- ✓ Lead role in 22 community special events
- ✓ Continued to collaborate on programs and activities with Strathcona Regional District and other community organizations (ie: Fit for Health with Seniors Centre Society)
- ✓ Continued to facilitate Youth Action Committee in partnership with Sustainability Department
- ✓ Continued to implement Enhancing Teamwork Action Plan in support of establishing a high performance culture within the department
- ✓ Established regional working group for recreation management software replacement/group purchase
- ✓ Reviewed and updated user rates and fees for fitness program area
- ✓ Developed business case for Youth Centre
- ✓ Created a marketing plan

2015-2016 Objectives

- ❖ Hire Marketing and Administration Supervisor.
- ❖ Implement marketing plan
- ❖ Develop customer service enhancement plan
- ❖ User Rates and Fees review
- ❖ Research potential for weight room expansion
- ❖ Conduct group RFP process for recreation management software replacement
- ❖ Establish public art sub-committee and develop financing strategy for Public Art Policy
- ❖ Develop policies to secure financial contribution for recreation and cultural facilities from outlying areas



Economic Development

Sharing Campbell River & Region tourism opportunities and adventures with locals and visitors and connecting entrepreneurs and investors with business opportunities and training related to operating successfully in our community.

- Economic Development
- Campbell River Visitor Centre
- Tourism Campbell River and Region

CAMPBELL RIVER ECONOMIC DEVELOPMENT CORPORATION

This report provides highlights of the collaborative efforts of the Campbell River Economic Development Corporations' three departments. Team members from Economic Development, Tourism Campbell River & Region and the Visitor Centre work closely on a variety of assignments to foster economic development through tourism initiatives and local and regional community engagement. The employees manage day to day operations including customer service, accounting, office management, facility rentals and more. In addition to office work, the staff are dedicated to community and regional outreach via the Campbell River Rotary Club, Canada Day Committee, Young Professionals of Campbell River, Vancouver Island Sports Tourism Council, the Tourism Vancouver Island Marketing Committee and number of community organizations.

Economic Development

- ✓ Hosted 20 international investor visits (primarily Chinese) through the BC Provincial Nominee Program, welcome guests with information packages, welcome souvenirs and photo opportunities



- ✓ Collaborated with local, regional and international realtors, translators and business investment consultants
- ✓ Secured a \$10,000 Investment Canada Community Initiatives (ICCI) grant for the development of a new Campbell River community profile, industry sector fact sheets and an economic development website to be completed in 2015, to attract, retain and expand foreign direct investment to create jobs, support innovation and increase exports.

- ✓ Created Campbell River Snapshot, an overview of our local advantage, originally for the Creative Industries Council, and can be used to attract business
- ✓ Event planning for the 2014 Midget Box Lacrosse Provincial Championships, hosted by Campbell River Minor Lacrosse, featuring dignitaries from the City of Campbell River and the Wei Wai Kum Nation. Participants spent five days in Campbell River (July 23 to 27) with the invitation to stay longer and enjoy regional attractions:
 - 480 athletes in attendance
 - More than 100 coaching and management staff
 - More than 2,000 spectators in attendance
- ✓ Updated the investor focused Campbell River Site Selection Guide with 2014 statistics and costs of conducting business in our region
- ✓ With the Creative Industries Council and Vancouver Island North Film Commission, hosted and sponsored Team Generous to create the national public service announcement "Foundations" for Habitat for Humanity Canada and helped their social media campaign to raise awareness and funds for Habitat for Humanity Vancouver Island's build project on Hilchey Rd.
- ✓ Promoted regional businesses, community events and economic development training opportunities through the economic development social media pages
- ✓ Collaborated with national online magazine Business in Focus to introduce readers to Campbell River, City by the Sea, with detailed information on current community development and contacts, advertiser suggestions and images for the publication
- ✓ Assisted the Creative Industries Council and the Vancouver Island North Film Commission with the Boy Who Loved Batman and local heros community event. Michael Uslan, Batman franchise owner and motivational keynote speaker, shared the importance of reinventing yourself (and your community) to create opportunities.



City of Campbell River

ECONOMIC DEVELOPMENT (CONTINUED)

- ✓ Collaborated with the Young Professionals of Campbell River (YPCR) for multiple events:
 - World Café showcasing successful place making opportunities in other communities and potential future plans for our downtown core
 - Provided career experience and opportunities with secondary students through the School District 72 Career Panel in partnership with Seymour Pacific Developments and Broadstreet Properties
 - Municipal election all-candidates forum at the Tidemark Theatre
 - Team Generous at Shelter Point Distillery
 - Lunch and learn events:
 - Joan Miller from the Vancouver Island North Film Commission (InFilm) on relationship building
 - Rivercorp CEO on regional economic development
 - Peter Wipper from the City of Campbell River on the importance of voting
- ✓ Researched, designed an RFP (in collaboration with the City of Campbell River), approved candidates and developed two new company websites, one on economic development and one with regional tourism information, to launch in the summer of 2015.
- ✓ Registered for Executive Pulse, the business retention and expansion software for a detailed business database. 2015 goal is to connect with local businesses and report on business trends to the City of Campbell River, Chamber of Commerce, Community Futures, NIEFS, Opportunities and various other community organizations.
- ✓ Facilitated the first of a series of Roger Brooks “connecting communities” webinars and brainstorming sessions with local business supporters like Community Futures Strathcona, Campbell River Chamber of Commerce, Island North Film Commission and the Creative Industries Council. Sessions to be continued in 2015.
- ✓ Provided facility management, reservations, tech services, supplies, catering options and janitorial for the Enterprise Centre Boardroom, complementary meeting space for an average of 40 meetings per month

Campbell River Visitor Centre

- ✓ Welcomed 22,834 groups and 39,852 individual visitors to the Campbell River Visitor Centre office.
 - A 1% increase over 2013 visits
- ✓ In addition to local residents, travellers were from Europe (37%), other BC (33%), USA (10%), other Canada (9%), Alberta (8%) and Australia (3%)
- ✓ Number of nights in Campbell River & Region:
 - Day trip visitors (34%)
 - 1 night (25%)
 - 2 nights (20%)
 - 3 nights (11%)
 - 1 week (7%)
 - 2 weeks (2%)
 - 14 plus nights (1%)
- ✓ Maintained a 4.5 star (out of 5) rating on Trip Advisor, an online forum where travellers provide feedback on service and experience
- ✓ Provided information on resources, attractions, and business locally, regionally and throughout Vancouver Island
- ✓ Secured funding for summer students (\$5,023) and confirmed fee-for-service from Destination BC (\$30,000)
- ✓ Souvenir retail sales of \$24,321, a 10% increase over 2013 (highest retail year to date)
- ✓ Communicated with a number of travellers via email, responded to 145 mail enquiries and created 1,100 packages for conferences and sporting events
- ✓ Team attended familiarization tours in Gold River and Strathcona Park to be able to provide knowledgeable information for visitor’s inquiries
- ✓ Nominated for a Community Spirit and Micro Business Campbell River Chamber of Commerce Award
- ✓ Provided promotion of regional businesses, sharing of community events and tourism opportunities through the Visitor Centre social media pages and blog
- ✓ Collaborated with the River City Arts Festival organizer to provide advertising, social media marketing and promotions for the event, collected tourism data from festival guests through a contest for artwork donated by local artists
- ✓ Key support for Canada Day committee (budgets, correspondence, photos, promotion, sponsorship applications)



City of Campbell River

ECONOMIC DEVELOPMENT (CONTINUED)

Tourism Campbell River & Region

- ✓ Creation of the Tourism Leadership Committee to provide guidance, in the development and performance of Tourism Campbell River & Region's marketing plan by eight members representing attractions/events, large accommodations (>30 rooms), small accommodations (<30 rooms, B&Bs, campgrounds), transportation, retail, adventure/recreation and food and beverage.



- ✓ The Tourism Leadership Committee worked with the local hoteliers to participate in the Municipal Regional Destination Tax. To apply for tax permissions, the community requires 51% of the hotels and 51% of the supportive hotels rooms to be in agreement. At the end of 2014, we had confirmed nine of the 20 properties signed on, and 398 of the 792 available hotel rooms support the initiative.
- ✓ With Tourism Vancouver Island, promoted Campbell River as host community for the 2015 annual conference and annual general meeting. Event team creation, initial planning and preparation stages for the conference and annual general meeting began in fall 2014
- ✓ 60,000 copies of the 2014 Campbell River & Region Visitor Guide distributed through:
 - BC Ferries
 - Campbell River, Comox and Victoria Airports
 - Visitor Centres throughout the province of BC
 - Campbell River Visitor Centre
 - Local Campbell River businesses
 - Canada Post through traveller requests
 - Events and Conferences in Campbell River
- ✓ Applied for and awarded funding through Destination BC and the Community Tourism Opportunities for new tourism and visitor centre website

- ✓ With the Campbell River Visitor Centre, participated in five travel consumer tradeshows, connecting with future travelers, answering inquiries about relocating to the region, and providing information and contact details for Campbell River businesses
- ✓ Two fishing and outdoor recreation shows:
 - Puyallup, Washington – 50,000 attendees
 - Abbotsford, BC – 33,000 attendees
- ✓ Three general tourism shows in collaboration with other island communities and Tourism Vancouver Island
 - Calgary, AB – 64,000 attendees
 - Edmonton, AB – 55,000 attendees
 - Seattle, Washington – 70,000 attendees
- ✓ Participated in two media shows introducing Campbell River to 80 travel writers from Canada, USA and beyond. Media show attendees were provided with information highlighting popular tourism opportunities in and around Campbell River. As a direct result of one of these shows, Tourism Campbell River & Region welcomed Jill Robinson from the San Francisco Chronicle, who wrote an article on snorkeling with salmon, day tours to see grizzly bears and the Tye Club.
- ✓ The 2014 tourism photo contest received nearly 200 entries over six months, and awarded two large staycation prize packages sponsored by local tourism businesses. Contest promotion was through social media, websites, local news media and the creation of a coupon incentive (nearly 1,500 distributed) to the Discovery Pier.



- ✓ Creation of the 2015 Discover Campbell River Visitor Guide was completed during the second half of 2014. Advertisements, photos and editorial content prepared for the guide to be print-ready in early 2015.



CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 2014

City of Campbell River

CONSOLIDATED FINANCIAL STATEMENTS — FINANCIAL REPORTING RESPONSIBILITY For the Year Ended December 31, 2014

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.



Ron Bowles
General Manager, Corporate Services / CFO

Independent Auditors' Report

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

We have audited the accompanying consolidated financial statements of the City of Campbell River, which comprise the consolidated statement of financial position as at December 31, 2014 and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies, schedules 1 to 3 and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Campbell River as at December 31, 2014 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Campbell River, British Columbia

May 11, 2015

MNP LLP

Chartered Accountants

City of Campbell River

FINANCIAL STATEMENTS — CONSOLIDATED STATEMENT OF FINANCIAL POSITION As at December 31, 2014

	2014	2013
FINANCIAL ASSETS		
Cash and equivalents (note 2)	54,848,836	52,005,694
Accounts receivable (note 4)	4,745,545	4,043,265
Inventory held for sale	98,203	75,453
Tax sale properties	63,356	-
	59,755,940	56,124,412
LIABILITIES		
Accounts payable and accrued liabilities (note 5)	7,535,090	8,936,535
Deposits and holdbacks	2,222,928	2,187,952
Deferred revenue (note 6)	16,141,322	14,436,220
Short-term debt (note 7)	1,300,000	600,000
Capital lease (note 8 & schedule 1)	68,065	104,853
Long-term debt (note 9 & schedule 1)	3,598,982	4,810,942
	30,866,387	31,076,502
NET FINANCIAL ASSETS	28,889,553	25,047,910
NON FINANCIAL ASSETS		
Inventory of supplies	292,152	261,606
Prepays	92,552	337,680
Tangible capital assets (schedule 2)	225,710,975	220,288,784
	226,095,679	220,888,070
ACCUMULATED SURPLUS (note 11)	254,985,237	245,935,981

See Contingent liabilities Note 12.



Ron Bowles
General Manager, Corporate Services / CFO

City of Campbell River

FINANCIAL STATEMENTS — CONSOLIDATED STATEMENT OF OPERATIONS For the Year Ended December 31, 2014

	2014 Budget (see note 15)	2014 Actual	2013 Actual
REVENUE			
Taxes & parcel taxes	27,015,270	27,227,568	26,005,255
Payments in lieu of taxes	499,000	569,140	568,115
Sale of services	18,250,320	19,287,076	17,497,894
Services provided to other governments	1,502,654	1,510,112	1,422,977
Transfers from other governments	4,890,169	3,332,656	2,603,944
Investment and other income	493,493	1,080,288	964,224
Other revenue	10,934,362	1,395,744	890,378
Development cost charges recognized	706,750	286,628	1,619,747
Contributed tangible capital assets	-	5,294,573	357,038
Loss on disposal of tangible capital assets	-	(24,925)	(500,634)
	64,292,018	59,958,860	51,428,938
EXPENSES			
General government	6,595,548	6,058,115	5,448,781
Protective services	14,289,475	14,941,469	13,329,484
Transportation services	12,259,523	12,140,483	11,575,139
Environmental health services	2,015,964	2,051,050	1,863,417
Public health services	160,397	152,762	111,867
Development services	1,522,724	1,454,792	1,530,670
Recreation and cultural services	6,681,720	6,783,239	6,253,243
Sewer utility services	3,758,427	3,531,645	3,152,298
Water utility services	4,296,972	3,796,049	3,716,868
	51,580,750	50,909,604	46,981,767
ANNUAL SURPLUS	12,711,268	9,049,256	4,447,171
Accumulated Surplus, Beginning of Year	245,935,981	245,935,981	241,488,810
ACCUMULATED SURPLUS (note 11)	258,647,249	254,985,237	245,935,981

See Budget legislative compliance Note 15.

City of Campbell River

FINANCIAL STATEMENTS – CONSOLIDATED STATEMENT OF CASH FLOWS For the Year Ended December 31, 2014

	2014	2013
OPERATING ACTIVITIES		
Annual surplus	9,049,256	4,447,171
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(302,067)	(292,046)
Contributed tangible capital assets	(5,294,573)	(357,038)
Loss on tangible capital assets	24,925	500,634
Amortization expense	8,820,951	8,485,919
(Increase)/decrease in inventory of supplies	(30,546)	21,540
(Increase)/decrease in prepaids	245,128	(39,632)
Changes in financial assets and liabilities:		
Accounts receivable	(702,280)	685,070
Inventory held for resale	(22,750)	(15,890)
Tax sale properties	(63,356)	12,938
Accounts payable and accrued liabilities	(1,401,445)	3,203,556
Deposits and holdbacks	34,976	1,004,071
Deferred revenue	1,705,102	(454,216)
	12,063,321	17,202,077
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	249,297	126,095
Acquisition of tangible capital assets	(9,222,793)	(11,192,766)
	(8,973,496)	(11,066,671)
FINANCING ACTIVITIES		
Debt and lease proceeds	700,000	738,970
Debt and lease principal repaid	(946,683)	(1,017,392)
	(246,683)	(278,422)
INCREASE IN CASH AND EQUIVALENTS	2,843,142	5,856,984
CASH AND EQUIVALENTS, BEGINNING OF YEAR	52,005,694	46,148,710
CASH AND EQUIVALENTS, END OF YEAR	54,848,836	52,005,694
INTEREST RECEIVED	548,344	544,353
INTEREST PAID	560,684	592,183

City of Campbell River

FINANCIAL STATEMENTS – CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS For the Year Ended December 31, 2014

	2014 Budget (see note 15)	2014 Actual	2013 Actual
ANNUAL SURPLUS	12,711,268	9,049,256	4,447,171
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(29,688,825)	(9,222,793)	(11,192,766)
Contributed tangible capital assets	-	(5,294,573)	(357,038)
Net book value of disposed tangible capital assets	-	274,222	626,730
Write-off of tangible capital assets	-	-	-
Amortization	8,297,000	8,820,951	8,485,919
	(21,391,825)	(5,422,193)	(2,437,155)
OTHER NON-FINANCIAL ASSETS			
(Increase)/decrease in inventory of supplies	-	(30,546)	21,540
(Increase)/decrease in prepaids	-	245,128	(39,632)
	-	214,582	(18,092)
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(8,680,557)	3,841,645	1,991,924
NET FINANCIAL ASSETS, BEGINNING OF YEAR	25,047,910	25,047,910	23,055,985
NET FINANCIAL ASSETS, END OF YEAR	16,367,353	28,889,553	25,047,910

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS For the Year Ended December 31, 2014

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

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

1. Significant accounting policies

a) Basis of presentation

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

b) Reporting entity

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

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

c) Accrual accounting

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

d) Revenue recognition

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

i) Taxation

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

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

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.

vi) Contributed capital assets

Contributions are recorded when the event giving rise to the contribution occurs.

e) Cash and equivalents

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, 2014.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

f) Long-term debt

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 3.25% to 5.25% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second year of the debt term.

g) Financial instruments

The City's financial instruments consist of cash and equivalents, 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

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.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

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.

j) Recent accounting pronouncements

i) Liability for contaminated sites

In June 2010, the Public Sector Accounting Board (PSAB) issued PS 3260 *Liability for Contaminated Sites* to establish recognition, measurement and disclosure standards for liabilities associated with the remediation of contaminated sites. The new section defines activities included in a liability for remediation, establishes when to recognize and how to measure a liability for remediation, and provides the related financial statement presentation and disclosure requirements.

PS 3260 is effective for fiscal years beginning on or after April 1, 2014. The City has not yet determined the effect of the new section on its consolidated financial statements.

2. Cash and equivalents

	2014	2013
General operating fund	43,071,253	41,721,519
Development cost charged deferred revenue	7,859,660	6,720,937
Fixed asset replacement reserve fund	2,538,438	2,405,921
Parks acquisition & development reserve fund	866,225	842,290
Parkland acquisition reserve fund	494,605	296,372
Facility reserve fund	18,655	18,655
	54,848,836	52,005,694

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

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, 2013	Collections	Expenses	December 31, 2014
CR Municipal Cemetery	313,506	3,918	3,475	313,949
Elk Falls Memorial Cemetery	199,263	9,883	2,209	206,937
	<u>512,769</u>	<u>13,802</u>	<u>5,684</u>	<u>520,887</u>

4. Accounts receivable

	2014	2013
Property taxes	1,613,927	1,747,349
Utilities	16,240	293,245
Airport	77,431	51,779
Due from other governments	1,955,682	1,023,308
Other	1,053,401	916,516
Development cost charges	28,864	11,068
	<u>4,745,545</u>	<u>4,043,265</u>

Other receivables includes from one customer an amount of \$796,031 (2013 - \$839,748) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 19 year repayment term.

5. Accounts payable and accrued liabilities

	2014	2013
Trade accounts payable	1,427,147	2,772,105
Due to other governments	1,859,815	3,140,516
Accrued wages and benefits	4,169,115	2,932,712
Accrued interest	79,013	91,202
	<u>7,535,090</u>	<u>8,936,535</u>

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, 2014 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. The assumptions used for the actuarial valuation in 2014 are based on an interest (discount) rate of 3.1% per annum and a future inflationary rate of 2.5%. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts:

	2014	2013
Sick leave liability	873,877	859,636
Sick leave actuarial adjustment	72,582	-
Vacation liability	1,116,525	1,098,892
Vacation actuarial adjustment	426,818	-
Banked overtime liability	180,816	155,851
Wages and other accruals	1,498,497	818,333
	<u>4,169,115</u>	<u>2,932,712</u>

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

6. Deferred revenue

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

Payment of DCC's can be deferred over a three year period, therefore a portion of the DCC's are unfunded and are offset by an amount in Accounts Receivable as disclosed in Note 4 (2014 - \$28,864, 2013 - \$11,068). The funded DCC's are disclosed as short-term investments in Note 2 (2014 - \$7,859,660, 2013 - \$6,720,937).

