

2023-2032

Financial Plan



City of
Campbell
River



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Mayor and Council

In October 2022, Mayor Kermit Dahl, alongside Councillors Susan Sinnott, Ben Lanyon, Sean Smyth, Ron Kerr, Doug Chapman, and Tanille Johnston, was elected to the City of Campbell River council. Mayor and Council will serve a four-year term as stewards and representatives of the City.





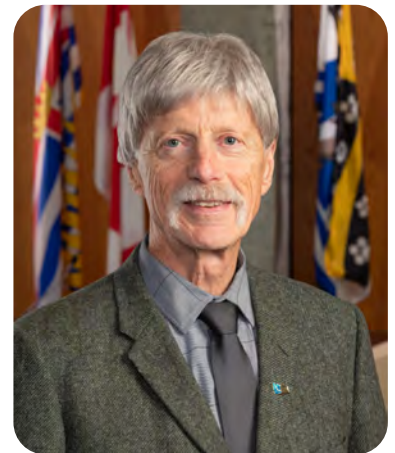
Mayor Kermit Dahl



Councillor Doug Chapman



Councillor Tanille Johnston



Councillor Ron Kerr



Councillor Ben Lanyon



Councillor Susan Sinnott



Councillor Sean Smyth

City Manager's Report

Strategy for Today, A vision for Tomorrow The 2023-2032 Financial Plan

With a newly elected Council, 2023 will be key in building the foundational principles of good governance and organizational resilience needed to align staff and all resources to deliver on Council's ambitious goals. Investments and complex decisions that the City makes today will lay a strong foundation for our growing community to build upon in the future.

Council adopted their 2023-2026 Strategic Priorities in January of 2023. The 2023-2032 Financial Plan aligns the City's financial resources with the five core themes that will guide Council and City staff in the coming years; Organizational Capacity, Community Growth, Healthy and Safe Community, Collaboration and Housing.

Key elements in the Financial Plan include ongoing renewal and investment in our infrastructure with key utilities, roads, parks and facility capital projects. The plan also includes a significant investment in human resources, with many elements focused on making the City an employer of choice. Building a strong, positive workplace culture for those who serve our community is at the heart of many initiatives and is being incorporated into everything we do.

The plan builds on the fundamental principle of fostering a growing community as efficiently as possible. To achieve this, we are committing to executing long-term planning practices with significant projects, including; an Official Community Plan and Zoning Bylaw update, a Community Safety Plan, a Parks, Recreation and Culture Master Plan and a Labour Market Study. These projects are all in addition to the high-quality services that City staff provide our community on a daily basis; providing safe drinking water, sewer treatment, emergency services, beautiful parks and public recreation spaces, supporting a vibrant economy, and so much more.

As I settle into my new role as City Manager and look ahead to Council's community vision and the challenges and opportunities ahead of us, I am full of determination and enthusiasm. We know that 2023 will be an 'outlier' year due to the compounding impacts of inflation, the complex social issues facing communities across BC, and unique financial challenges impacting the City's budget resulting in a higher-than-policy parameter tax increase, yet we also recognize the possibilities. Work must continue to ensure that we are operating as efficiently as possible and that we look to utilize new and improved processes and technology and seek opportunities to increase revenues.

I would like to recognize and commend Council for their thoughtful consideration throughout this budget process, as well as the many City staff leaders and their teams for providing balanced and practical budget submissions and compiling this in-depth budget document.

It has always been a privilege to work for the City and be actively engaged in the community's development and well-being, and that is certainly true as I embrace the City Manager role. With an incredible staff team alongside me, I am ready to lead with innovation, explore new opportunities, and support Council in making Campbell River an even better community to live, work and play.



ELLE BROVOLD
City Manager



Elle Brovold
City Manager

Overview





Chief Financial Officer's Executive Summary

The 2023-2032 Financial Plan addresses challenges facing the City of Campbell River while balancing the need to invest in services that residents rely on every day and address Council's Strategic Priorities that look to improve and grow the community. Best practices, strong financial principles, and robust policies are ingrained in the plan and its development.

National inflation rates are forecast to remain high throughout 2023, which greatly affects the City's purchasing power. To help keep pace with these abnormally high inflationary pressures, an additional property tax increase of .72 percent has been applied to this year's budget. Combining these conditions with a number of financial changes to large City contracts, that will result in extraordinary increases in expenses and loss of revenue, 2023 is being treated as an outlier year. As such, a tax increase higher than the established 2 to 3.5 percent tax parameter was approved for the first time since the establishment of the award-winning Financial Stability and Resiliency Policy.

This City's financial planning process is guided by the Financial Stability & Resiliency Policy. It provides a framework focused on long-term strategic planning and ensures prudent fiscal management is the cornerstone for financial decision-making. While the City has maintained a fiscally responsible, under-parameter tax increase since 2016, it will not be possible in today's economic climate. Pressures are compounded as we look to maintain current operations while meeting the needs of a growing community and are further exasperated by the requirement to renew and replace aging infrastructure and unforeseen changes to revenue and expenses. With high inflationary pressures forecast through 2023 and beyond, a higher tax increase was necessary for 2023 and higher than parameter increases will likely continue for the next few years. The Financial Stability and Resiliency Policy will be reviewed to continue to foster fiscal responsibility in this new economic environment.

Municipal governments must maintain core services for residents and businesses while also investing in the future and growth of their communities in somewhat of a balancing act. The City seeks to navigate projected financial challenges over the next few years while looking to keep property tax increase levies on a home of average value in the mid-range of tax increases as compared to other British Columbia communities of similar size.

The 2023 budget theme is "A Strategy for Today, a Vision for Tomorrow". This builds on the 2022 strategy "Building Back Better" by continuing to focus on stability and expanding the focus on resiliency. Investments and complex decisions that the City makes today will lay a strong foundation for our growing community to build upon in the future. The 2023 budget was guided by Council's Strategic Plan, with a priority focus on addressing the challenges of inflation and a growing community with increased service demands. The budget is a foundational resource that will support Council's strategic priorities.

Highlights of the Financial Plan

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

The 2023-2032 Financial Plan seeks to:

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

The 2023-2032 Financial Plan includes inflationary increases, as well as service level increases to help address the needs of the community and drive forward strategic priorities, and an overall property tax increase of 9.97 percent in 2023. The increase consists of 7.51 percent for the City's operations, 1.80 percent for the enhancement of services (inclusive of a dedicated .72 percent increase for high inflationary pressures), and .66 percent to invest in infrastructure. The overall increase in taxation in 2023 necessary to fund the operating and and capital plan budgets is \$4,085,000 inclusive of non-market change. Strong non-market change (NMC), which provides additional property tax revenues, is estimated at \$465,000 from new construction. This additional revenue, which has decreased slightly over the past two years, allows the City to fund new ongoing services related to community growth, and in response to community demand.



Alaina Maher
 Director of Financial Services /
 Chief Financial Officer

For 2023, as in 2021 and 2022, the City’s base operating budget came in higher than the 1.5-2 percent parameter. As a result, all the non-market change revenue has been used to offset tax increases according to the principles of the Financial Stability & Resiliency Policy. This illustrates the increasing base budget pressures for inflationary items and contractual commitments that are higher than the base budget parameter maximum of 2 percent.

The budget has been developed during a period of increased inflation caused by supply chain disruption and the lingering effects of the COVID-19 pandemic, as well as other global economic uncertainties. The Financial Stability & Resiliency Policy calls for zero base budget increases with the exception of contractual commitments. As costs continue to rise, it has become increasingly challenging to hold the line on operating expenses while continuing to provide services at a level the community desires.

The City has experienced an approximate 1 percent increase for its transit services this year, and as a result of the National Policy Federation (the union for RCMP members) five-year contract ratification, saw a \$1,141,000 or 3.16% tax increase to its contract expenses. The City is also anticipating the loss of \$875,000 or a 2.43 percent tax increase as a result of changes to municipal service agreements.

City revenue has seen a \$750,000 or 2.08 percent tax increase to investment revenue given the anticipated economic conditions of high interest rates, which helps offset a projected \$339,000 or 0.94 percent decrease in permit revenues as a result of cooling market conditions. Base operating budget reconciliation:

Increase in the RCMP collective agreement	3.16%
Changes to municipal services agreements	2.43%
Increase in wages and benefits	2.59%
Decrease in development permit revenues	0.94%
Increase in BC Transit expense and decrease in grant revenue	0.99%
Increase in investment revenues	(2.07%)
Miscellaneous changes	(0.66%)
Total	7.42%
Operating Cost of Capital	0.09%
Total Operating Increase	7.51%

A 1.80 percent tax increase helps support new ongoing services for the community, such as forensic video services for the RCMP, bylaw, parks, and information technology resources.

Asset management work has developed a practical 10-year capital replacement plan, which is a fundamental aspect of the principles of the Financial Stability and Resiliency policy. In 2020, the City completed a fully- grant-funded Asset Infrastructure Investment Plan, which will further inform capital budgeting, capital funding, and timely infrastructure replacement over the 10-year plan as it is integrated in 2023.

The proposed 10-year plan includes an investment of \$144,378,000 for aging infrastructure over the next 10 years, funded by reserves and a 0.66 percent incremental tax levy each year. The City also re-invests in infrastructure by allocating unanticipated new revenue and expired debt payment commitments directly to fund infrastructure renewal and replacement. This minimizes the need to raise property tax rates, which helps keep tax increases stable and more predictable.

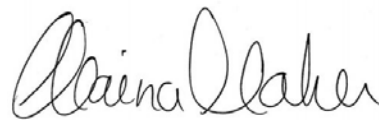
New to 2023 capital project budgeting was the addition of new priority setting metrics. The incorporation of two different prioritization levels assists with allocating funding to the growing needs of the City's capital plan. The first lens prioritized projects based on a risk assessment to the City. A second lens was then applied based on a department priority.

After several years of depleting capital reserves to cover infrastructure replacement, the community will need to discuss whether to borrow money for future infrastructure replacement. Council's debt policy designates the City's ability to borrow money largely towards replacing or renewing current infrastructure. Long-term infrastructure debt continues to be low and well below the debt policy's \$95 million limit (for all funds).

The 2023 budget process has continued to advance strategic long-term financial planning with the use of business case financial decision-making and capital project planning. Capital project planning will help identify project timelines, stakeholder involvement, inherent risks involved with projects and the impacts that a project may have on other City departments. There has been increased focus on budgeting for necessary planning activities, integrating asset management into long-term financial planning, as well as ensuring renewal and replacement for all asset infrastructure categories.

The 2023-2032 Financial Plan proceeds on the path of best practices in local government as the City continues to fine tune the strategic decision-making process with a focus on value for taxpayers. A 2021 community satisfaction survey provided evidence that Campbell River citizens appreciate the level of services offered by the City and receive good value for taxes paid. It also identified that people support paying for the maintenance of services, as long as the funding is being used in a fiscally responsible manner. Another survey will be conducted in 2023 to ensure that the City service delivery aligns with community expectations.

The 2023-2032 Financial Plan outlines and communicates to taxpayers how the City has allocated resources to achieve Council's priorities and to deliver services at the high level expected by Campbell River residents and businesses. It demonstrates the City's commitment to continuous improvement and fiscal responsibility to meet the needs of a growing and vibrant community today and in the future.

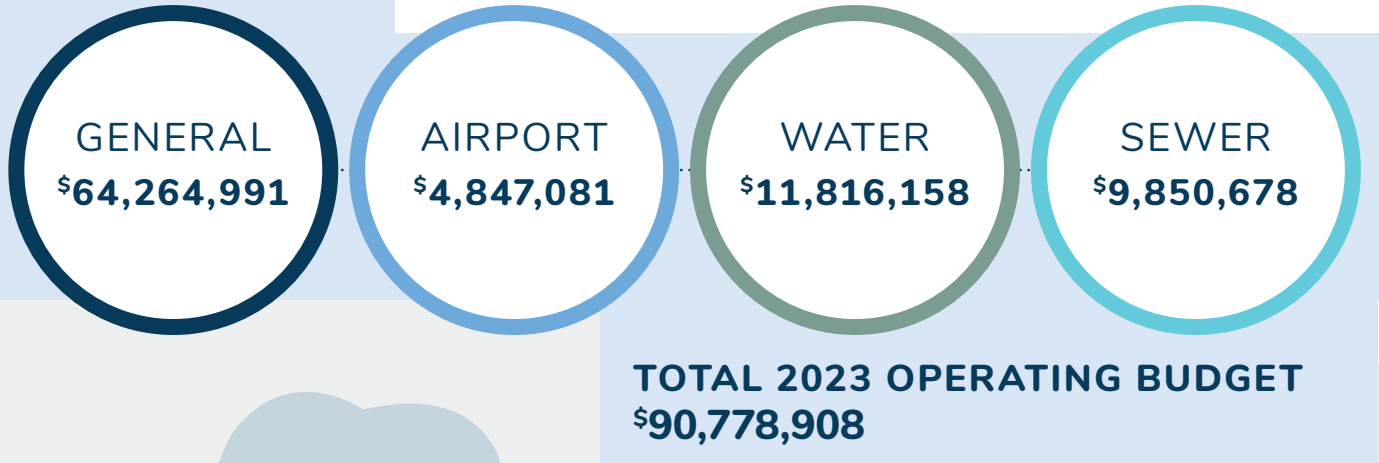


ALAINA MAHER, BCOM, CPA, CMA

Director of Financial Services & Chief Financial Officer

2023 By Numbers

BUDGET BY FUND



2023 INVESTMENT IN INFRASTRUCTURE

0.66%

NUMBER OF OPERATING PROJECTS IN 2023

74

TOTAL 10-YEAR OPERATING PROJECTS BUDGET

\$11,357,000

NUMBER OF CAPITAL PROJECTS IN 2023

138

TOTAL 10-YEAR CAPITAL PROJECTS BUDGET

\$168,965,000

NEW ONGOING SERVICES

\$652,800

PAST TAX INCREASES

2018
2.10%

2019
2.60%

2020
2.87%

2021
1.95%

2022
3.13%

2023
9.97%

2023 By Numbers



FLEXIBLE FUNDING FOR COUNCIL PRIORITIES

\$150,000

STRATEGIC COMMUNITY INITIATIVES FROM GAMING FUNDS

\$600,000

STRATEGIC COMMUNITY BETTERMENTS & ENHANCEMENTS FROM GAS TAX FUNDS

\$75,000

COUNCIL CONTINGENCY FOR EMERGING STRATEGIC PRIORITIES

COMMUNITY GROWTH

NON-MARKET CHANGE TAX REVENUE FROM NEW CONSTRUCTION



RESIDENTIAL
• **74.3%**

BUSINESS
20.5%

PORTION OF TAXES PAID BY MAIN PROPERTY CLASSES

Budget Snapshot

Proposed Tax Increase Summary	
Base Operating Budget	7.51%
Investment in Capital Infrastructure	0.66%
New Ongoing Service Levels	1.80%
Total Proposed Tax Increase	9.97%

Base Budget 7.51%

The City's base budget covers the day-to-day operating costs to provide services to the community. It includes wages and benefits for City employees, utility costs for buildings and vehicles, legal expenses, repairs and maintenance for City assets, and the supplies needed to undertake annual workplans.