	December 31, 2013	Transfers	Collections	December 31, 2014
Development cost charges				
Park development	454,559	249	62,437	516,747
Parkland acquisition	934,690	447	142,331	1,076,574
Roads	2,664,062	287,236	636,781	3,013,607
Sanitary sewer	309,867	526	192,683	502,024
Storm drains	523,649	2,837	35,078	555,890
Water	1,845,179	867	379,370	2,223,682
	<u>6,732,005</u>	<u>292,162</u>	<u>1,448,680</u>	<u>7,888,523</u>
Deferred revenue				
Future local improvement projects	2,818,028	284,797	26,737	2,559,968
Prepaid property taxes	426,869	594,463	1,082,380	914,786
Community Works Fund	3,453,524	870,236	1,362,857	3,946,145
Parkland acquisition	296,372	-	205,683	502,055
Other	709,422	2,282,508	1,902,930	329,844
	<u>7,704,214</u>	<u>4,032,003</u>	<u>4,580,587</u>	<u>8,252,799</u>
	<u>14,436,220</u>	<u>4,324,165</u>	<u>6,029,267</u>	<u>16,141,322</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 2014 the rate was 1.74%. Short-term borrowing is replaced by long-term debt periodically when balances and interest rates are considered appropriate.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

8. Capital leases

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

	2015	2016	2017	2018	2019
	36,053	18,872	13,139	-	-

The net book value of leased tangible capital assets at December 31, 2014 is \$100,540 (2013 - \$116,008).

9. Long-term debt

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

Year	General	Sewer	Total
2015	666,008	49,891	715,899
2016	457,781	49,891	507,672
2017	245,264	49,891	295,155
2018	209,033	49,891	258,924
2019	84,846	49,891	134,737

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

10. Municipal Finance Authority debt reserve fund

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

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

	2014	2013
General	114,546	143,784
Sewer	11,405	10,902
	125,950	154,686

City of Campbell River

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

11. Accumulated surplus

	2014	2013
Unappropriated surplus		
General	5,406,285	6,917,926
Airport	-	-
Sewer	9,443,402	8,282,388
Water	5,131,410	3,012,869
Rivercorp	12,651	100,917
	19,993,748	18,314,100
Non-statutory reserves		
General	9,184,042	7,912,320
Airport	441,440	381,905
Sewer	928,614	1,018,057
Water	270,143	269,744
	10,824,240	9,582,026
Statutory reserves		
Fixed asset replacement	2,538,438	2,405,921
Parkland acquisition & development	866,225	842,290
Facilities	18,655	18,655
	3,423,318	3,266,866
Investment in tangible capital assets		
General	134,636,604	131,063,018
Airport	12,099,682	12,130,252
Sewer	37,477,159	36,062,414
Water	36,514,900	35,497,351
Rivercorp	15,587	19,954
	220,743,931	214,772,989
Total	254,985,237	245,935,981

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.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 182,000 active members and approximately 75,000 retired members.

The most recent actuarial valuation as at December 31, 2012, indicated a \$1.370 billion funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015, with results available in 2016.

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

The City of Campbell River paid \$1,354,268 (2013 - \$1,287,652) for employer contributions while employees contributed \$1,119,370 (2013 - \$1,065,318) to the Plan in fiscal 2014.

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 2014 Audited Financial Statements for specific information and detail.

c) Claims for damages

In the normal course of a year, the City is faced with lawsuits and other claims for damages. It is the opinion of management that at year end the City's estimated exposure for such liabilities is not considered to be significant.

d) Property assessment appeals

As at December 31, 2014, there was one assessment appeal pending. The outcome of this appeal is not known however the amount is insignificant. The City has a non-statutory reserve for the provision for tax refunds totaling \$258,169 (2013 - \$255,400) which is part of the Non-statutory reserves in Note 11.

13. Related party transactions

The City is the sole shareholder of Campbell River Economic Development Corporation (Rivercorp). Its purpose is to provide economic development services to the City through retention, enhancement and recruitment of business. Transactions of Rivercorp are consolidated at December 31st each year. During the year Rivercorp received \$576,180 (2013 - \$576,180) as funding contributions from the City which have been eliminated upon consolidation of Rivercorp into the City's financial statements.

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

14. Property tax collections for other governments

	2014	2013
BC Assessment Authority	328,352	320,848
Comox Strathcona Regional Hospital District	4,074,200	3,806,664
Comox Strathcona Regional Solid Waste Board	145,204	47,424
Municipal Finance Authority	976	952
Provincial School Levy	14,319,955	14,149,239
Strathcona Regional District	3,927,839	3,714,541
Regional Library	1,239,113	1,141,941
	24,035,639	23,181,609

15. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Five Year Financial Plan bylaw adopted by Council on May 6, 2014, to the exception of the amounts noted below.

Adjustments to the 2014-2018 Financial Plan Annual Surplus

Annual surplus, as per Statement of Operations	12,711,268
Adjustments for non-cash item:	
Amortization offset	8,297,000
Debt proceeds	700,000
Debt principal repayments	(1,146,657)
Capital expenses	(29,688,825)
Net transfer (to)/from reserves & unappropriated surplus	9,127,214
	-

FINANCIAL STATEMENTS — NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) For the Year Ended December 31, 2014

16. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

Development services - activities related to community planning and development.

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

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

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

17. Comparative figures

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

City of Campbell River

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 1: LONG-TERM LIABILITIES As at December 31, 2014

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2013	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2014
Long-term debt								
2968	Issue #81	22/04/14	4.86	16,897	-	10,892	6,005	-
2969	Issue #81	22/04/14	4.86	27,751	-	17,889	9,862	-
3050	Issue #81	22/04/14	4.86	9,620	-	6,201	3,419	-
3073	Issue #85	02/12/14	4.90	246,675	-	159,009	87,666	-
2964	Issue #92	06/04/15	4.55	2,442	-	875	322	1,245
2966	Issue #92	06/04/15	4.55	1,977	-	708	261	1,008
2967	Issue #92	06/04/15	4.55	10,698	-	3,831	1,412	5,455
2968	Issue #92	06/04/15	4.55	6,394	-	2,291	844	3,259
3071	Issue #92	06/04/15	4.55	59,762	-	21,406	7,889	30,467
3073	Issue #92	06/04/15	4.55	493,563	-	176,785	65,157	251,621
3074	Issue #92	06/04/15	4.55	6,511	-	2,332	860	3,319
2967	Issue #99	19/10/16	5.00	394,834	-	96,118	30,367	268,349
3073	Issue #99	19/10/16	5.00	478,146	-	116,399	36,774	324,973
2964	Issue #102	12/01/17	4.82	78,318	-	14,576	3,867	59,875
2966	Issue #102	12/01/17	4.82	67,130	-	12,493	3,315	51,322
2967	Issue #102	12/01/17	4.82	49,229	-	9,162	2,431	37,636
3303	Issue #103	23/04/23	4.65	141,874	-	9,713	2,104	130,057
2964	Issue #104	20/11/18	5.15	326,303	-	49,516	10,728	266,059
2966	Issue #104	20/11/18	5.15	360,333	-	54,681	11,847	293,805
3074	Issue #104	20/11/18	5.15	131,729	-	19,990	4,331	107,408
3301	Issue #104	20/11/23	5.15	500,074	-	34,235	7,417	458,422
3302	Issue #104	20/11/23	5.15	364,751	-	24,971	5,410	334,370
3302	Issue #106	10/13/24	4.13	105,204	-	6,668	1,133	97,403
3301	Issue #112	06/10/25	3.73	156,511	-	9,260	1,156	146,095
				4,036,726	-	860,001	304,577	2,872,148
Sanitary Sewer								
3345	Issue #112	06/10/25	3.73	379,847	-	22,474	2,806	354,567
3345	Issue #117	10/11/26	3.25	493,068	-	27,418	2,237	463,413
				872,915	-	49,892	5,043	817,980
Accrued actuarial adjustment								
				(98,699)	-	-	(7,553)	(91,146)
Total long-term debt				4,810,942	-	909,893	302,067	3,598,982
Capital leases								
Equipment		05/28/14	1.25	1,035	-	1,035	-	-
Equipment		05/28/17	2.00	14,012	-	4,012	-	10,000
Equipment		12/28/17	2.00	44,348	-	10,762	-	33,586
Equipment		02/01/16		45,458	-	20,981	-	24,477
Total capital lease				104,853	-	36,790	-	68,065
Total long-term liabilities				4,915,795	-	946,683	302,067	3,667,047

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 2: TANGIBLE CAPITAL ASSETS As at December 31, 2014

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2014	Total 2013
COST							
Opening balance	32,399,283	34,115,929	17,190,047	291,414,151	4,741,599	379,861,010	369,344,513
Additions	-	170,789	903,384	10,991,441	2,451,752	14,517,366	11,549,804
Construction completed	-	-	23,296	4,152,854	(4,176,149)	-	-
Disposals	-	-	(148,603)	(302,359)	(13,410)	(464,372)	(1,033,307)
Closing balance	32,399,283	34,286,718	17,968,125	306,256,086	3,003,792	393,914,003	379,861,010
ACCUMULATED AMORTIZATION							
Opening balance	-	17,074,908	11,882,216	130,615,102	-	159,572,226	151,492,882
Amortization current year	-	872,234	803,417	7,145,299	-	8,820,951	8,485,919
Amortization from disposals	-	-	(143,103)	(47,047)	-	(190,150)	(406,575)
Closing balance	-	17,947,142	12,542,530	137,713,354	-	168,203,027	159,572,226
NET BOOK VALUE							
	32,399,283	16,339,575	5,425,594	168,542,732	3,003,792	225,710,975	220,288,784

Included in the disposals of tangible capital assets is \$13,410 of write downs (2013 - \$0).