The City's Financial Stability and Resiliency Policy calls for no increases to annual base budgets, with the exception of contractual expenses that the City is already committed to. The policy allows for an annual tax increase of 1.5 to 2.0 percent for these base services. The 2023 - 2032 Financial Plan was approved with an out of Parameter base budget increase as a result of the following:

Police services contract increases	3.16%
Service agreement revenue reductions	2.43%
Increase to wages and benefits	2.59%
Decrease in permitting revenues	0.94%
Increase in BC Transit costs	0.99%
Increase in investment revenues	(2.07%)
Miscellaneous changes	0.62%
Operating costs of capital	0.09%
Total Tax Increase	7.51%

These 2023 increases are more than the City's base budget parameter and add increased budget pressures. Budget increases for non-contractual items are frozen under the City's Financial Stability & Resiliency Policy and because these significant drivers are all above the existing parameters, there is no room to increase crucial base budgets for supplies and other services the City consumes.

Non-Market Change \$465,000

The City budgets annually for Non-Market Change (NMC), which is comprised primarily of tax revenues from new construction. As the City grows, new properties are constructed that the City can collect tax revenues on. Under the City's Financial Stability & Resiliency Policy NMC is first applied to the base operating budget to keep it within the 1.5 to 2.0 percent parameter. Any leftover NMC can be used to fund new service levels for our growing community. For 2023, NMC is \$465,000.

Included in NMC are new revenues from properties that participate in the City's Downtown Revitalization Exemption Program. These properties have had a tax-exempt status for up to 5 years after development. Once the exemption expires, the new tax revenues form part of NMC.

Investment in Capital Infrastructure 0.66%



The City's Financial Stability and Resiliency Policy provides an annual tax increase of 0.5 to 1.0 percent to support the City's investment in infrastructure and renewal of critical assets. Without ongoing critical infrastructure asset renewal, the City would be unable to deliver uninterrupted services to the community. Funds from this tax parameter are flowed through the City's reserve funds and into the capital program to ensure that they are used in the areas needed most.



Capital Plan

The Capital Plan outlines all capital projects planned for the next ten years. Capital projects produce an asset that will benefit the community for years.

When completed, they often come with an annual cost to operate. These operational costs could be necessary labour or annual maintenance fees. Identified operating costs are included in the proposed base operating budget.

Also included in capital projects are carry-forwards from the prior year's capital budget. In some circumstances, a project that began in one year may not be complete, or the City may have commitments relating to a capital budget that extend into the following year.



Operating Projects

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



New Ongoing Service Levels 1.80%

As our community grows, there are increased demands on City operations, and budget increases may be needed to provide these services. For example, as new subdivisions are added, new City parks come online, and the City has an obligation to ensure these amenities are maintained.

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

Given the unprecedented demands on City services and high rates of inflation, the 2023 Ongoing Service Levels include a 1.80 percent tax increase.

The 1.80 percent Ongoing Service Level increase includes a dedicated .72 percent increase to respond to escalating inflation.

New Ongoing Service Levels for 2023 are:

- Forensic Video Services (\$85,000)
- Bylaw Enforcement Officer (\$82,000)
- Parks Manager (\$145,000)
- Client Support Analyst (\$78,000)
- Sewer Fibre Optic Service (\$9,200)
- Water Department Snow Removal (\$12,000)

Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Campbell River, British Columbia for the Annual Budget beginning January 1, 2022. This was the seventh year that the City received this prestigious award for best practice budgeting principles. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only.

The City will submit the 2023-2032 Financial Plan to GFOA to determine its eligibility for the budget award once again and believes the proposed budget continues to conform to and exceed program requirements.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Campbell River
British Columbia**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director



Reader's Guide to the Financial Plan

The Financial Plan provides information relating to the funding requirements of the City, given the services Council has authorized staff to provide for the residents.

The Financial Plan provides information supporting decisions and serves the additional role as:

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

The 2023-2032 Financial Plan has six sections

Overview

The high-level overview gives readers a sense of the City's community and financial profile. It includes reports from the City Manager and Chief Financial Officer, snapshots of the community through numbers, the City's vision and mission statement, as well as key financial policies and guidelines.

Financial Reports

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

Base Operating Budget

The base operating budget section provides readers with a complete operating budget overview, organized by financial reporting segment as detailed in Appendix 1. Each segment includes a human resource services chart, revenue and expenses by general ledger function, department purpose, 2023 goals and 2022 highlights.

Ongoing New Service Levels

The ongoing new service levels section, detailed in Appendix 4, includes all new/enhanced service level increases for consideration in 2023 and in future years as funding allows.

Capital Budget

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

Operating Projects

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



Community Profile





Community Highlights

Campbell River is an all-season oceanfront gem, located at the 50th parallel on the east coast of central Vancouver Island.

We acknowledge that we are located on the territory of the Laich-Kwil-Tach people and the long history and connection to this land for First Nations.

Campbell River is home to three First Nations:

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

The City's motto Enriched by Land and Sea describes Campbell River's spectacular setting. The iconic shoreline and waters of Discovery Passage are blessed with the backdrop of spectacularly pristine, yet easy-to-access, wilderness and mountains. The four seasons of play, combined with the city vibe, lively culture, and timeless traditions, make Campbell River the inclusive, neighbourly, and resourceful community it is today.

We are the fifth-largest metro area on Vancouver Island, with a population of over 35,000, and the urban service centre and hub community for approximately 60,000 living and working in our region.

Connections flow naturally here, starting with our central location's easy access by highways, air, and ferries. Campbell River is a base for recreation and industry throughout the north island and central coast. With a rich natural resource background, integrated social services, a number of stewardship firsts, award-winning drinking water quality and a world-class reputation as a tourism destination, the community is set for high levels of investment and even more diversity.

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

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

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



At a glance



POPULATION*
35,519



AGE*
0-14 Years: **15%**
15-64 Years: **59%**
65+: **26%**
Average Age: **45.8**



HOUSEHOLDS*
Owned: **72%**
Rented: **28%**
Total: **15,560***



HOUSEHOLD INCOME*
Median total income before taxes: **\$78,000***

EDUCATION*

Post-secondary: **59%**
Secondary: **32%**
No certificate, diploma or degree: **10%**



FAMILIES*

2 Persons: **62%**
3 Persons: **18%**
4 Persons: **14%**
5 Persons +: **5%**



Average Size of Families:
2.7 people*



LABOUR FORCE*
Employed: **91%**
Unemployed: **9%**

MARITAL STATUS*

Married or living common law: **59%**
Not married and not living common law: **41%**



* Source: Statistics Canada, 2021 Census of Population. Percentages may not add up to 100% due to rounding.
Statistics Canada. 2022. (table). Census Profile, 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released December 15, 2022. <https://bit.ly/3jRNBRP> (Accessed January 25, 2023)





Growth and Development

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

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

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

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



Campbell River is a thriving central hub for the region.

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

Labour Force by Industry

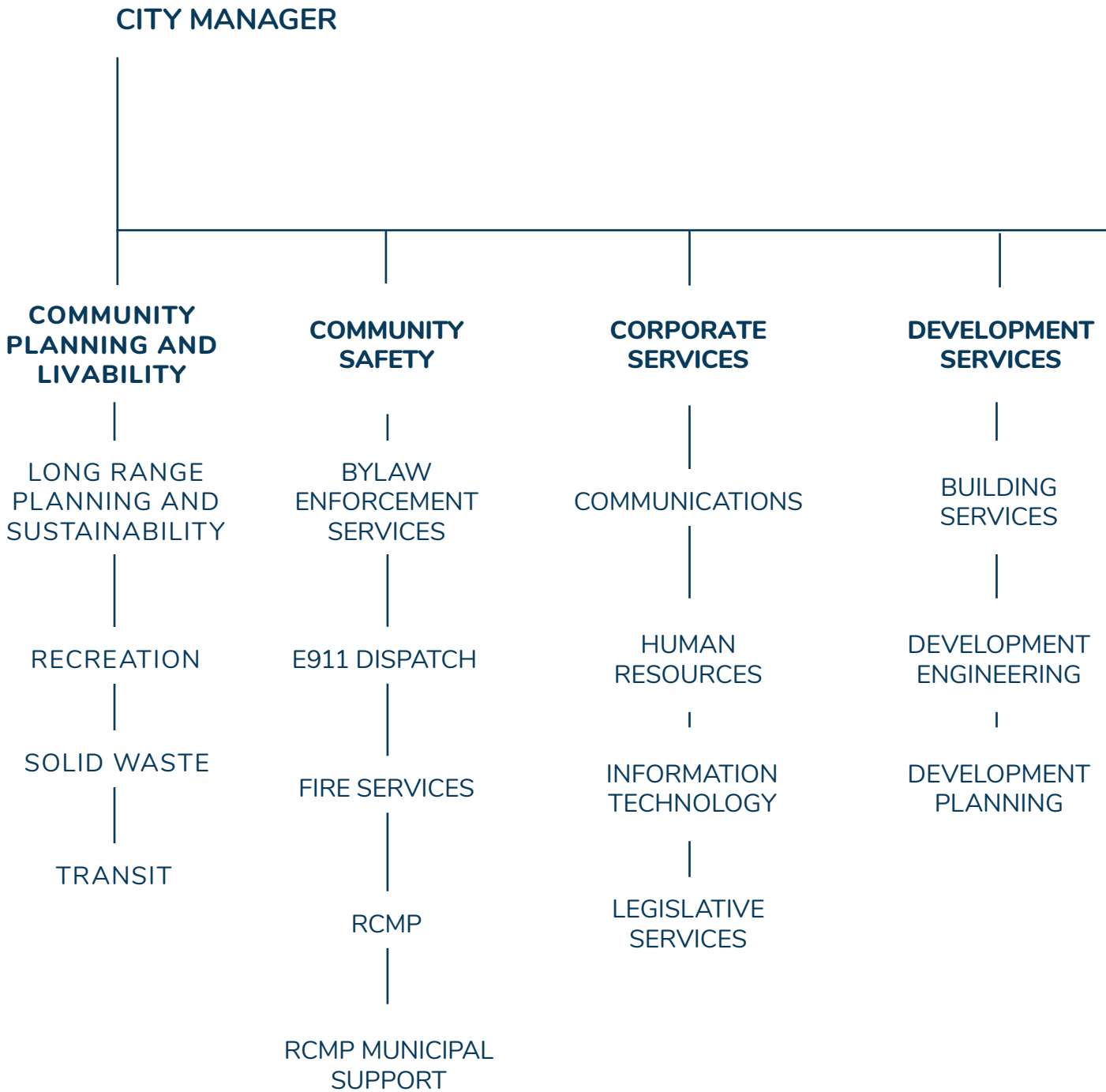
	Total	Male	Female
Industry by Category			
Agriculture, forestry, fishing and hunting	1,300	975	325
Mining, quarrying, and oil and gas extraction	550	495	55
Utilities	120	110	10
Construction	1,525	1,300	225
Manufacturing	555	365	185
Wholesale trade	225	180	40
Retail trade	2,240	1,055	1,185
Transportation and warehousing	645	495	150
Information and cultural industries	150	100	50
Finance and insurance	350	150	200
Real estate and rental and leasing	265	110	150
Professional, scientific and technical services	895	425	470
Management of companies and enterprises	25	15	15
Administrative and support, waste management and remediation services	705	415	295
Educational services	925	195	730
Health care and social assistance	2,820	485	2,340
Arts, entertainment and recreation	320	120	205

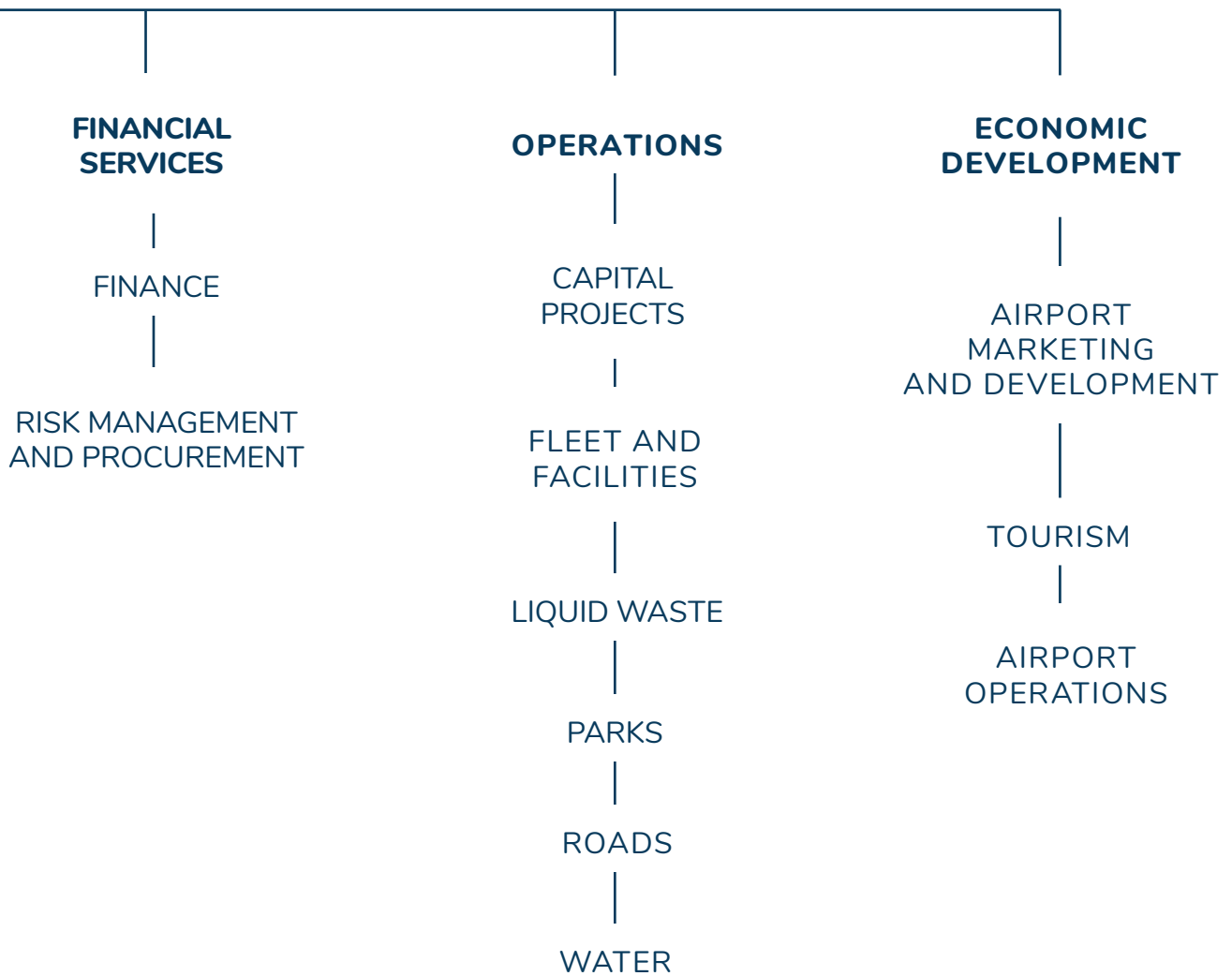
	Total	Male	Female
Industry by Category			
Accommodation and food services	1,250	540	710
Other services (except public administration)	795	400	400
Public administration	780	415	365
Industry labour force categories not applicable	330	180	150
Total labour force population	16,775	8,530	8,245



Source: Statistics Canada, 2021
 Census Profile
 Find more information here:
<https://bit.ly/3wnhbkS>

Full Organization Structure







Department Overviews

City Manager

City Manager /
Chief Administrative Officer
Elle Brovold

Community Planning and Livability

Director of Community
Planning and Livability
Andy Gaylor

Manager of Long Range
Planning and Sustainability
Jason Locke

Recreation Manager
Robin Mitchell

Community Safety

Director of Community Safety
Vacant

Fire Chief
Dan Verdun

RCMP Inspector
Jeff Preston

RCMP Municipal Manager
Carrie Jacobs

Corporate Services

Director of Corporate Services
Sheila Girvin

Communications Manager
Alison Harrower

Human Resources Manager
Matt Blouin

Information Technology
and Security Manager
Kelly Pender

Legislative Services Manager
Vacant

Development Services

Director of Development Services
Ian Buck

Building Services Manager
Trever Sweeney

Development Engineering
Manager
Rich Feucht

Development Planning Manager
Meghan Norman

Financial Services

Director of Financial Services /
Chief Financial Officer
Alaina Maher

Financial Services Manager
Aaron Daur

Controller
Alan Ha

Purchasing and Risk
Management Officer
Clinton Crook

Operations

Director of Operations
Drew Hadfield

Capital Projects Manager
Oscar Aular

Fleet and Facilities Manager
Vacant

Operations Manager
(Parks and Roads)
Grant Parker

Operations Manager (Utilities)
Steve Roehr

Roads Manager
Casey Clarkson

Water Manager
Jason Ough

Liquid Waste Services
Manager
Glen Ketchum

Economic Development

Director of Economic
Development and Indigenous
Relations
Rose Klukas

Airport Manager
Dennis Brodie



Mission Vision, and Values

Mission and Vision

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



Values

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

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

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

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

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

Ethics | Staying true to principles in all circumstances.

Pragmatism | Down to Earth. Real life.

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

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

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

Non-Financial Goals

Vision 2025

Economic Prosperity

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

Natural Environment

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

Recreation

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

Inclusivity and Diversity

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

Culture and Heritage

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

Health and Safety

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

Excellence in Local Government

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

Dynamic Families

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



“We strive to move closer to and achieve these goals every day, during our 4-year term, and laying them out in our 10-year financial plan helps us to do this.” - Mayor Dahl

Strategic Priorities 2023-2026



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.



Council’s 2023-2026 Priorities highlight focus areas that will drive Council decision-making. The five core themes that will guide Council and City staff in the coming years are **Organizational Capacity, Community Growth, Healthy and Safe Community, Collaboration** and **Housing**. The City will reflect on these goals on a quarterly basis when these priorities will be brought back before Council, and annually during the completion of the Annual Report.



Organizational Capacity

FISCAL RESPONSIBILITY

WORKPLACE CULTURE

EFFECTIVE GOVERNANCE



Community Growth

FUTURE PLANNING

ASSET MANAGEMENT

ECONOMIC VITALITY



Healthy and Safe Community

DOWNTOWN REVITALIZATION

CRIME REDUCTION

LIVABILITY



Housing

FUTURE GROWTH

ATTAINABLE HOUSING SUPPLY

INFRASTRUCTURE READINESS



Collaboration

INDIGENOUS RELATIONSHIPS

STRENGTHEN PARTNERSHIPS

ADVOCACY

Financial Plan Framework and Policies







Financial Plan Framework

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

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





Strategic Plan

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

Operational Plan (Base Operating Budget)

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

Financial Plan

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



Asset Management

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

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

Project Progress Report

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

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

In 2019 the City's Finance Department was given stewardship of corporate asset management practices, under the guidance of the corporate AIM leadership team. The City has undertaken several key steps toward implementing a fully integrated corporate-wide asset management program. The City's first Asset Management Investment Plan was completed in 2020 and later that year a proposed Asset Management Policy was put forward for consideration.

In 2022 the Capital Projects Department was given Stewardship of corporate asset management and will Focus in 2023 on acquiring new software to assist the City with management of its operational activities, and allow for data basing of condition assessment, risk matrices, and life cycle costing.

Many municipalities are beginning to consider the value of natural assets. The City has a below-the-line (currently unfunded) project in 2024 to begin planning for natural asset inclusion with the City's infrastructure asset management initiatives. Natural assets include the foreshore, estuary, urban forest, streams and rivers, which collectively provide drainage and recreational benefits to the community. Long-term planning to ensure these assets continue to benefit the community is being explored with plans to move these and related initiatives above the line (funded) in the coming years.

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

The recently adopted Financial Stability and Resiliency policy includes guidance on continued capital asset renewal investment. This is achieved through a dedicated annual tax levy and specific asset management language outlining that the City will undertake the best asset management practices in developing the annual long-term financial plan. For the 2023-2032 long-term financial plan, capital plans will clearly outline near-term asset management projects with projects and locations identified to ensure Council and the community are aware of the specific renewal projects being undertaken.

Council affirmed the importance of asset management when it adopted its Financial Stability and Resiliency policy in 2019. This policy establishes the investment in critical infrastructure through the capital budget parameter where a 0.5 to 1.0 percent increase to taxation accumulatively supports the maintenance of current service levels. In 2023 the City proposes to tax 0.66 percent or \$243,000 to be invested in infrastructure. Additionally, the policy states that the City will invest in asset management practices to keep infrastructure in a proper state of repair to avoid costly failures and optimize capital investment to maintain service levels and ensure the best value for taxpayers' dollars.

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

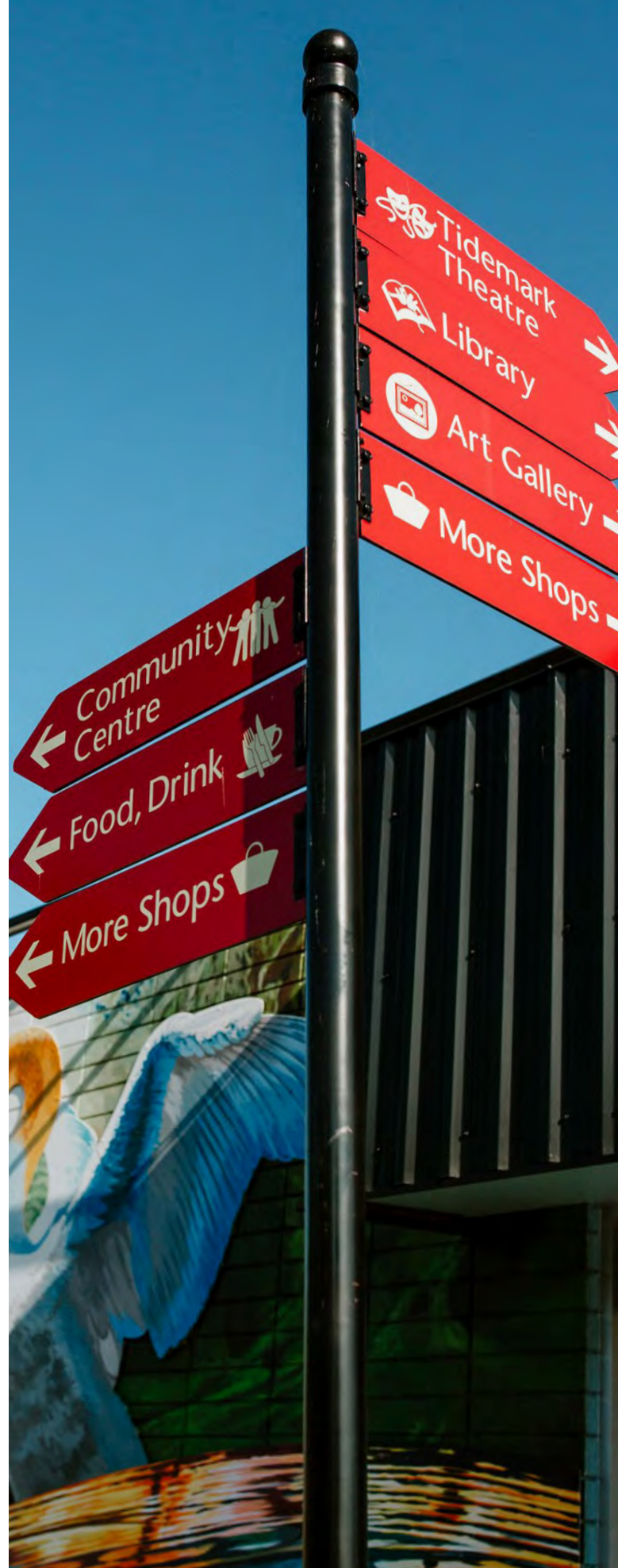


Fund Balance Structure

City Funds

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

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





Fund Balance Categories

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

	2020	2021	2022 (Projected)
Unappropriated surplus			
General	4,400,000	4,400,000	4,400,000
Sewer	800,000	800,000	800,000
Water	850,000	850,000	850,000
	6,050,000	6,050,000	6,050,000
Non-statutory reserves			
General	19,123,368	23,517,696	20,362,749
Airport	166,035	66,008	643,817
Sewer	13,544,683	12,062,612	12,236,615
Water	21,641,308	24,600,030	28,776,199
	54,475,394	60,246,346	62,019,380
Statutory reserves			
Capital lending	2,245,486	2,752,286	3,226,791
Parkland acquisition & development	1,231,573	385,314	542,635
	3,477,059	3,137,600	3,769,426
Investment in tangible capital assets	273,353,875	278,881,027	303,411,173
Total	337,356,328	348,314,973	375,249,979

The historical and projected 2022 closing balances for the City’s funds are summarized above in the format included on the City’s financial statements, included in Appendix 7.2.