CONSOLIDATED FINANCIAL STATEMENTS — SCHEDULE 3: SEGMENTED REPORTING For the Year Ended December 31, 2014

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
REVENUE												
Taxes & parcel taxes	25,951,862	24,730,822	-	-	180,120	183,883	-	-	-	-	58,532	55,740
Payments in lieu of taxes	569,140	568,115	-	-	-	-	-	-	-	-	-	-
Sale of services	305,063	132,550	1,712,705	1,612,482	2,900,522	2,420,964	2,140,308	2,017,552	67,043	64,586	963,088	1,105,487
Services provided to other governments	1,100,976	1,044,323	349,560	319,098	-	-	-	-	59,566	59,556	-	-
Transfers from other governments	1,079,816	706,897	313,585	302,113	1,884,238	1,389,088	379	13,297	-	-	-	-
Investment and other income	878,846	825,731	-	-	96,113	13,779	-	-	-	-	-	-
Other revenue	-	-	-	-	184,987	91,626	12,900	61,182	-	-	360,485	268,217
Development cost charges recognized	-	-	-	-	286,628	137,435	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	3,809,223	294,223	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	(24,925)	(500,634)	-	-	-	-	-	-
	29,885,702	28,008,438	2,375,870	2,233,693	9,316,906	4,030,364	2,153,586	2,092,031	126,599	124,142	1,382,106	1,429,444
EXPENSES												
Amortization	281,043	303,640	361,839	378,955	4,507,977	4,484,141	-	-	534	400	5,220	6,740
Interest & debt issue	(7,807)	(624)	-	-	520,585	556,937	-	-	-	-	-	-
Operating expenses	1,128,128	580,571	7,761,024	7,337,396	5,060,785	4,690,644	1,983,614	1,820,960	49,185	34,624	1,018,921	1,008,286
Wages & benefits	4,656,751	4,565,194	6,818,606	5,613,133	2,051,135	1,843,417	67,436	42,457	103,043	76,843	430,651	515,644
	6,058,115	5,448,781	14,941,469	13,329,484	12,140,463	11,575,139	2,051,050	1,863,417	152,762	111,867	1,454,792	1,530,670
ANNUAL SURPLUS (DEFICIT)	23,827,688	22,559,657	(12,565,599)	(11,095,791)	(2,823,577)	(7,544,775)	102,536	228,614	(26,163)	12,275	(72,686)	(101,226)

See Note 16 for description of Segment Reporting categories.

FINANCIAL STATEMENTS — SCHEDULE 3: SEGMENTED REPORTING (CONTINUED) For the Year Ended December 31, 2014

	Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Consolidated	
	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
REVENUE										
Taxes & parcel taxes	339,150	338,300	26,529,665	25,308,745	697,903	696,510	-	-	27,227,568	26,005,255
Payments in lieu of taxes	-	-	569,140	568,115	-	-	-	-	569,140	568,115
Sale of services	1,019,130	996,458	9,107,858	8,350,079	4,665,827	4,256,748	5,513,391	4,891,067	19,287,076	17,497,894
Services provided to other governments	-	-	1,510,112	1,422,977	-	-	-	-	1,510,112	1,422,977
Transfers from other governments	54,639	192,549	3,332,656	2,603,944	-	-	-	-	3,332,656	2,603,944
Investment and other income	-	-	974,959	839,510	79,508	96,953	25,822	27,761	1,080,288	964,224
Other revenue	10,790	56,770	569,162	477,795	3,000	240,131	823,582	172,452	1,395,744	890,378
Development cost charges recognized	-	-	286,628	137,435	-	1,200,000	-	282,312	286,628	1,619,747
Contributed tangible capital assets	-	-	3,809,223	294,223	752,130	14,690	733,220	48,125	5,294,573	357,038
Loss on disposal of tangible capital assets	-	-	(24,925)	(500,634)	-	-	-	-	(24,925)	(500,634)
	1,423,708	1,584,077	46,664,477	39,502,189	6,198,368	6,505,032	7,096,015	5,421,717	59,958,860	51,428,938
EXPENSES										
Amortization	1,226,341	1,191,045	6,382,954	6,364,921	1,075,948	967,144	1,171,626	1,153,855	8,820,951	8,485,920
Interest & debt issue	-	-	512,778	556,313	34,628	34,628	11,530	452	566,935	591,393
Operating expenses	1,997,964	1,790,904	18,999,621	17,263,385	1,572,727	1,382,572	1,451,173	1,544,060	21,833,098	20,190,017
Wages & benefits	3,558,934	3,271,294	17,686,556	15,927,982	848,342	767,954	1,161,721	1,018,501	19,696,619	17,714,437
	6,783,239	6,253,243	43,561,909	40,112,601	3,531,645	3,152,298	3,796,049	3,716,868	50,909,604	46,981,767
ANNUAL SURPLUS (DEFICIT)	(5,359,530)	(4,669,166)	3,082,567	(610,412)	2,666,723	3,352,734	3,299,966	1,704,849	9,049,256	4,447,171

See Note 16 for description of Segment Reporting categories.



PERMISSIVE TAX EXEMPTIONS & STRATEGIC INVESTMENT FUND REPORTING

PERMISSIVE TAX EXEMPTIONS

Organization	Civic Address	Exempt Municipal Taxes
Anglican Synod Diocese of BC	228 S Dogwood St	5,487
Association Francophone de Campbell River	891 13th Ave	2,166
BC Conference of Mennonite Brethern Churches	250 10th Ave	323
Bethany Evangelical Lutheran Church	201 Birch St	1,062
Bishop of Victoria	34 S Alder St	5,041
Campbell River & District Association for Community Living	1153 Greenwood St	7,297
Campbell River & District Association for Community Living	1185 Greenwood St	2,362
Campbell River & District Association for Community Living	435 Jesmar Pl	1,789
Campbell River & District Association for Community Living	689 Hudson Rd	1,534
Campbell River & District Museum and Archives	2250 Campbell River Rd	4,272
Campbell River & District Public Art Gallery & Tourist Info Centre	1235 Shoppers Row	6,619
Campbell River & District Senior Housing Society	1441 to 1451 Ironwood St	7,432
Campbell River & District Senior Housing Society	81 Dogwood St	2,235
Campbell River & District Winter Club	260 Cedar St	10,770
Campbell River & North Island Transition Society	1116 Dogwood St	655
Campbell River & North Island Transition Society	608 Alder St	1,933
Campbell River Air Youth Association	2371 Airport Dr	2,398
Campbell River Alano Club	301 10th Ave	1,890
Campbell River and District Food Bank Society	1393 Marwalk Cres	2,760
Campbell River Baptist Church	250 S Dogwood St	8,362
Campbell River Chamber of Commerce	900 Alder St (portion of)	181
Campbell River Child Care Society	1048 Hemlock St	2,483
Campbell River Child Care Society	394 Leishman Rd	2,491
Campbell River Church of Christ	226 Hilchey Rd	1,564
Campbell River Church of the Way	451 7th Ave	2,890
Campbell River Community Arts Council	2131 S Island Hwy	4,359
Campbell River Eagles Water Ski Club	Mclvor Lake Park	516
Campbell River Economic Development Corp (Rivercorp)	900 Alder St	166
Campbell River Family Services	427 10th Ave (portion of)	6,420
Campbell River Figure Skating Club	225 Dogwood St S (portion of)	68
Campbell River Fish and Wildlife Association	2641 Campbell River Rd	3,021
Campbell River Gun Club Society	2600 Quinsam Rd	604
Campbell River Gymnastics Association	1981 14th Ave	5,613
Campbell River Head Injury Society	591 9th Ave	2,438
Campbell River Minor Hockey	225 Dogwood St S (portion of)	434
Campbell River Motocross Association	7021 Gold River Hwy	1,508
Campbell River Search and Rescue Society	261 Larwood Rd	-
Campbell River Trail Riders	900 Parkside Dr	3,053
Campbell River Tyee Judo Club	B 450 Merecroft Rd	1,384
Campbell River Vineyard Christian Fellowship	2215 Campbell River Rd	997
Campbell River Volunteer Centre	900 Alder St	97
Campbell River Wado Karate Club	B 450 Merecroft Rd	1,372
Campbell River Youth Soccer Association	450 Merecroft Rd	987
Canadian Red Cross Society	520 2nd Ave (portion of)	1,429
Coastal Animal Control & North Island 911 Corp	275 to 385 S Dogwood St	2,281
Community Futures Development Corp of Strathcona	900 Alder St	436
Comox Valley Regional District	6300 Argonaut Road	3,964
Comox Valley Regional District	6700 Argonaut Road	4,270
Eagles - Found Bike Program (RCMP)	900 Alder St	28
Foursquare Gospel Church of Canada	403 5th Ave	697
Foursquare Gospel Church of Canada	422 Colwyn St	821
Governing Council of Salvation Army in Canada	271 to 291 Mclean St	1,186

City of Campbell River

PERMISSIVE TAX EXEMPTIONS (CONTINUED)

Organization	Civic Address	Exempt Municipal Taxes
Greenways Land Trust Laughing Willow Community Garden	1909 Lawson Grove	591
Guru Nanak Sikh Society	735 Pinecrest Rd	2,441
Habitat for Humanity	1725 Willow St	9,027
Haig Brown Kingfisher Creek Society	2251 to 2252 Campbell River Rd	4,744
John Howard Society of North Island	401 11th Ave	939
John Howard Society of North Island	91 Dogwood St	1,866
Maritime Heritage Society (incl Genealogy Society)	621 Island Hwy	32,274
Museum of Campbell River Society	470 Island Hwy	52,048
Nature Conservancy of Canada	2485-2505 Island Hwy	4,104
Nature Trust of BC	1201 Homewood Rd	3,037
Nature Trust of BC	3200 Willow Creek Rd	2,503
Navy League of Canada	911 to 931 13th Ave	2,411
North Island Supportive Recovery Society	647 Birch St	1,061
Opportunities Career Services Society	101 300 St. Ann's Road	3,496
Pentecostal Assemblies of Canada	445 Merecroft Rd	5,683
President of the Lethbridge Stake	460 Goodwin Rd	3,115
Radiant Life Community Church	1251 Cypress St	2,926
River City Players Society	1080 Hemlock St	3,593
Royal Canadian Legion - J Perkins Memorial Housing Society	931 14th Ave	1,559
Salvation Army	1381 Cedar St	4,474
Seventh Day Adventist Church	300 Thulin St	971
St. John Council for BC	170 Dogwood St	3,134
St. John Society BC and Yukon	675 2nd Ave	1,310
Strathcona Regional District	301-990 Cedar St	1,858
Strathcona Regional District	303-990 Cedar St	2,825
Strathcona Regional District	103-990 Cedar St	1,904
Tidemark Theatre Society	1220 to 1240 Shoppers Row	22,849
Total Change Ministries	1400 Ironwood St (portion of)	1,418
Trinity Presbyterian Church	145 to 149 Simms Rd	1,903
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Rd	2,164
United Church of Canada	415 Pinecrest Rd	6,305
Willow Point Supportive Living Society	1 142 Larwood Rd	743
Willow Point Supportive Living Society	10 142 Larwood Rd	743
Willow Point Supportive Living Society	100 142 Larwood Rd	14,746
Willow Point Supportive Living Society	12 142 Larwood Rd	5,519
Willow Point Supportive Living Society	2 142 Larwood Rd	732
Willow Point Supportive Living Society	3 142 Larwood Rd	732
Willow Point Supportive Living Society	4 142 Larwood Rd	732
Willow Point Supportive Living Society	5 142 Larwood Rd	743
Willow Point Supportive Living Society	8 142 Larwood Rd	743
Willow Point Supportive Living Society	9 142 Larwood Rd	732
Total value of municipal taxes exempted		\$ 348,843