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

Financial Plan Overview







Legislation

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

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



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

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

Campbell River's Path to Financial Stability

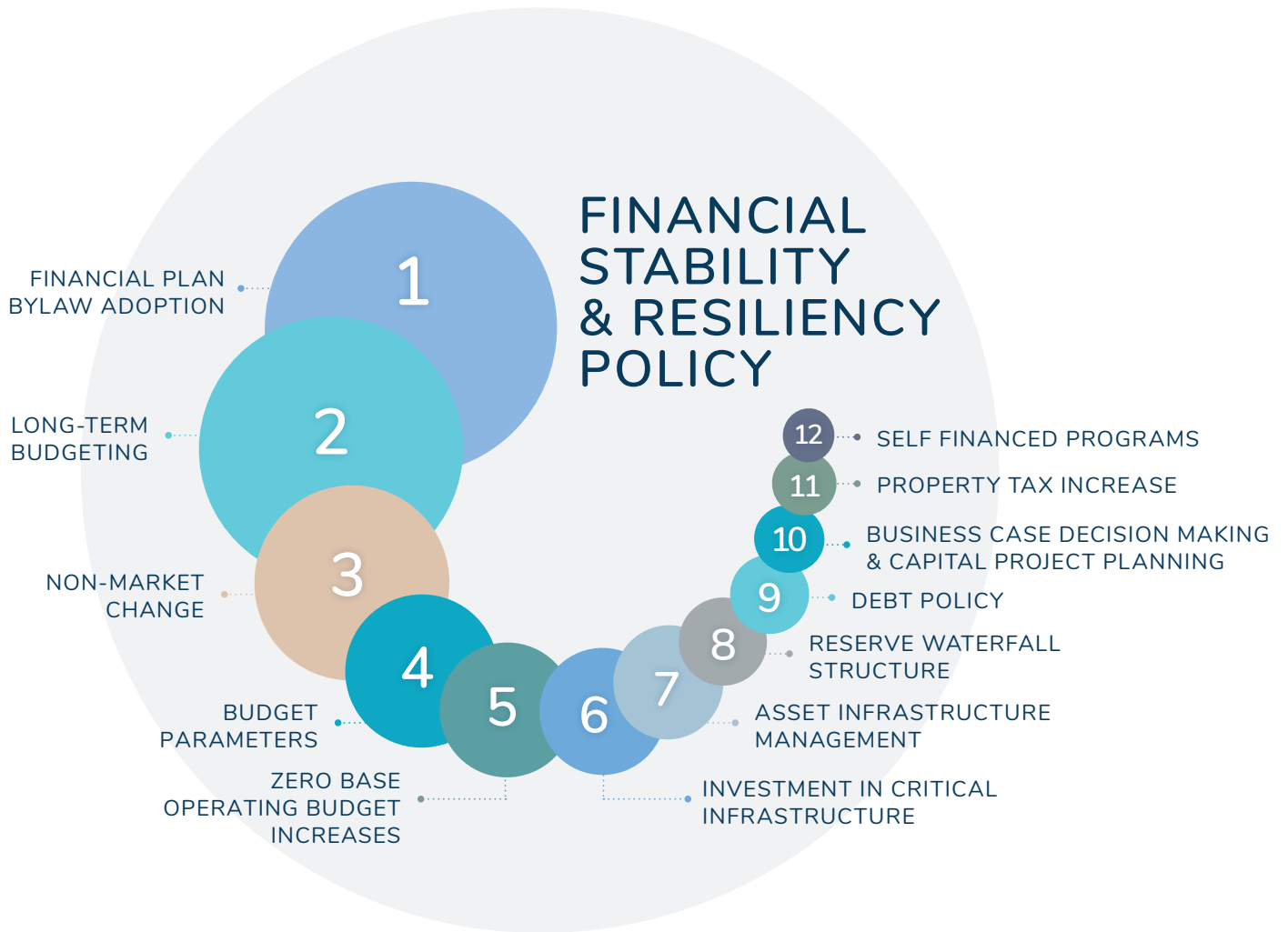
In addition to the mill closure in 2012, in the early 2000s, BC's coastal forestry economy took a steep dive, which for Campbell River meant the community lost many high-paying jobs as the City itself dealt with a 25 per cent loss in property taxation. For a period, accumulated reserves allowed the City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

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

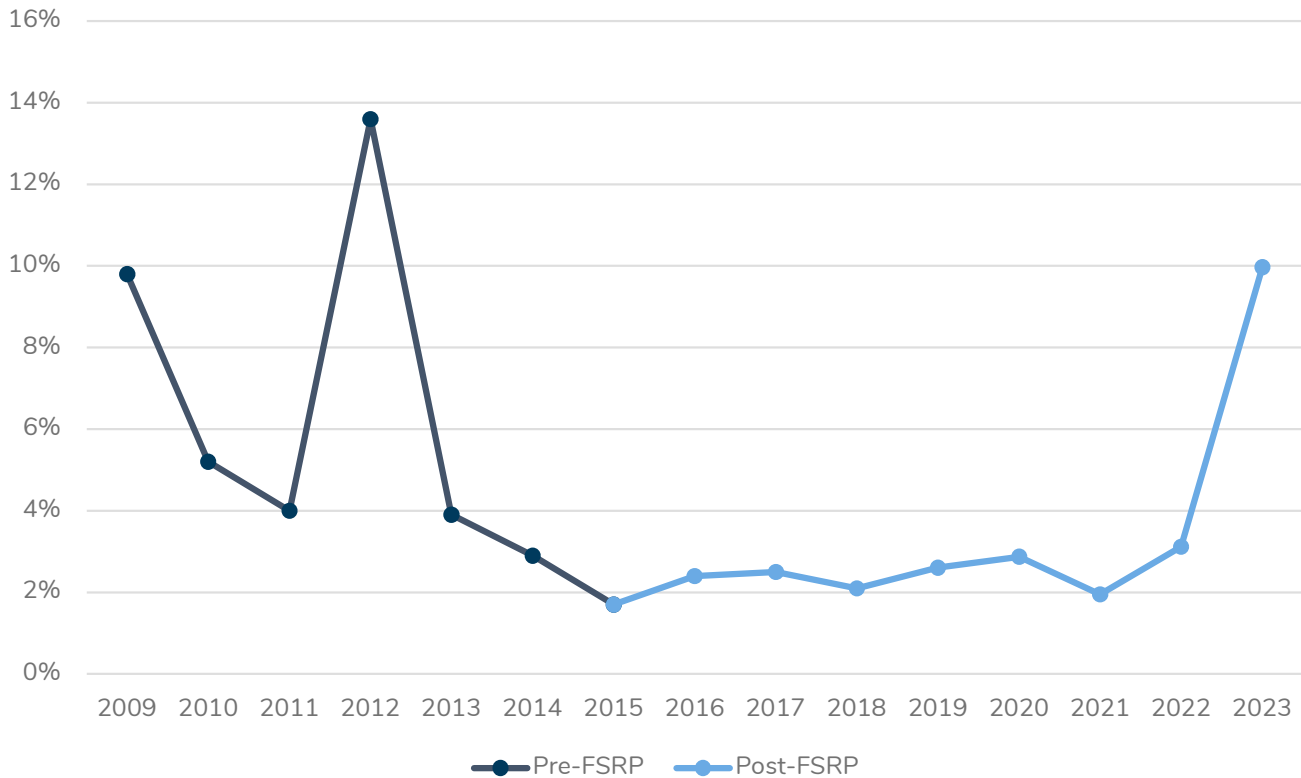
As a result of the survey, there were many policies and principles introduced throughout 2016 financial planning. Key policies that were revised and elaborated were a reserve restructuring and funding mechanisms to assist with the allocation of funding (reserve policy) and the City's long-term debt policy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

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

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



Annual Tax Increase

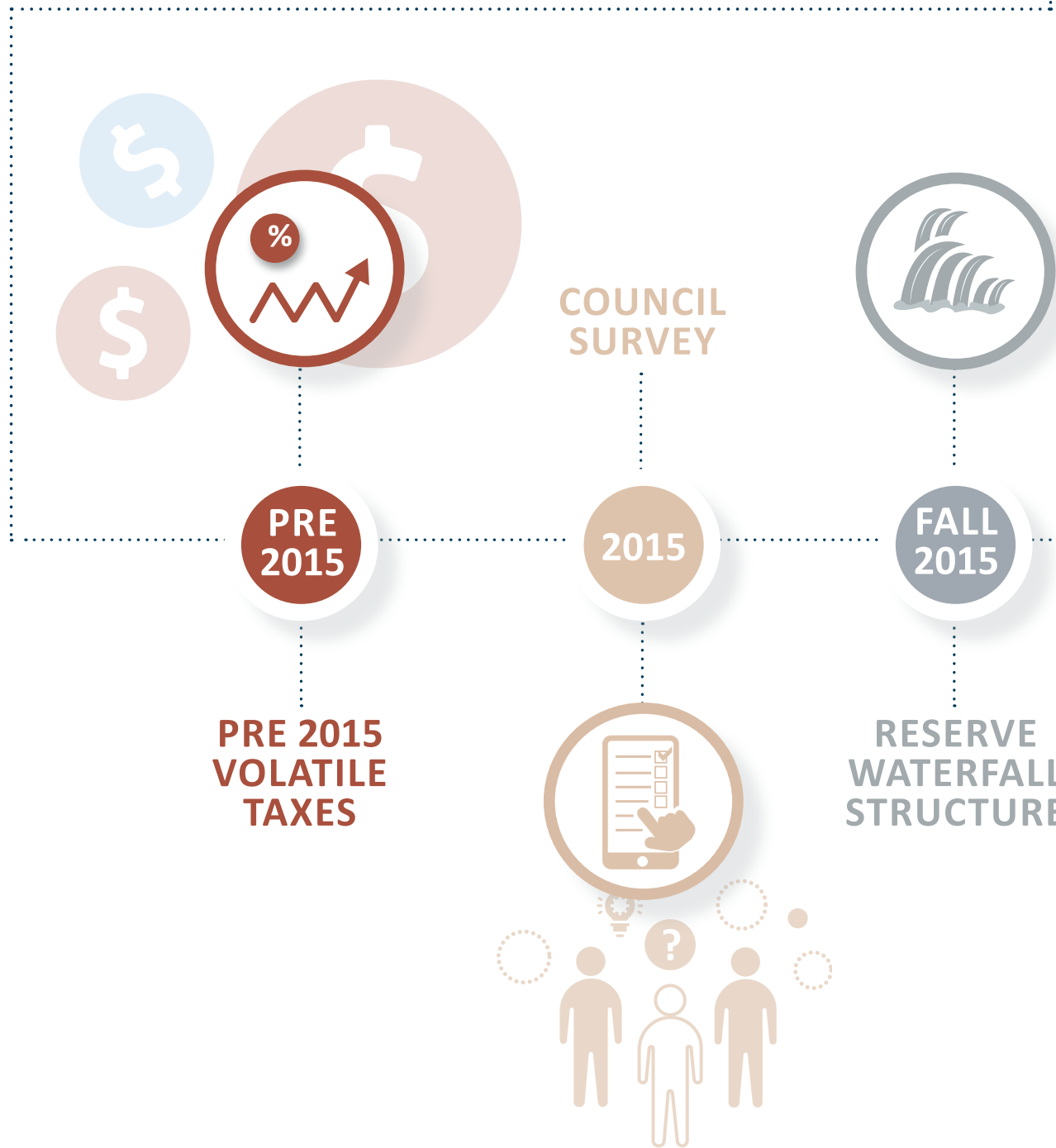


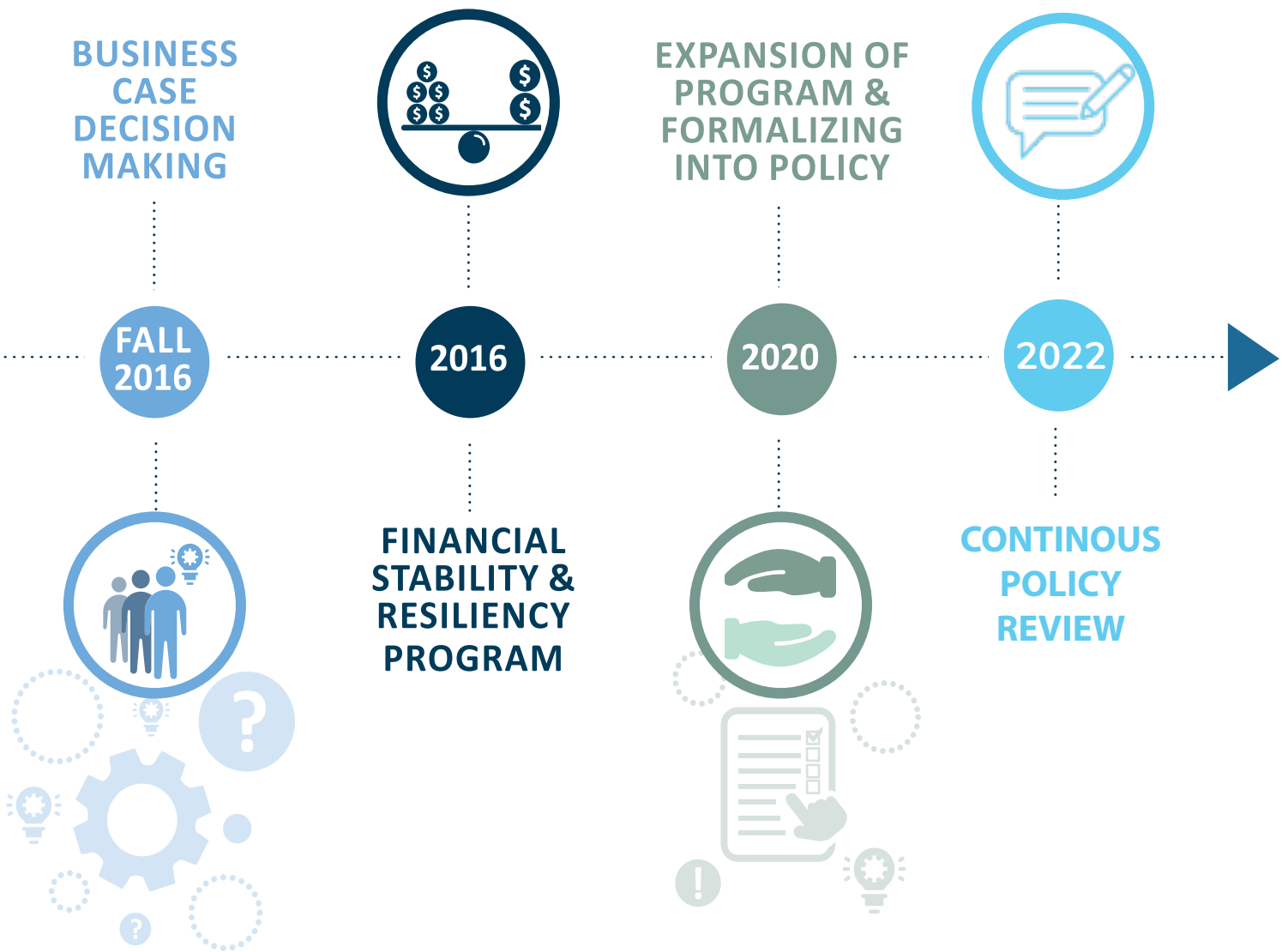
The Financial Stability and Resiliency Program was formalized into policy and expanded upon in preparation for 2020 Financial Planning to guide decision-making. The Financial Stability and Resiliency Policy promotes stability provided by a long-term planning horizon, coupled with the consistency, predictability,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

The City realizes that zero to low tax increases today mean significant tax increases in the future to fund ongoing inflationary cost increases and maintain core infrastructure. The City has had to prepare a Financial Plan with an out of parameter tax increase as a result of significant changes to revenues and expenses in the current period. The City will work in the coming year to stabilize the tax rate and return to parameters established by Council Policy.



Financial Stability and Resiliency Program Timeline





Financial Stability and Resiliency Policy

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

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

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



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

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

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



Base Budget Parameter

In order to maintain base service levels, annual inflationary cost increases must be funded, which includes contractual wage and benefit increases, contractual increases including RCMP and transit, utility, hydroelectricity, and insurance costs. The City's annual cost increases are generally much higher than the CPI (Consumer Price Index) increases; however, with zero base budgeting, the City has historically been able to remain within the budget parameters of an annual 1.5 to 2 per cent tax increase for base services. In today's economic climate, it has become increasingly difficult to remain within the established base parameter to the point where the City has had to move outside of the established base budget parameter in the current year. The City will strive to return to established parameters in future years to minimize tax rate volatility.

Investment in Infrastructure Parameter

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



Ongoing New Services Parameter

This provides an opportunity to enhance services to meet community needs based on growth and development, as well as a demand for increased services and amenities. A moderate tax increase of 0 to 0.5 per cent has been established by parameter. In the current year the City is facing increased demands for new services associated with a growing community and has included a 1.80 per cent tax increase for new services in the current year to meet these demands.

Budget Component	Low Range		High Range	
	%	\$	%	\$
Base Budget Parameter	1.5	540,000	2.0	720,000
Investment in Infrastructure Parameter	0.5	180,000	1.0	360,000
Ongoing New Service Levels Parameter	0.0	-	0.5	180,000
All Services	2.0%	\$ 720,000	3.5%	\$ 1,260,000



Utility Fee Increase Parameter

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

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

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



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

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

In today's economic climate, it has been increasingly difficult to remain within the established base parameter to the point where the City has had to move outside of the established base budget parameter in the current year. The City will strive to return to established parameters in future years to minimize tax rate volatility.

5. **Zero Base Operating Budget Increases** – The City is not insulated from the impacts of inflation and has included a .72 per cent increase in the current years financial plan to mitigate the impacts of inflation on the City's Base Budget so that service levels can be maintained.

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

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

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

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





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

10. Business Case Decision Making and Capital

Project Planning – All requests for new service require a business case which explains what each request is and the justification or implication of not approving the request, with a summarized version of the business cases attached for reference in the Appendices.

This analysis ensures department managers consider all options when analyzing department needs, and provides a standard format for senior management to analyze many requests and determine corporate priorities with limited resources under the stability framework. This review has also allowed the City to consider service needs today and in the future as outlined in Appendix 4 of the 10-year financial plan.

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

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

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

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

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



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

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

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



Long-Term Financial Planning

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

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

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

The 10-year financial plan includes all components of the budget, including base service revenue and expenses, increases or enhanced service levels,





one-time or multi-year operating projects, and the capital program.

This ensures a full picture of the financial needs of the City both today and in the future so that the City can work to ensure stable tax increases and the delivery of services.

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

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

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

Budget Principles

Base Budget Principles

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

Capital Budget Principles

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

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



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

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





Operating Project Principles

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

The Gaming Reserve is utilized for Council's strategic operating projects and community enhancement projects. This includes Council contingency, which is utilized to approve community requests of Council during the year, social grants, public art, downtown façade and signage improvements, and other operating projects such as supporting one-time community events. Additionally, the Gaming Reserve has been utilized since 2012 to fund the net costs of operating and maintaining the Centennial Pool, as well as offsetting a portion of the City's overall operating costs.

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

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



Ongoing New Service Level Budget Principles

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

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

Reserve Funding Principles

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

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

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

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

Reserve Waterfall



1

**NET REVENUE
AND EXPENSE**

2

**WORKING
CAPITAL
ACCOUNT**



3

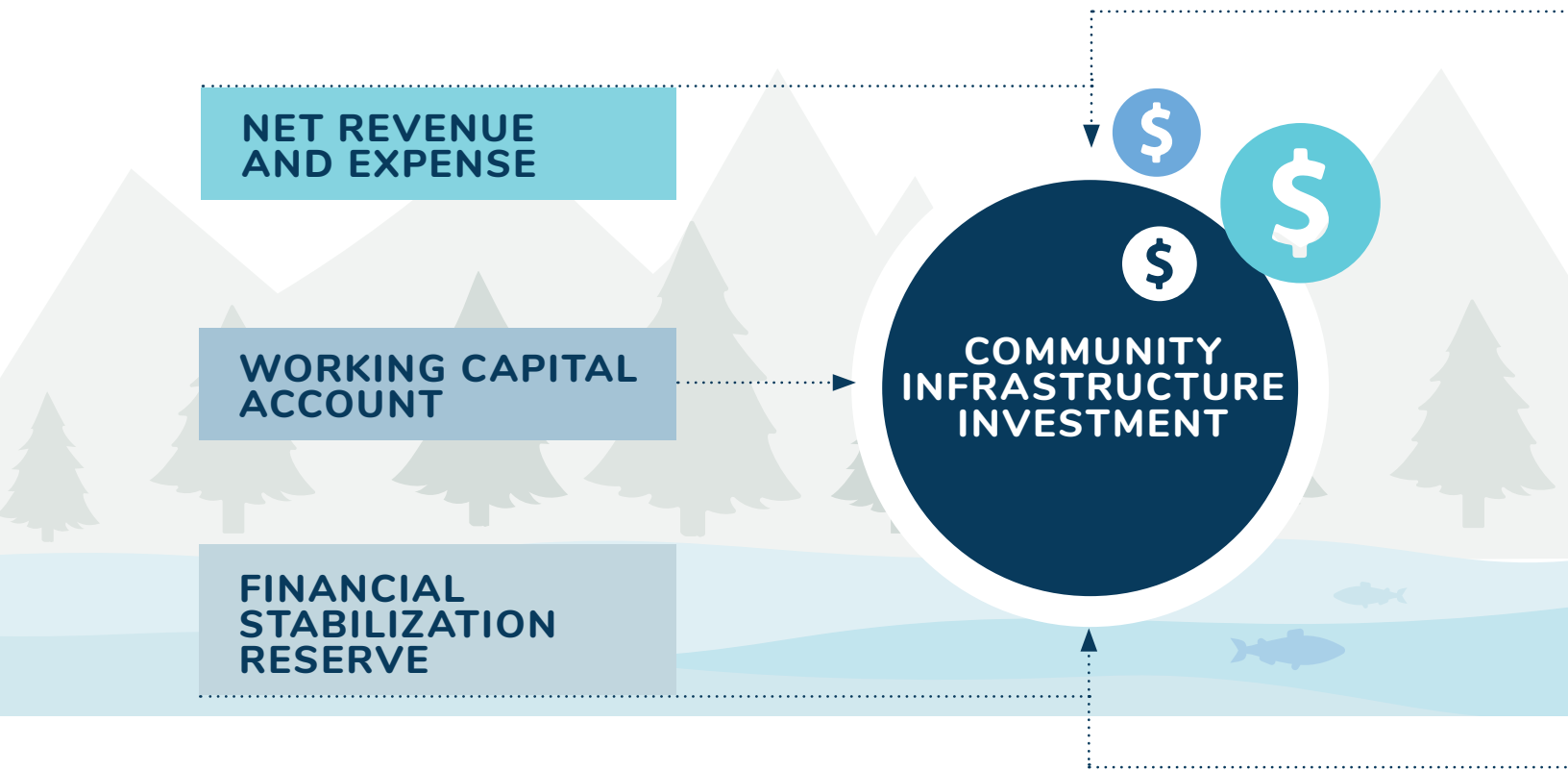
**FINANCIAL
STABILIZATION
RESERVE**

4

**COMMUNITY
INFRASTRUCTURE
INVESTMENT**



Net Funding Model





Reserve Principles Continued

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

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



Financial Stabilization Reserve

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

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

Gaming Reserve

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

In a typical year, the City receives approximately \$910,000 in gaming funds from the Province. Casino revenues were less than normal in 2021 due to the ongoing pandemic but returned to normal levels in 2022 and are expected to remain stable in 2023 and beyond.

Sufficient funds exist in the City's gaming reserve to continue past practice of holding \$150,000 to allow Council to fund their priority projects outside of the existing staff recommended work plan, in order to meet Council's strategic plan. Additionally, \$75,000 is allocated to Council's contingency account, which allows Council to address emergent community needs throughout the year.

Community Works Fund

The Community Works Fund Reserve is directed toward Council's strategic capital projects and community enhancement projects. The City receives approximately \$1.5 million of funding each year, of which \$600,000 is held to allow Council to fund their priority projects and initiatives outside of the existing staff recommended work plan needs to meet Council's strategic plan.



Debt Principles

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

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

The borrowing limit in the policy as guided from BC legislation is on a percentage of stable ongoing City controlled revenues, 10 per cent for general funds which provides up to \$65 million of borrowing, and 15 per cent for utility funds which provides up to \$30 million of borrowing for each of sewer and water funds. The City's overall borrowing limit is \$95 million; therefore the use of debt financing must be strategic and ensure that debt capacity is available for upgrades most necessary across all City departments.





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

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

Budget Process

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

Budget Debrief and Timeline

Following financial planning deliberations, the Finance Department performs outreach to the organization to debrief the budget process and determine what went well and what could be improved upon.

While financial planning for 2023 was delayed as a result of the municipal election in the fall of 2022, it is anticipated that 2024 financial planning will return to the typical schedule with formal Council deliberations beginning on November 28.

Budget Planning and Direction

In late spring 2022, budget documents were rolled forward to 2023 and distributed in late summer.

At the initial budget planning meeting held with the City's management group, the City Manager updated the management team on the budget theme and re-affirmed the need to focus on completion of existing projects and to be realistic of what staff have the capacity to achieve in the 10 year plan.

Council Pre-Budget Finance Meetings

The City held two pre-budget finance Committee of the Whole (COW) sessions for Council on February 8 and 21. The first meeting provided an overview of the elements of what a financial plan is including a discussion of the base budget, capital projects budget, operating projects budget, and new ongoing services. An overview of the 2023-2032 Financial Plan was provided detailing significant changes from the prior year. The second COW meeting focused on a presentation of the City's Financial roadmap which highlighted the alignment between departmental activities, the financial plan and Council's strategic priorities. This meeting also included a forward-looking discussion on the growing gap between revenues and expenses. Staff presented on revenue and expense trends and provided Council with tax projections for the next four years. Options to close the funding gap were discussed with Council to ensure options supported by Council to close the funding gap are included in the financial plan.

Budget Building

November to January are core months for the Finance Department in compiling the budget documents submitted by department managers, and confirming funding sources. There are various meetings along the way to receive direction from senior leadership and to finalize recommended priorities for Council's consideration. Departmental managers gathered to review the draft Operating and Capital Project budgets to identify potential synergies that may exist between projects and to ensure that departmental capacity exists to complete the projects within the timelines identified. Where gaps were identified within the plan the timing of projects was altered or resources added to help ensure projects are completed on time.