STRATEGIC COMMUNITY INVESTMENT FUND

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

Strategic Community Investment Funds	Use	Date	Amount	To/(From) Reserve For Future Fiscal Year
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	March 2009	\$ 493,238	
		July 2009	\$ 237,868	\$ 237,868
		July 2010	\$ 183,672	\$ (237,868)
		April 2011	\$ 235,277	
		June 2011	\$ 373,758	\$ 155,076
		March 2012	\$ 236,168	\$ (155,076)
		June 2012	\$ 382,387	\$ 319,449
		March 2013	\$ 78,723	\$ (159,725)
		June 2013	\$ 223,390	
		June 2014	\$ 303,261	\$ (159,724)

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

Traffic Fine Revenue Sharing Portion of the SCI Funds

Intended Use	Support police enforcement over the term of the SCI Agreement
Performance Targets	100% of funds are used to support police enforcement over the term of the SCI Agreement
Progress made to first reporting period due June 30, 2010 for the fiscal year ended December 31, 2009	67% of funds received in 2009 were used to offset rising RCMP contract costs. 33% of funds were transferred to reserve to stabilize future annual revenues and offset risk of homicide investigation costs.
Progress made to second reporting period due June 30, 2011 for the fiscal year ended December 31, 2010	100% of funds received in 2010 and the funds transferred to the reserve in 2009, were directed to the police operating budget.
Progress made to third reporting period due June 30, 2012 for the fiscal year ended December 31, 2011	75% of funds received in 2011 were directed to the police operating budget. 25% of funds were transferred to reserve to stabilize future annual revenues and offset risk of homicide investigation costs.
Progress made to fourth reporting period due June 30, 2013 for the fiscal year ended December 31, 2012	48% of funds received in 2012 and the funds deferred in 2011 were directed to the police operating budget and to offset the homicide investigation costs. 52% of 2012 funds received were transferred to reserve to offset future police operating budget costs.
Progress made to fourth reporting period due June 30, 2014 for the fiscal year ended December 31, 2013	100% of funds received in 2013 were directed to the police operating budget. 0% of 2013 funds received were transferred to reserve to offset future police operating budget costs.
Progress made to fourth reporting period due June 30, 2015 for the fiscal year ended December 31, 2014	100% of funds received in 2014 and the remaining funds deferred in 2012 were directed to the police operating budget. 0% of 201 funds received were transferred to reserve to offset future police operating budget costs.



AWARDS & MILESTONES

City of Campbell River

AWARDS AND MILESTONES

Provincial climate and energy awards

The Power Down energy conservation and video challenge received a Union of BC Municipalities Community Excellence Award for leadership and innovation and an honourable mention from the Community Energy Association for the Climate & Energy Action Award. The awards recognize City-wide efforts to reduce greenhouse gas emissions and work toward meeting our commitment to the Province's Climate Action Charter. In 2013, the City of Campbell River and funding partner BC Hydro launched a community outreach initiative designed to encourage home energy retrofits and residential home energy conservation. Power Down Campbell River featured a reality-TV inspired Energy Challenge, where five local families competed for 30 days to conserve energy, and every family lowered their hydro bill by at least \$100 over the month. Judges from local media, BC Hydro, and City Green Solutions reviewed each family's video footage based on: the amount of energy reduced, entertainment value of the video footage, and each family's ability to inspire others to conserve energy. The Millward family won the grand prize of \$1,500 toward a home energy retrofit of their choice. A professionally produced film by Green Coast Media that incorporates the families' video footage premiered at the April 2014 Earth Week Film Festival. View the film on the City of Campbell River's YouTube channel. Approximately 23 per cent of greenhouse gas emissions produced in Campbell River comes from energy use related to buildings.



Planning Institute of BC recognition

The City of Campbell River received an honourable mention for its efforts to increase awareness about local government land use planning and regulations through new initiatives for residents, business owners, builders and developers, including:

- the LUKE cartoon series in City Currents newspaper ads and online
- how-to video clips posted on YouTube
- building and development lunch time forums
- fact sheets with detailed information about building near steep slopes, waterways, eagle trees and other environmentally-sensitive areas
- a development permit handbook and a guidebook for City Council

City wins second MarCom Gold

The City was again honoured in an international competition that recognizes marketing and communication programs. The City's second MarCom Gold award was for the communication program that kept local businesses and community members up to date on construction timelines, traffic changes and project milestones related to the St. Ann's block upgrade and downtown revitalization. Thanks to City Capital Works staff and Marci Hotsenpiller and Zinc Strategies for their consistently high calibre and award-winning work through both traditional and online media. One highlight of the communications efforts, a time lapse video of project construction, can be seen on the City's YouTube channel, accessible from the City website (www.campbellriver.ca). In 2011, the City won a MarCom Gold award for the communications program that kept the community informed about the Highway 19A and airport upgrade projects over the course of 18 months.

Website won gold award

The City of Campbell River website won gold in the government website category of the 2014 AVA Digital Awards. There were approximately 2,100 entries in more than 200 categories for the 2014 competition, and the gold award was presented to approximately 16 per cent of entries, which were judged to exceed the high standards of the industry norm. The City's re-designed website was launched in fall 2013, with updated content, a new look and layout, extensive use of images, enhanced mapping, a centralized document library, plus advanced search capabilities, translation into more than 70 languages, a full mobile version, an opinion poll and photo library. The re-design – completed on budget by Graphically Speaking, a Vancouver firm with a successful history of municipal website development – replaced a 2005 website.

Award-winning recognition for local development

City staff worked with Coast Realty Group to put together nominations that turned into honours during the 7th Annual Vancouver Island Commercial Building Awards.

Commercial Building Award of Excellence winner:

- Office/Retail Renovation category – Target Store

Commercial Building Award of Merit winners:

- Retail category – Timberline Village Shopping Centre
- Specialty Housing category – Rose Harbour

Previous Campbell River projects honoured with awards:

- 2008: Ironwood Place, Award of Merit
- 2012: Campbell River Airport expansion, Award of Merit (Institutional)
- 2012: North Island College Gathering Place, Award of Merit (Community Enhancement)
- 2013: Nikola Road group home and affordable rental housing, Award of Merit

City of Campbell River

AWARDS AND MILESTONES

City sponsors community spirit kudos in Chamber of Commerce Business Awards

Chan Nowosad Boates, Chartered Accountants was the local business recognized with the first-ever City-sponsored Community Spirit award as part of the Campbell River Chamber of Commerce 2014 Business Awards of Distinction. In its award nomination, the full service professional accounting firm demonstrated how business excellence includes taking a leadership role in supporting, organizing, volunteering, and directing numerous not-for-profit organizations in our community.



2014 Stewardship Award winners

Individuals, groups and businesses who help keep the conservation spirit alive and thriving were recognized at the Haig-Brown Festival on Sept. 28. Don Johnson was honoured for alternative transportation efforts; Luisa Richardson for water conservation; Manesha Bains for youth special recognition; Cynthia Bendickson for habitat protection and creation; Connie Kretz for pesticide free urban agriculture; Marjorie Greaves for environmental excellence and Patti Mertz, Campbell River Hospital Foundation for waste reduction. Manesha Bains was the recipient of the first Tom Easton Remembrance Youth Bursary. Made possible by Carole Easton and Tom's friends, the bursary honours Tom's work as Simms Creek stream keeper and stewardship advocate, which earned him a stewardship award in 2011.



Pier plaque commemorates Al Hodgkinson

The City installed a commemorative plaque at the entrance to the Discovery Pier to honour Al Hodgkinson's significant role in planning and designing the first salt water fishing pier in Canada. Mr. Hodgkinson, who worked for the City as a building inspector, spent a considerable amount of time, above and beyond his regular work hours, to ensure the successful completion of this project. This landmark fishing pier was built in 1987, extends 150 feet from shore, and is 600 feet long.

Property donated to Habitat for Humanity

The property at 129 Westgate Road was donated to Habitat for Humanity Vancouver Island North this year. The property was valued at approximately \$95,200, and Council also agreed to cover fees and charges associated with the project such as re-zoning, development and legal costs of approximately \$33,000. This is the City's second partnership with Habitat for Humanity. In 2007, the City of Campbell River donated a lot at 901 9th Ave. – then valued at \$60,000 – as a future building site for a duplex dwelling.

Property donated to Hospice Society

Thanks to a property donation from the City of Campbell River, the Campbell River Hospice Society plans to construct an administrative and counseling office on a portion of 402 Evergreen Rd., with plans for future expansion and parking. The property to be donated is valued at approximately \$194,011. Council also agreed to provide grants-in-aid to cover fees and charges for re-zoning, development and legal costs, estimated up to \$45,000.

Downtown sobering assessment centre

The City of Campbell River agreed to exchange its property at 1241 Dogwood St. for property at 1180 Fir St., currently owned by Discovery Chiropractic. Discovery Chiropractic will also pay the City the difference in the value of the lots (estimated at \$86,000) as part of the land swap. Upon taking possession of 1180 Fir St., the City will consider an agreement with the Campbell River Family Services Society to establish a sobering assessment centre at this location in the downtown area to provide enhanced treatment services for addictions and homelessness. Discovery Chiropractic intends to re-locate its business to 1241 Dogwood once a new building has been constructed. The land exchange will occur in spring 2015.