Budget Finalization

Following the first pre-budget COW, Finance finalized the budget package. Council was presented the proposed financial plan package on February 16, in advance of the second pre-budget COW. This timeline ensured that Council had three full weekends to review the proposed budget.

Financial Planning deliberations are held over three days, normally in early December. This year, the deliberations began in early March as a result of the timing of Financial Planning being shifted as a result of the municipal election in 2022 over four days.

Public Input

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

Date	Time	Topic
Tuesday, March 7	9:30-3:30	<ul style="list-style-type: none"> -Public Feedback -Financial Planning Overview -Base Budget/Capital Budget
Wednesday, March 8	9:30-3:30	<ul style="list-style-type: none"> -Capital Budget -Operating Projects -Ongoing New Service Levels
Thursday, March 9	9:30-3:30	<ul style="list-style-type: none"> -Ongoing New Service Levels -Financial Planning Summary
Friday, March 10	9:30-3:30	<ul style="list-style-type: none"> -Financial Planning Summary -Financial Planning Review

Budget Timeline – March 2022 to February 2023

March – July

March

Finance rolls forward documents from the prior year and updates balances as appropriate.

April – May

Finance meets with departmental managers to gain an understanding of where there is opportunities to improve the Financial Planning process.

May – June

Finance meets with departmental managers to gain information on current financial trends and themes in the organization.

June

Financial Plan timeline distributed to management.

August - November

September 14

Budget documents are distributed to the organization.

October 24

Preliminary budget documents are due to Divisional Directors for review.

November 7

Reviewed budgets are due to the Finance department to begin compilation of the Draft Financial Plan.

November 23

Draft Financial Plan sent to management team for review.

November 30

Department heads meet to discuss potential synergies and to discuss departmental capacity to deliver the plan.

December - February

December

Finance meets four times throughout December and January to finalize the Financial Plan. Discussions focus on ensuring Council and Corporate Priorities are addressed in the plan.

January

Directors meet with Managers to provide them an overview of what will be presented to Council in the 2023 – 2032 Financial Plan.

February

Financial Plan is released to the Management team of February 8 as a courtesy so managers are aware of what will be presented to Council.

February 7

First pre-budget Committee of the Whole meeting occurs discussing components of the Financial Plan as well as macro and micro changes having an impact on the financial plan.

February 21

Second pre-budget Committee of the Whole meeting occurs discussing long term trends and alignment of the 2023 Financial plan with Council's Strategic Priorities.

Budget Timeline Continued - March 2023 to April 2023

March	April
<p data-bbox="110 401 397 499">March 7-10 Financial planning deliberations with Council.</p> <p data-bbox="110 554 397 695">March 28 First three readings of the 2023-2032 Financial Plan Bylaw.</p>	<p data-bbox="451 401 748 499">April 13 2023 – 2032 Financial Plan Bylaw adopted by Council</p>

Budget Amendments

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

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

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

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

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

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

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

For 2022, the local municipal election set the City back in its approval of the Financial Plan Amendment Bylaw. The amendment Bylaw was adopted by Council on December 5, 2022

Performance Measures

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

City Scorecard

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

Community Survey

Monitoring and measuring community satisfaction is vital to successful and valuable service delivery. The City runs a community survey bi-annually to measure citizen satisfaction. The last survey was completed in September 2021, and residents gave high marks to the City's pandemic response and overall programs and services. Service provided by City staff received an excellent satisfaction rating of 87 percent overall. While 98 percent of respondents were satisfied with the quality of life in Campbell River, the survey indicated homelessness and addiction continued to be among the most important issues facing the community.

The next community survey is scheduled to be completed in 2023.



Quarterly Financial Reporting

The City prepares a quarterly financial report to Council explaining the actuals to budget for each base operating segment, as well as actuals to budget and status on operating and capital projects. Appendix 7 includes the fourth quarter report for 2022, which includes the base operating summary, segment graphs and variance explanations, and project appendices. This reporting provides accountability to department managers to deliver on initiatives approved by Council and to identify any variances as compared to budget on the base operating budgets or project budgets.

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

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

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

(Grey circle) - Status Pending

(Green circle) - On Track

(Yellow circle) - Some Disruption

(Red circle) - Major Disruption

(Blue circle) - Completed

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

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

Financial Plan





Basis of Budgeting

Basis of Accounting

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

Basis of Budgeting

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

Differences between the Basis of Budgeting and the Basis of Accounting

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

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

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

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

Following Public Sector Accounting Standards, the City's financial statements in note 12 of Appendix 7.2 includes a note disclosure reconciling the annual surplus to the financial statements to the balanced net zero Financial Plan Bylaw. The adjustments include amortization offset revenue transfer, debt proceeds, debt principal repayments, capital expenses, and net transfer to or from reserves and unappropriated surplus.

Three Year Consolidated Fund Financial Schedules

	2020 Actual	2021 Actual	2022 Budget	2023 Budget
REVENUE				
Taxes & Parcel Taxes	35,854,588	37,329,041	38,440,387	44,060,744
Payments in lieu of taxes	711,370	760,729	714,300	795,900
Sale of services	23,816,603	27,139,784	31,429,748	28,319,238
Services provided to other governments	1,596,147	1,499,057	2,222,422	957,361
Transfers from other governments	13,423,631	3,586,616	7,540,321	1,719,196
Investment and other income	921,336	1,177,820	2,345,745	1,528,082
Other revenue	285,472	1,014,408	413,948	1,547,312
Development Cost Charges Recognized	1,351,905	2,199,740	-	-
Contributed tangible capital assets	2,639,297	4,017,610	-	-
Gain/(loss) on disposal of tangible capital assets	(311,012)	(39,543)	-	-
Total	80,289,337	78,685,262	83,106,872	78,927,834
EXPENSES				
Wages & Benefits	25,196,012	25,814,468	28,218,681	30,497,713
Contracted Services	17,037,502	16,691,677	17,550,657	19,119,393
Other Operating Expenses	6,947,563	10,263,705	7,643,068	9,549,879
Amortization Expense	10,323,551	11,013,762	10,296,551	10,940,064
Utilities	2,307,721	2,968,462	2,672,250	2,646,604
Insurance	520,417	552,830	637,691	665,426
Debt Servicing	454,851	421,713	403,071	410,494
Total	62,787,616	67,726,617	67,421,969	73,829,573

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





2023 - 2032 Financial Plan and Funding





2023 Base Operating Budget Summary

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

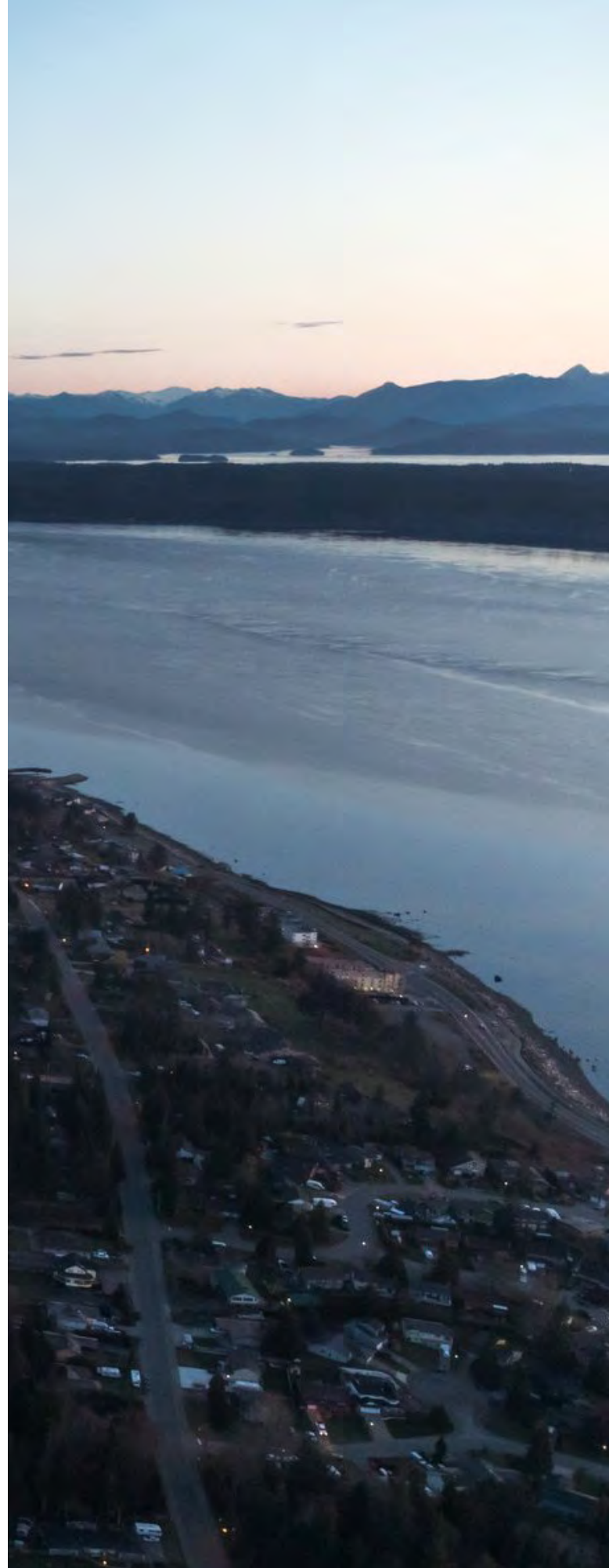
The City provides a variety of services to the community including:

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

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

The proposed net operating budget for the general fund provides for \$3,159,000 of taxation funding need. This amount includes \$465,000 of non-market change revenues, \$243,000 for capital infrastructure, and \$652,500 for ongoing new services. As per the Financial Stability and Resiliency Policy, Non-Market Change (NMC) must first be applied to the base budget to try and ensure it stays within the 1.5-2 per cent budget parameter. In 2023, all of the anticipated NMC has been applied to the base budget. The major drivers of the base budget increase relate to increases in the RCMP contract, declining own source revenues from municipal service agreements and increases for service provision, namely transit and solid waste.

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



2023 Base Operating Budget Summary Continued

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

	2022 Budget	2023 Approved Budget
Revenue		
Airport Operating	4,459,212	4,847,081
General Operating	61,387,234	64,264,991
Sewer Operating	9,200,968	9,850,678
Water Operating	11,144,140	11,816,158
	86,191,554	90,778,908
Expense		
Airport Operating	4,459,212	4,847,081
General Operating	61,387,234	64,264,991
Sewer Operating	9,200,968	9,850,678
Water Operating	11,144,140	11,816,158
	86,191,554	90,778,908
Total	-	-

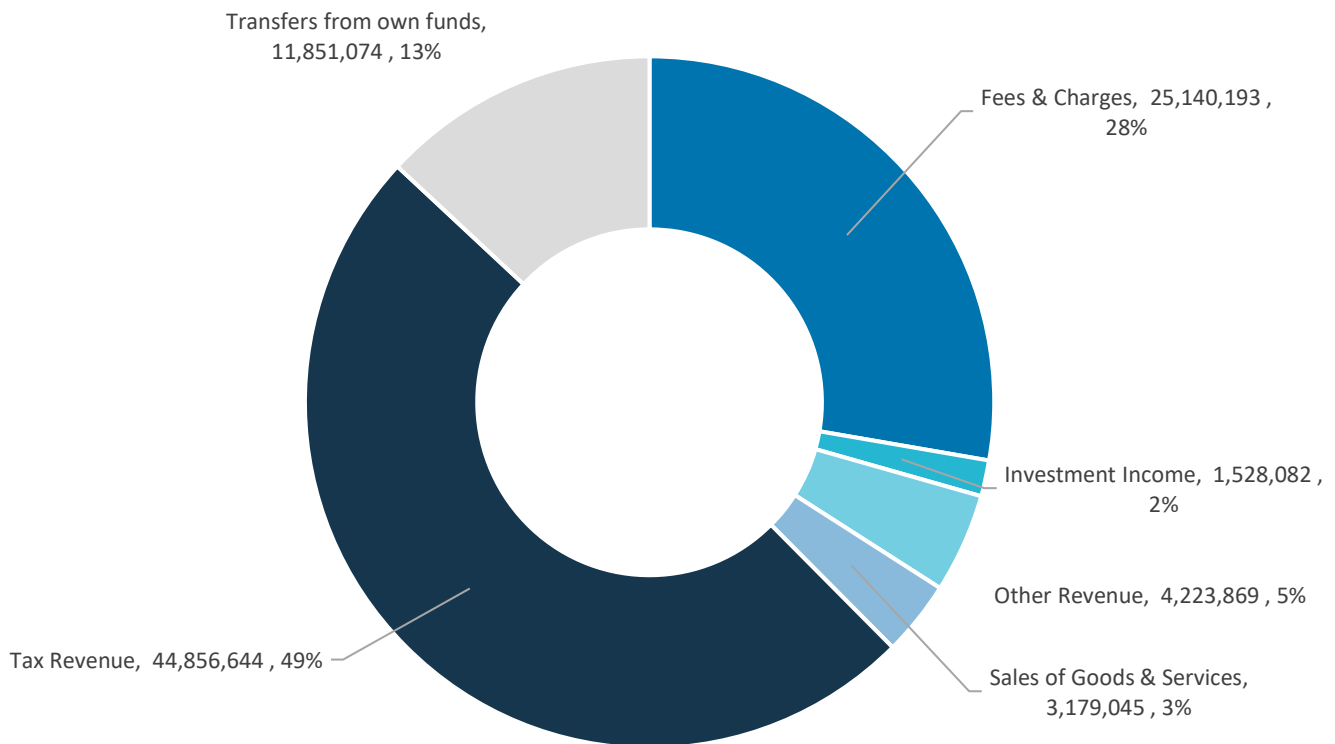
Revenues

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

The budget's key assumption includes:

- That user fees will grow by an estimated 0.5 -1 percent per year.
- Water and sewer fees are increasing an average of 2.9 per cent from 2022. This ensures sustainable service delivery with ongoing capital renewal and enhancements across the community.

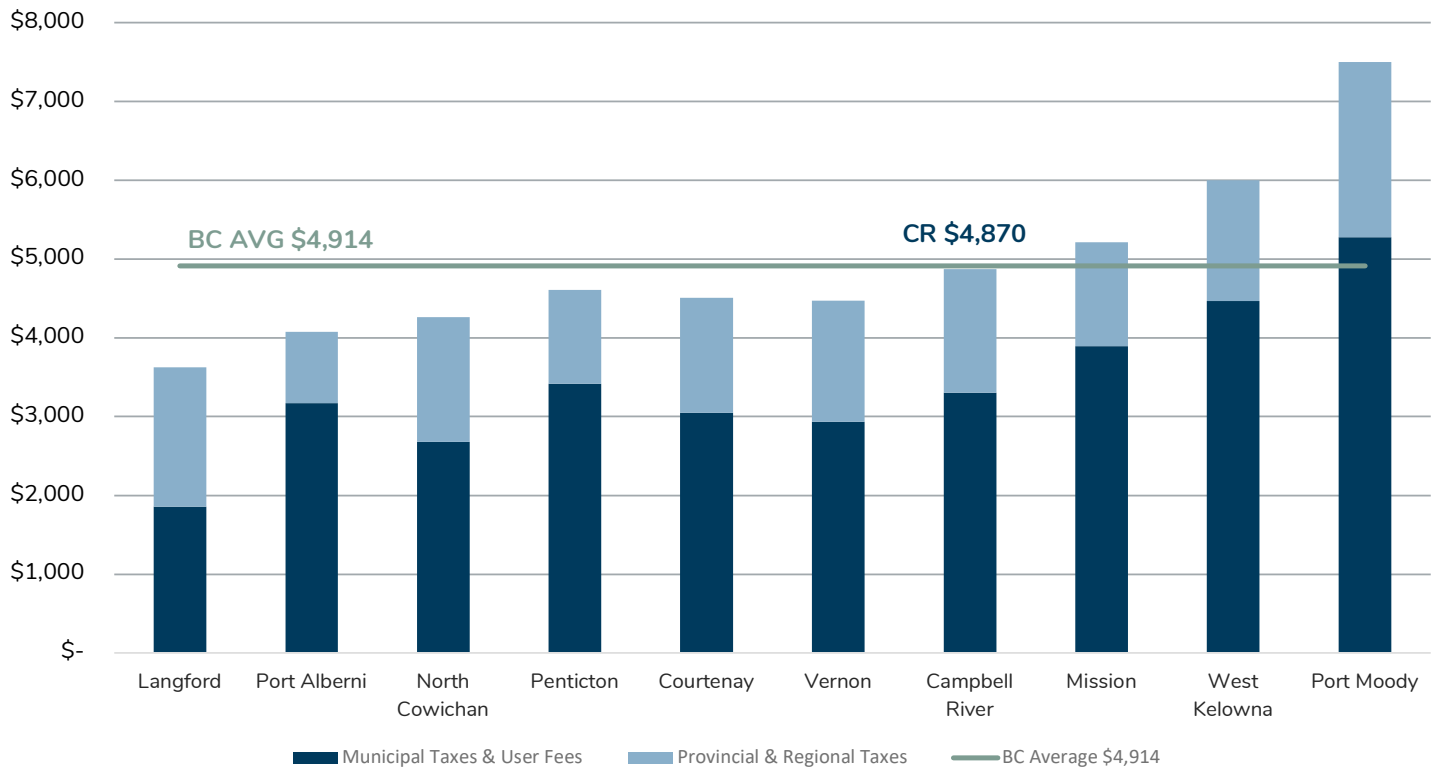
Revenues by Type



Taxation and User Fees — Comparison to other Communities

Each municipality is different in the types of services it offers, and which services the relative Regional District provides versus the municipality within each community. This high level chart identifies that the City's 2022 taxes and user fees are within the average as compared to its similar sized municipalities in both in BC and across Vancouver Island.

2022 Taxes and User Fees on an Average House

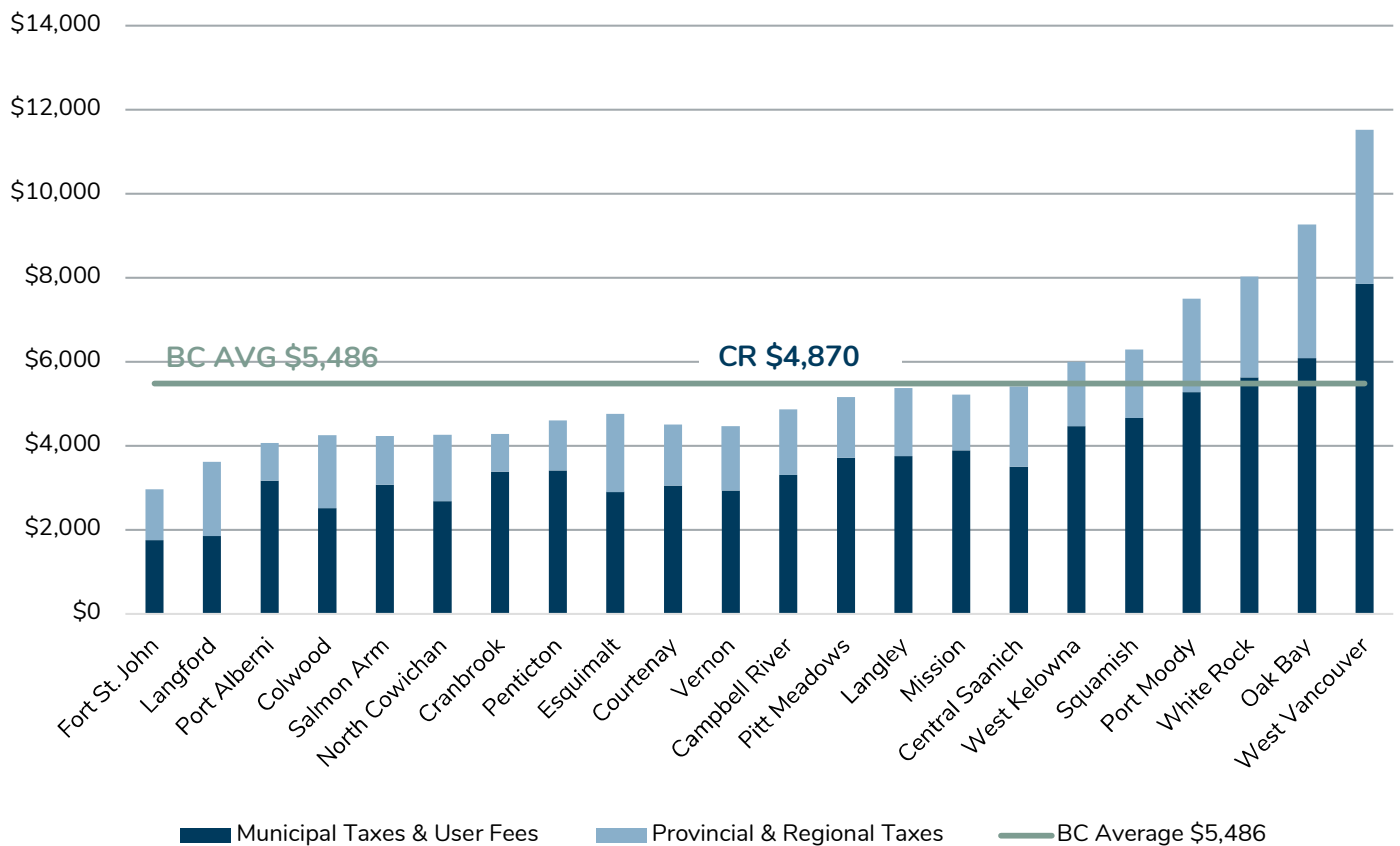


*Average house in Campbell River \$716,000; Source Ministry Municipal Affairs

Taxation — Comparison to other Communities

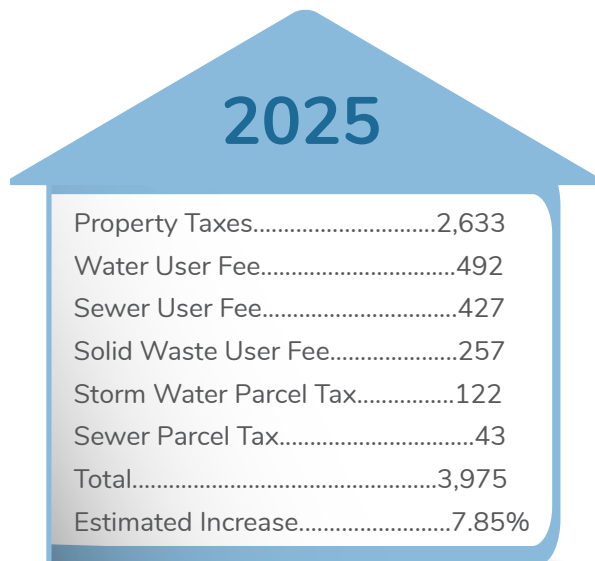
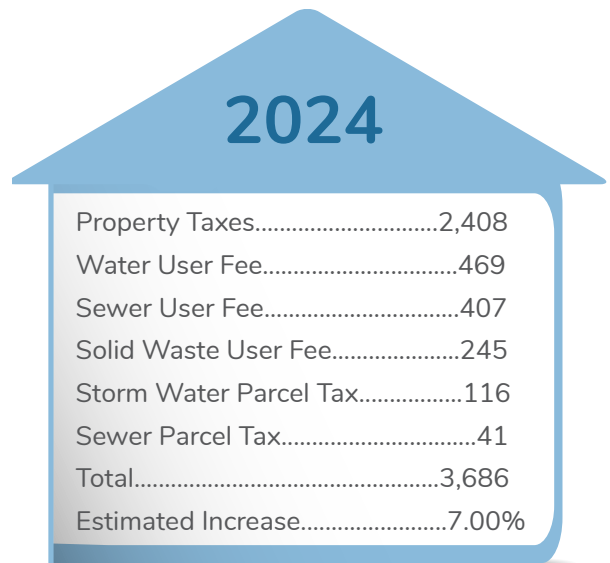
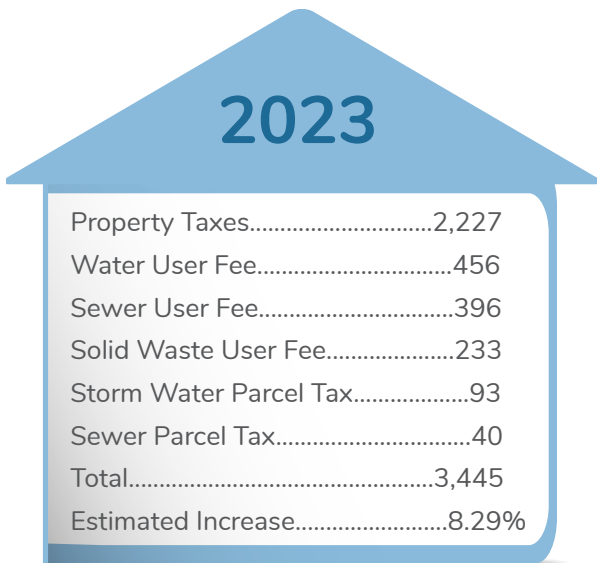
Each community offers a variety of different services, has a variety of different taxpayer class distributions, and has various other source revenues and grants that drive the need for taxation revenue. Campbell River taxes continue to compare favourably with similar communities in size and service make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

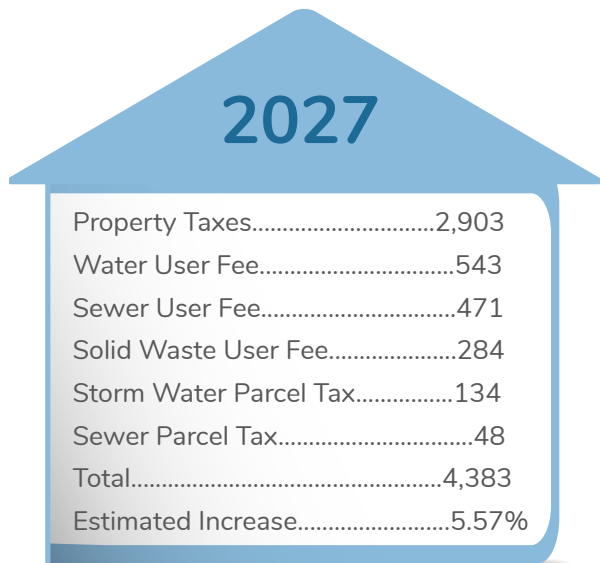
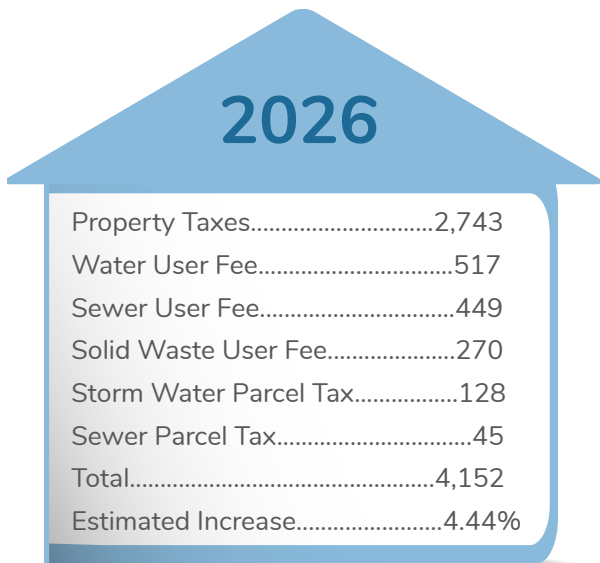
2022 Total Taxes and User Fees on an Average House (for Communities with Population between 15,000 - 50,000)



Overall Impact to Households

Four Year Forecast: Estimated Property Tax and Utility Costs for an Average Campbell River residential home of (\$716,000 assessment), the total municipal property taxes and utility user fees will be approximately \$3,445, an increase of \$241 over 2022. This increase is comprised of \$217 for property taxes, \$12 for water, \$13 for sewer, \$21 for stormwater and \$11 for solid waste.