City of Campbell River

AWARDS AND MILESTONES

Support for downtown extreme weather shelter

Support for Radiant Life Community Church's application to BC Housing to fund an extreme weather shelter in the downtown core again this winter helped re-open a temporary shelter next to the downtown fire hall to provide shelter for homeless people from Nov. 1 through Mar. 31.

With the successful operation of the shelter on the vacant City-owned property at 1241 Dogwood St. last winter, the City and RCMP were in full support of it operating from this location again during the coldest months of the year. Council also confirmed that it does not support the establishment of an extreme weather shelter or low barrier shelter at the Salvation Army's facility located at 690 Evergreen Rd.

New space for seniors centre

In October, the City, Campbell River Common and the Campbell River Seniors' Centre Society finalized a four-year agreement for the City to lease space at the Campbell River Common to establish a dedicated space for a seniors centre. At approximately 7,200 square feet, the space provides room for the Seniors' Centre Society regularly scheduled activities and special events. Renovations to the leased area were completed under budget and included demolition, interior finishings, the installation of a kitchen, upgrades to the electrical system and a new sign. A grand opening ribbon cutting event was set for Dec. 17. The City's annual cost for this lease space will be \$60,000, a reallocation of the amount the City currently spends to host this seniors group in various City facilities. There will be no additional cost to taxpayers with these agreements.



New home for Campbell River Volunteer Centre

The Volunteer Centre moved from City Hall to the Enterprise Centre at 900 Alder St. this year. With nearly twice the floor space, private office areas and

ground level entry, the space offers more flexibility for future growth – and comes with a 10-year occupancy agreement. Funding for the move came from the City's Facility Reserve, with \$5,000 for public art, which appears as a colourful mural on the wall facing Alder Street, from Council's contingency fund.



New sign and information kiosk for Jubilee Connector

An eye-catching information sign and kiosk was installed at the corner of Jubilee Parkway and Dogwood Street. The sign was developed by Greenways Land Trust and City staff to draw attention to the many opportunities to enjoy nature along the Jubilee Connector, an inviting 2.5 km trail parallel to the Jubilee Parkway – and part of the 25 km Greenways Loop. The trail connects South Dogwood Street to Highway 19A, with many access points from neighbourhoods along Jubilee Parkway. The sign and kiosk also highlight the ecology along the loop, in particular the rehabilitation of salmon-bearing Willow Creek.



Willow Creek fish passage improvements

Constructing two weirs in the creek created pools to allow the fish to travel over the pipes crossing this waterway and prevent future erosion in the creek. Assisted by Mainstream Biological Consulting and McElhanney Consulting Services, the City worked closely with the federal Department of Fisheries and Oceans, Greenways Land Trust and the Willow Creek Streamkeepers to ensure that the design and construction provide the best available option. The project was partially funded by Telus. With the help of the new weirs and fall rains, fish were able to swim up the creek to spawn.

City of Campbell River

AWARDS AND MILESTONES

Talking trees

The City and Greenways Land Trust sought public feedback on Campbell River's urban forest management plan through open house events and a survey to hear from community members about the issues that affect Campbell River's urban forest today and how best to develop community-supported targets for future canopy cover and any proposed tree management bylaw. Campbell River's street trees have a replacement value of \$2.2 million. Each year, each tree provides, on average, \$67 worth of ecosystem services that include carbon sequestration and storage, greenhouse gas emission reduction, stormwater interception, air pollution removal, energy savings, increased commercial activity in business areas and increased real estate value. For every \$1 Campbell River invests in street trees, the community receives a return of \$4 in ecosystem services.



Tree planting along South Dogwood Street

New trees and an irrigation system were installed along South Dogwood St. to create shade and enhance the most urban part of the 25km Greenways Loop, a pedestrian path that wraps around Campbell River. As part of the landscaping upgrades, 80 European hornbeam trees and an irrigation system have been installed to provide water until the trees become well established. The trees were purchased with a \$9,000 grant from BC Hydro and Tree Canada.

Water stations flowing for Canada Day

City staff installed another recycled fire hydrant as a drinking water station – accessible 24 hours a day, seven days a week throughout the summer – to encourage people to bring a reusable water bottle and keep hydrated with Campbell



River's exceptionally clean and safe drinking water. The new water fountain at Spirit Square is in addition to the existing fountains at Robert Ostler Park, Frank James Park and Dick Murphy Park. Taps will run again in summer 2015.

Drinking Water Week celebrated

In May, school watershed tours, a sponsored free swim at Strathcona Gardens and festivities at McIvor Lake Park were part of Drinking Water Week brought to Campbell River by the City and the British Columbia Water & Waste Association. The City of Campbell River draws drinking water from a watershed encompassing 1,822 square kilometres of mountains, lakes, rivers and streams. The water is treated and delivered to homes through 290 kilometres of pipe. The City treats and distributes the equivalent of 3,819 Olympic-size swimming pools of drinking water each year. The Water Department's operating budget is funded entirely through user fees rather than through general taxation.

City and Chamber develop local Food Map

In 2013, work began to launch a web-based Food Map to help raise awareness about local food production, processing and purchasing by identifying retailers, restaurants and farms selling local, regional and Vancouver Island-sourced agricultural products.



Building on the Chamber's Think Local initiative, the Food Map will help strengthen the local economy and support a positive business climate. The Food Map will also provide an opportunity for private land owners to list their property as available space for small scale local food production. Primary goals of the City's Agriculture Now Plan and the Sustainable Official Community Plan are the development of local food systems and access to local food markets. The City received \$12,900 from the Real Estate Foundation of BC toward the development of the food map and supporting tools to encourage local food initiatives.

Urban hens permitted in Campbell River

With up to up to six hens now allowed on residential lots, people interested in keeping hens in residential areas must:

- obtain a permit from the City to keep hens
- pay a one-time fee of \$10
- be familiar with the City's regulations

New members on Youth Action Committee

The Campbell River Youth Action Committee welcomed 15 new members to share their ideas about the future of Campbell River. Youth Action Committee members are open-minded, innovative, motivated youth aged 14 to 18, who meet twice a month to provide City staff and Council a youth perspective on community issues like art, recreation, safety, transportation, culture, parks and the environment.

City of Campbell River

AWARDS AND MILESTONES

Earth Week Film Festival features local films

Hosted by the City of Campbell River and School District 72, the Earth Week Film Festival featured Power Down Campbell River, following five local families competing to reduce energy consumption during a month-long contest, and Harvest Campbell River, a look at what people think about access to food and local food opportunities in Campbell River. The evening's multiple award-winning feature film was Truck Farm, documenting the journey of two friends/filmmakers as they transform their grandfather's '86 Dodge into a mobile micro-farm through the help of green-roof technology. Community groups attending to share information included the Compost Education Centre, Greenways Land Trust, Encorp Return-It Centre, the Youth Action Committee, Timberline Earth Club, Discovery Passage Sea Life Society and the Strathcona Food Security Project. Event proceeds supported a student environmental bursary.



Request for proposals for composting centre

The City sought proposals for a public-private partnership to develop a regional scale composting facility. Working with the Comox Strathcona Waste Management board, the City wants to turn organic waste from residents, institutions and businesses into compost.

The Comox Strathcona Waste Management board has undertaken a small scale organics collection and processing pilot project with the Village of Cumberland and Town of Comox, and a long-term solution for the broader region is needed. Typically, about 35 per cent of a community's waste can be diverted from the landfill through curbside residential composting programs. Development of a regional-scaled compost facility in Campbell River would provide a variety of opportunities for the City, including:

- Opportunity for significant waste diversion and an enhanced service for residents
- Beneficial reuse of what is currently waste
- Reduced greenhouse gas emissions associated with disposal of organic materials at landfills
- Increased trucking efficiency (trucks can haul other waste on their return route)
- Opportunity for sewage biosolids composting (reducing land and plant upgrade requirements and related costs)
- Local job opportunities related to organics processing

Environmental Protection Bylaw

In November, Council adopted Environmental Protection Bylaw, No. 3551 to protect the natural environment and ecological systems related to watercourses, trees, soils, lands and outstanding natural features in the City of Campbell River. Regulations, requirements and restrictions in the bylaw support the City's environmental development permit guidelines and act as tools to resolve outstanding development permit conditions. The bylaw also helps address issues around inadequate wildlife tree protection, sediment releases, yard waste dumping and other related environmental impacts.

Tidal Power in Discovery Passage another step closer

SRM Projects, a Nanaimo-based energy engineering firm, was awarded investigative licenses for south Discovery Passage and Seymour Narrows to explore the potential for tidal power development in the region. Building on the wave analysis and modeling in the City's Tidal Power Feasibility Study completed in 2011, SRM Projects conducted an assessment, including measuring tidal and current activity and will assess the results and work with industry to promote Campbell River as a potential testing area for tidal energy.

Curbside blue box program expanded

Milk cartons, aerosol cans, spiral wound containers for frozen juice, cookies and other items, hot and cold drink cups and plastic plant pots are among the new items that were added to the collection list through curbside recycling this year. Even more recyclable items are accepted at certain depots. Full details on acceptable items can be found on the City's website: under City Services / Garbage, Recycling and Yard Waste. Campbell River residents also paid \$14 less for curbside recycling collection in 2014. The change is a result of businesses that supply packaging and printed paper to BC residents taking on the responsibility for collecting and managing the recycling of these materials through Multi-Materials BC. Campbell River is one of many BC municipalities and governments participating in this program.



City of Campbell River

AWARDS AND MILESTONES

Fire Department and ABC Recycling combine forces for training

ABC Recycling used heavy equipment to set up simulated crash scenarios so emergency responders could practise rescuing people trapped in



vehicles. Vehicle arrangements can involve multiple vehicles, including small cars and pick-up trucks as well as commercial vehicles. The new arrangement is an improvement on past practice of towing available vehicles to the Fire Hall for training and then transporting them back to recycle yards. Campbell River Fire Rescue responds to calls for road rescue on more than 450 square kilometres ranging from south of Sailor Rd. on the oceanside route, to Cranberry Ave. on the Inland Highway, west along Highway 28 to Buttle Lake, down Westmin Rd. to Nyrstar Mine and north on Highway 19 to Amor de Cosmos (toward Sayward).

Fire Department one of 11 now supporting region

Campbell River Fire Rescue signed onto an agreement to share resources with the Comox Valley and support the air force base in Comox in the event of an emergency. Eleven fire departments are part of the regional agreement to provide emergency services by pooling common and specialized emergency skills and equipment when needed.

Fire fighters wear pink and grow moustaches

For the second year, members of Campbell River's Fire Rescue crews wore pink T-shirts in October and grew moustaches for Movember to raise awareness about health issues.



High-elevation crane training

Campbell River fire fighters rose to the challenge of high-elevation training, using a crane on the hospital construction site. Practice rescue exercises took place 154 feet above the ground in strong winds. Campbell River Fire Rescue is one of only seven fire departments on Vancouver Island and one of 36 in British Columbia approved to provide technical high angle tower crane rescue.

Great response to community consultation on recreation and culture

More than 600 people participated in April's recreation and culture survey, more than 60 people participated in focus groups and 15 local businesses offered prizes to encourage people to share their opinion. Here's what you said:

- It's important to keep services affordable and accessible for people of all ages, stages and abilities.
- Fun, socialization and fitness are the main reasons people participate in recreation programs and activities.
- Drop-in activities are preferred for sports, fitness, health and wellness.
- Free trials were a popular suggestion.
- People want to see even more programs in parks and promoting outdoor recreation.
- People requested more child care and family programming – and want children's programs to coincide with adult programs.
- Special events were also considered highly desirable for the community.
- Program timing and transportation challenges prevent people from participating.
- Online registration is on the community wish-list.
- Feedback confirmed that regular community check-ins and feedback opportunities would help continually improve service.



Whale of a tail makes unique bench at Splash Park!

Thanks to a generous donation from the Young Professionals of Campbell River (YPCR), the City of Campbell River Parks Department purchased and installed a useful and durable piece of art. Designed by Vancouver Island artist Jeff King, the life-size sculpture of an orca whale's tail is made from powder-coated cast aluminum, and measures approximately two metres (six feet) wide by .775 metres (2 feet) high. It is weather resistant, constructed of 100 per cent recycled materials and built to last a lifetime.



City of Campbell River

AWARDS AND MILESTONES

Centennial Park grand re-opening

Approximately 150 park visitors attended the Centennial Park natural playspace grand opening.

After the ribbon cutting, visitors were treated to hot dogs, fruit, popcorn and cookies.

The City's summer camp leaders organized activities in the park including court games on the new multisport court, parachute games, scavenger hunt, nature activities and more. The nearby Four Square Church looked after the balloon animals and face painting, the Campbell River Library had a story-telling area and Family Place had a bubble blowing station. The event wrapped up with a free swim in the Centennial outdoor pool.



Popularity of Centennial Pool continues to grow

Campbell River's Centennial Pool was even more popular this summer than it was during last year's sunny season. General admissions at the outdoor pool from June 2 through August 24 was up by more than 1,000 visits. The pool schedule was adjusted this summer to offer more family, public and length swimming. New evening Swimfit and Aquafit classes were offered. Additional length swims and new fun, family drop-in lessons were held on weekends. Red Cross swim lessons, including Bronze Medallion and Cross certifications and a popular Junior Lifeguard Camp were also available.

Kindness Krew for kids – free!

This summer, Campbell River children had the opportunity to sign up for a free new program to help the community through fundraisers and acts of kindness. Led by local student Janine Annett, kids had interesting discussions, created art projects and went out into the community to perform random acts of kindness. As a Kindness Krew member, children also learned about local issues and how global issues relate to our community.

Lions Club donation helps children explore

Thanks to a \$2,000 donation from the Willow Point Lions Club, Summerside Express, a summer camp for teens with special needs, was able to offer a three-day excursion to Denman Island and Victoria this summer.

Summerside Express has a 27-year legacy as a community recreation program in Campbell River. The Willow Point Lions Club has been active in Campbell River since 1978.



Extended summer camps

The Recreation and Culture Department extended summer camps until school was back in session this fall. Children aged 6 to 11 years could participate in an active and adventure-filled camp each day with games and activities at Centennial Park and field trips to local beaches, lakes and parks. On rainy days, participants spent time at the indoor pool or the Sportsplex to play in the gym.

Rexpo 2014

The first Recreation, Sports & Cultural Exposition – a one-day, one-stop shop for leisure activities – was held Saturday, Sept. 6 at the Sportsplex. Rexpo offered a chance to talk with representatives from sports organizations, performing arts, cultural groups and community groups – and to see live demonstrations and register for related programs. The event was a partnership between the City of Campbell River and Strathcona Regional District to support community sports and recreation and cultural organizations, and to encourage active living for people of all ages, stages and abilities.

Frogger 15

The second annual fundraiser run for the Greenways Loop attracted 130 runners from all over Vancouver Island and as far away as Ontario, who took part in either the 15km run or the 3 x 5km relay. The route started at Spirit Square and followed 16th Ave. to the ERT Road and the Beaver Lodge Lands. About 25 youngsters took part in a first-ever Tadpole Trot, a fun run by the River Runners running club. The Frogger 15 is put on by Greenways Land Trust with support from the Recreation Department.

The event was followed by awards, draw prizes and a Marine Harvest salmon BBQ.



City of Campbell River

AWARDS AND MILESTONES

St. Ann's upgrade

Finishing touches on the St Ann's upgrade wrapped up a nine-month, \$4.048 million project involving upgrades to underground services including sewer, water and storm drainage systems, as well as above-ground improvements to roads, sidewalks, streetlights and landscaping to transform the area connecting 10th Ave. to Shoppers Row.



Four-way stop downtown

In consultation with the Downtown Business Improvement Association, permanent four-way stop signs were set up at the intersection of 10th Ave. and Shoppers Row. The signs had been temporarily placed at this location to accommodate traffic detours during the St. Ann's block upgrade. Consistent with the three-way stop at Shoppers Row and 11th Ave., a permanent four-way stop at this intersection will reduce the speed of traffic to benefit both pedestrians and drivers in the downtown core.

Downtown parking patrol

In response to requests from local merchants, the Downtown Business Improvement Association and the Pier Street Association, regular downtown parking patrols began in June. Increased activity in the downtown core led to a higher demand for parking, and the City received complaints about people leaving their vehicles parked on the street in excess of the posted time limits.

Grant funding for façade improvements

The Downtown Façade Improvement Program was introduced this year to help local businesses invest in storefront or building upgrades – the next step in ongoing downtown revitalization. To create a more interesting and appealing streetscape to attract more people and business to the downtown core, grants were available for up to 50 per cent of eligible project costs – to a \$10,000 maximum – for commercial storefronts located within the revitalization area. Three local businesses successfully secured funding for this program, and have completed façade upgrades.

Students help Campbellton plan for future

Vancouver Island University students worked with the Campbellton Neighbourhood Association to develop plans for the Highway 19A streetscape, community garden, bus transfer station and more.

Residents' opinions were provided on potential sidewalk improvements, how to better accommodate bicycles and bus stop upgrades. View the City of Campbell River's Master Transportation Plan online at www.campbellriver.ca under Roads and Transportation / Studies.

Improvements for pedestrians

In partnership with the Wei Wai Kum First Nation (Campbell River Indian Band), the City installed more than one kilometre of new sidewalks on 16th Ave. and Highway 19A this summer. Pedestrians can now travel on new sidewalks along the north side of 16th Ave. from Ironwood St. to Wal-Mart. There's also a new route along the south side of Highway 19A from Wal-Mart to Dogwood. These improvements mean increased safety and security for youth, elders and commuters who use these routes on a daily basis. Better access in this area comes at no additional cost to Wei Wai Kum or the City because funding for the sidewalk installation came from fees collected during the construction of Wal-Mart and Home Depot to support infrastructure improvements for the community. These new sidewalks also help connect the downtown area with Campbellton, a key element supported in a recent walkability assessment. Each year, the City builds on Campbell River's sidewalk infill program throughout the community, which is paid for by development cost charges and federal Community Works funding. Additional work completed this year includes sidewalks installed along 15th Ave. from Maple to Tamarack and along Spruce from 14th Ave. to Highway 19A.

Parking lot upgrades

A new gravel drop-off zone and parking lot for Haig-Brown House and Kingfisher Creek were completed, providing safer parking and access for visitors and Greenways Land Trust volunteers who provide landscaping maintenance work onsite.

Alder Street review

Public input was sought through open house sessions on how best to balance Alder St.'s role as one of the primary north-south routes with safe access to and from the many single-family homes along this 7.5 kilometre street.

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Business in Focus features Campbell River

“City by the Sea Rides Wave of Growth” proclaimed the headline for Business in Focus magazine’s eight-page promotional feature on Campbell River that included building statistics and interviews with City representatives for insights on the transformation of our scenic seaside community.

“With all the developments going on in Campbell River these days, we could easily write a book, let alone an article. And the massive construction boom that has been taking place over the last few years appears to be just gearing up...” the article began.



ReNew Canada features Campbell River

The January/February 2014 issue of the ReNew Canada infrastructure magazine highlighted the North Island Hospitals and John Hart Generating Station Replacement project among its national Top 100 list. Having these projects in the national spotlight, and the current increase in residential and commercial construction in Campbell River, help attract interest in our community, the great quality of life and the opportunities for investment here.

Construction stats 2014

- The value of residential and commercial construction in Campbell River was approximately \$81 million in 2014. The value of construction has returned to more typical levels after a rise in 2013 related to major projects.
- There were 310 permits in 2014 (up 12 per cent over 2013).
- Major projects include permits for the new hospital.
- The number of building permits for duplex homes increased by 200 per cent (to 15 in 2014 from 5 in 2013).
- Alterations and renovations value grew by 58 per cent.

Did you know? Campbell River’s building permit processing times are among the fastest in the province – and faster than the majority of the 30 municipalities in the Lower Mainland municipal building network.

Year three of free builders and developers forums

Back for a third consecutive year, the City of Campbell River’s free forums for builders and developers offered more lunch ‘n’ learn sessions, with this year’s line-up based on feedback from the previous year. One of the key sessions focused on the changes to the BC Building Code, effective Dec. 19, 2014.

City partners with Vancouver Island Construction Association

Campbell River is one of many island communities that will be subject to a surge in public and privately-funded construction and infrastructure over the next 10 years – and the City teamed up with the Vancouver Island Construction Association to meet the challenge of competition for skilled trades workers and ensuring competitive bids from potential contractors.

New view on hospital construction

An agreement between the City of Campbell River and Island Health allows for the construction of a new path and viewing area for people to safely watch hospital construction activity. Access to a portion of land behind the Evergreen water reservoir will provide a temporary space with a small bench and interpretive signs.

New community water system

Work has advanced on a new water supply system that will be delivered in two distinct phases. Design has been completed on the first phase, with material orders placed and construction set to start on 1.1 km of large diameter watermain along Highway 28 in early 2015. Detailed design on the John Hart Lake intake is expected to be complete in 2015, with construction to follow in 2016 in time to have the new water supply system fully operational by 2018. The project is funded in partnership with BC Hydro.

Water facility renewal project

This project upgrades the water treatment system with a new sodium hypochlorite generator at the City’s Elk Falls Water Quality Centre, which will replace the chlorination building on Highway 28. Design was nearly complete, required specialty equipment sourced and secured, with building construction expected to begin in early 2015 and completed by year end.

City of Campbell River

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Dogwood Street watermain

Single-lane traffic in each direction along on Dogwood St. between 7th and 4th avenues made room for the City to replace a watermain this summer. Construction work took place in this three-block span weekdays throughout July and August. Approximately 565 metres of watermain were replaced to increase water volume for domestic use and fire suppression. The work was done by Upland Excavating Ltd. and McElhanney Consulting Services Ltd. This project was completed on time and under budget, with funding from the City's water capital reserve, paid through utility fees rather than property taxation.

Eardley Road watermain

This project renewed approximately 1,100 lineal metres of watermain from one end of Eardley Rd. to the other, and installed new service connections to all adjacent properties. The work was done by Windley Contracting (2010) Ltd. with engineering services provided by Highland Engineering and Surveying. This project was completed on time and under budget, with funding from the City's water capital reserve, paid through utility fees rather than property taxation.

Norm Wood Environmental Centre upgrades

Work on the first phase was completed in August, with improvements providing increased processing capacity at the City's sewage treatment plant. The project was delivered by Kinetic Construction Ltd. with Opus DaytonKnight Consultants Ltd. providing engineering services – all work completed on time and under budget. Design for the second phase, which includes improvements to effluent inlet structures and controls, is scheduled for early 2015, with construction to follow, and project completion by year end.

Sewage treatment upgrades

The last two oxidation ditch mixers at Norm Wood Environmental Centre were replaced this year. The six original mixers, which were installed when the sewage treatment plant was constructed in 1996, are a critical component of the sewage treatment process and had reached the end of their service life. Replacement of the six mixers occurred over a three-year period.

Sanitary sewer smoke testing

City crews performed smoke tests on the sewers in the north Campbell River and Painter Barclay areas to identify locations where rainwater and groundwater could enter the sewer system. The work involved the introduction of a non-toxic smoke into the sewer lines, which would flow out to indicate openings in the system. Problem areas were identified and corrected in both private and public portions of the system to ensure the sewer is running efficiently.

Campbell River Airport (YBL) airfield lighting & electrical upgrades

Improvements to airfield lighting and electrical systems at the Campbell River Airport are well underway thanks to a grant worth more than \$1.4 million from Transport Canada, which funds 95 per cent of the total estimated cost of \$1.6 million. The improvement work will ensure the airfield lighting system meets current regulatory requirements while providing expanded operating limits under low visibility conditions. Construction is anticipated to be complete in the late spring of 2015.



City of Campbell River

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New online promotional videos

The first four in a series of online promotional videos were launched on the City's website. The City of Campbell River, Rivercorp, Tourism Campbell River & Region, North Island College, School Districts 72 & 93 and Volunteer Campbell River worked together to develop content for the minute-long videos. Videos were produced through a no-cost offer to a number of member communities in the Federation of Canadian Municipalities. Along with a "welcome" video, they promote local economic development, education and tourism.

New: pre-authorized property tax payments

Local property owners can now make monthly contributions – and earn interest – toward property tax payments. Between this program and claiming the annual Home Owner Grant online, property owners no longer need to visit City Hall to pay property taxes. Spreading out payments is also a convenient way to budget for property tax payments.

Area D residents rejected proposed boundary extension and sewer service

In a June 28 referendum, a majority of residents and property owners in the northernmost portion of Area D voted not to join the City of Campbell River and have sewer service provided to their property. Of the 699 ballots cast, 589 voters answered "no" (84.3%) to the question: "Are you in favour of a boundary extension to include a portion of Electoral Area D within the boundaries of the City of Campbell River for the purpose of connecting to the City of Campbell River sanitary sewer service?" The referendum results confirm that the City does not need to plan to build and fund a system to treat and dispose of additional sewer volume from northern Area D. The City has identified several sewer upgrade projects that will be designed and constructed within the next five years, built to last up to 100 years.

City and CUPE reach five-year agreement

The City of Campbell River renewed contract with CUPE Local 401 includes wage increases of two per cent in 2014 (retroactive to January 1), one per cent in January 2015, one per cent in July 2015, one per cent in January 2016, one per cent in July 2016, two per cent in 2017, one per cent in January 2018 and one per cent in July 2018.

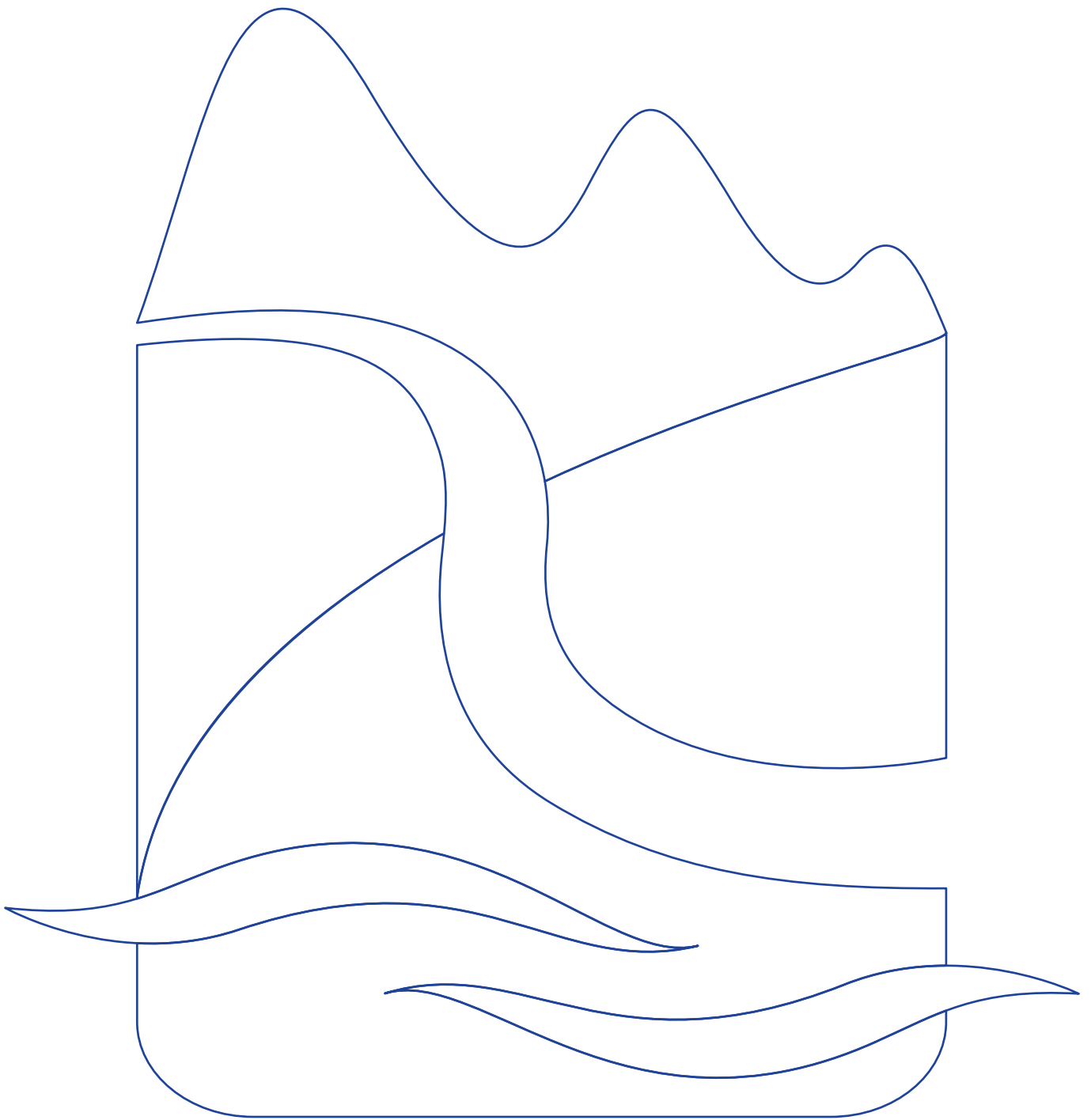
New Mayor and Council

On Nov. 15, a 39 per cent voter turnout in Campbell River elected Mayor Andy Adams and Councillors Charlie Cornfield, Michele Babchuk, Larry Samson, Ron Kerr, Marlene Wright and Colleen Evans.



New information on flood evacuation areas

Based on new information from BC Hydro that a dam breach caused by a major earthquake could flood large areas of Campbellton and downtown Campbell River within 30 to 60 minutes – some areas near the river up to 11 metres deep – a public information campaign was launched. Details about flood risk and evacuation procedures to help community members plan for a major, worst-case scenario earthquake – the kind that would cause buildings to at least partially collapse – were shared in brochures, online and during community presentations. The brochures and a video recording of the community presentation are posted on the BC Hydro, City and Strathcona Regional District's websites, and paper copies are available at City Hall, recreational facilities, the Strathcona Regional District office and Strathcona Gardens. Frequently asked questions are also answered on the City and Strathcona Regional District websites (www.campbellriver.ca – under City Services / Public Safety – and at www.strathconard.ca – under Services / Protective Services).





301 St. Ann's Road
Campbell River, BC V9W 4C7
Phone (250) 286-5700
info@campbellriver.ca
www.campbellriver.ca