Property Taxation Policy

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

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

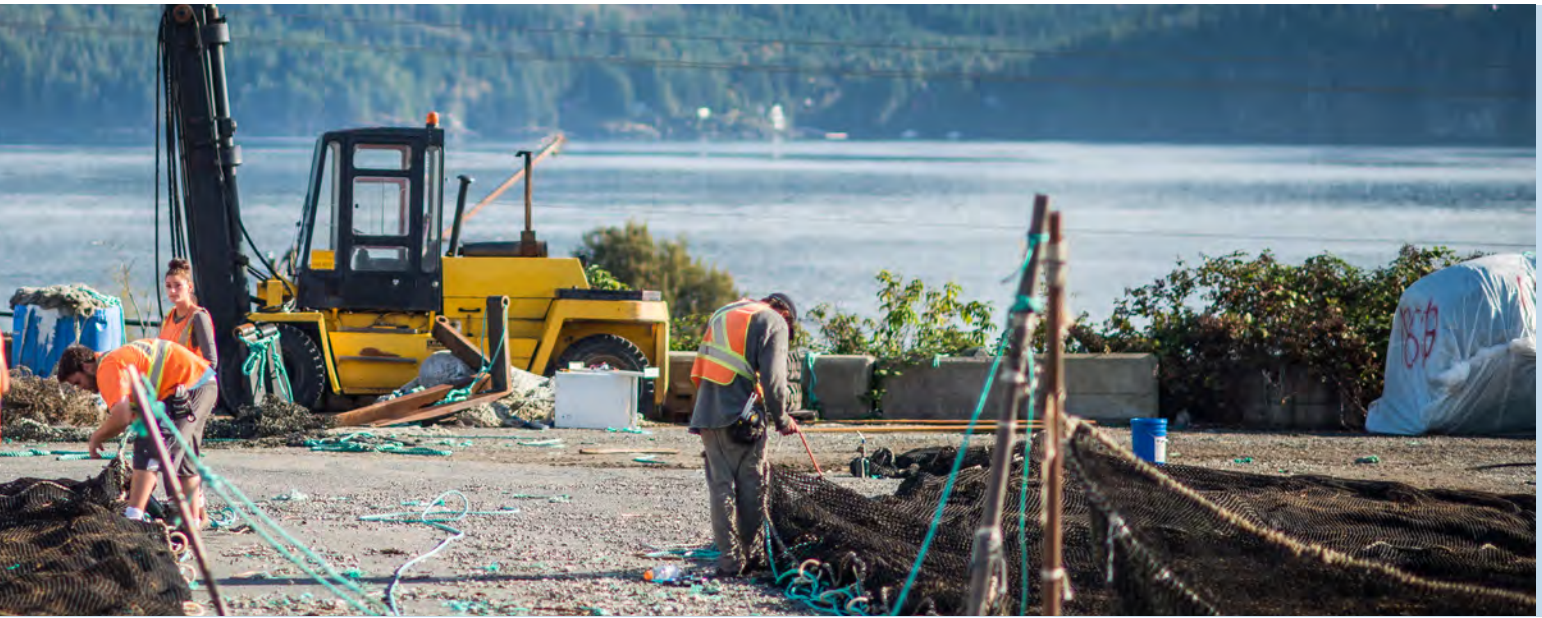
The purpose of the Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes, and the communication of any tax changes from the prior fiscal year.

Objective

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

Policies

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



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

Taxation – Tax Class Distribution

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

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

The preliminary estimates indicate the City’s tax distribution between classes will be similar to prior years. The final figures will be provided by BC Assessment in March 2023 and will be considered when building the City’s Tax Rate Bylaw, including principles from the City’s Property Taxation policy, which will be presented to Council in April 2023.



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



Taxation – Non-Market Change

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

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

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

Non-Market Change

Estimated

Property Class	2020	2021	2022	2023
Class 1 - Residential	\$ 424,800	\$ 454,200	\$ 567,000	\$ 352,000
Class 2 - Utilities	-	19,100	4,800	4,000
Class 4 - Major Industry	-	(2,400)	-	-
Class 5 - Light Industry	(1,900)	(14,100)	(9,700)	-
Class 6 - Business & Other	266,200	107,200	8,100	92,000
Class 7 - Managed Forest	(54,800)	(2,100)	(39,652)	20,000
Class 8 - Recreation / Non-Profit	1,400	4,300	(41,952)	(2,000)
Class 9 - Farm	-	-	4,961	(1,000)
Total	\$ 635,700	\$ 566,200	\$ 493,557	\$ 465,000

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



Property Taxation

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

Components of taxation includes:

- 0.66 per cent for capital investment in infrastructure.
- 1 per cent of revenue from utility companies.
- Parks parcel tax of \$37 per parcel.
- Storm parcel tax of \$93 in 2023, increasing to \$116 for 2024.
- Payments in lieu of taxes for 5 provincial properties and 2 federal properties.
- Local service taxes for local improvements per bylaw and Business Improvement Areas per agreement.

Fees and Charges

Fees and charges represents the next largest source of revenue for the City below taxation. As expenses continue to increase due to inflation and rising costs there will be additional fee reviews performed in 2023 for recreation user fees.

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



The table below summarizes the City’s major utility and user fees for a single family residence from 2018 - 2023. 2023 rates have not been finalized at this time and are based on proposed rates that are subject to change.

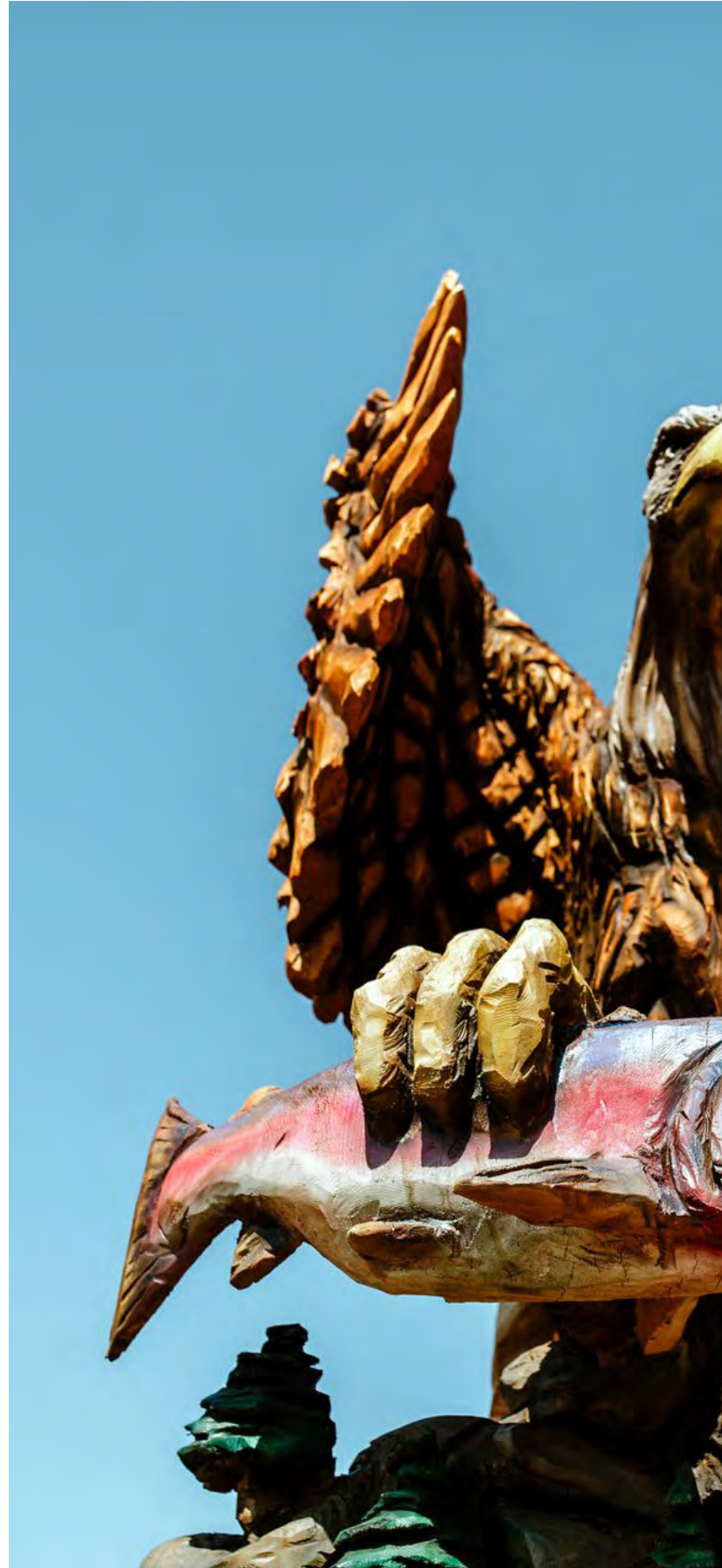
	2018	2019	2020	2021	2022	2023
Sewer	\$ 336	\$ 348	\$ 348	\$ 372	\$ 384	396
Water	396	408	408	432	444	456
Solid Waste	192	198	211	222	222	233
Total	\$ 924	\$ 954	\$ 967	\$ 1,026	\$ 1,050	\$ 1,084

Transfers from Own Funds

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

Services include:

- Community energy efficiency programming.
- Funding for operating projects (one-time service level requests), if funds are available from prior year surplus.
- Repayment to capital lending reserve for past projects such as the Highway 19A Upgrades.
- Transfer of Gaming funds from reserve to fund operating projects funded by Gaming, such as Council Contingency and previously approved ongoing service level requests (e.g. downtown façade, downtown signage incentive programming, downtown small initiatives funds).
- Transfer of annual Gaming revenues to reserve.
- Carbon Neutral Reserve contribution.
- Annual ongoing capital reserve contributions.
- Capital allocation per net funding model contributions.





Other Revenue

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

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

Investment Income

Investment income represents a small portion of revenue for the City. The City's investment policy was reviewed in 2021 to ensure that the City can maximize and leverage investment income and opportunities. Investment income in 2023 as a result of increased interest rates is anticipated to comprise approximately 5% of total revenues.

Expenses

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

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

Allowable base increases are confined to:

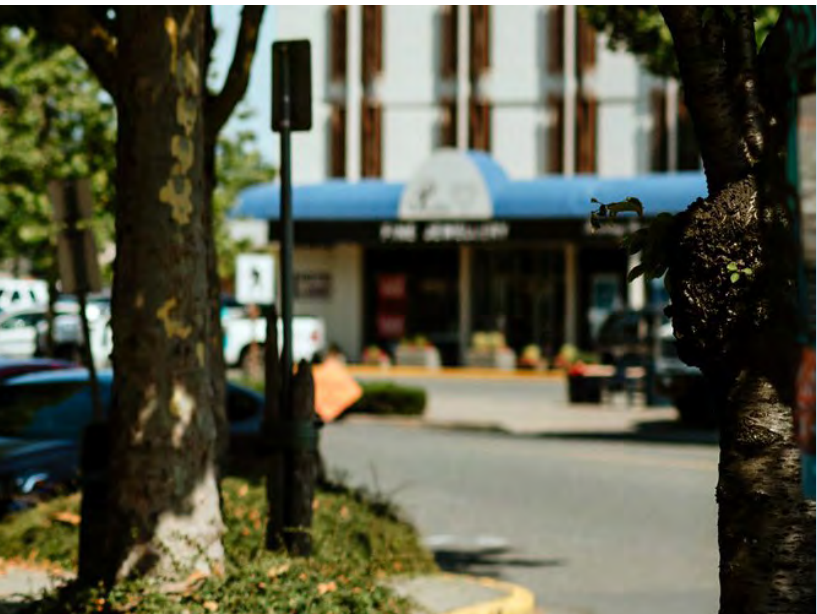
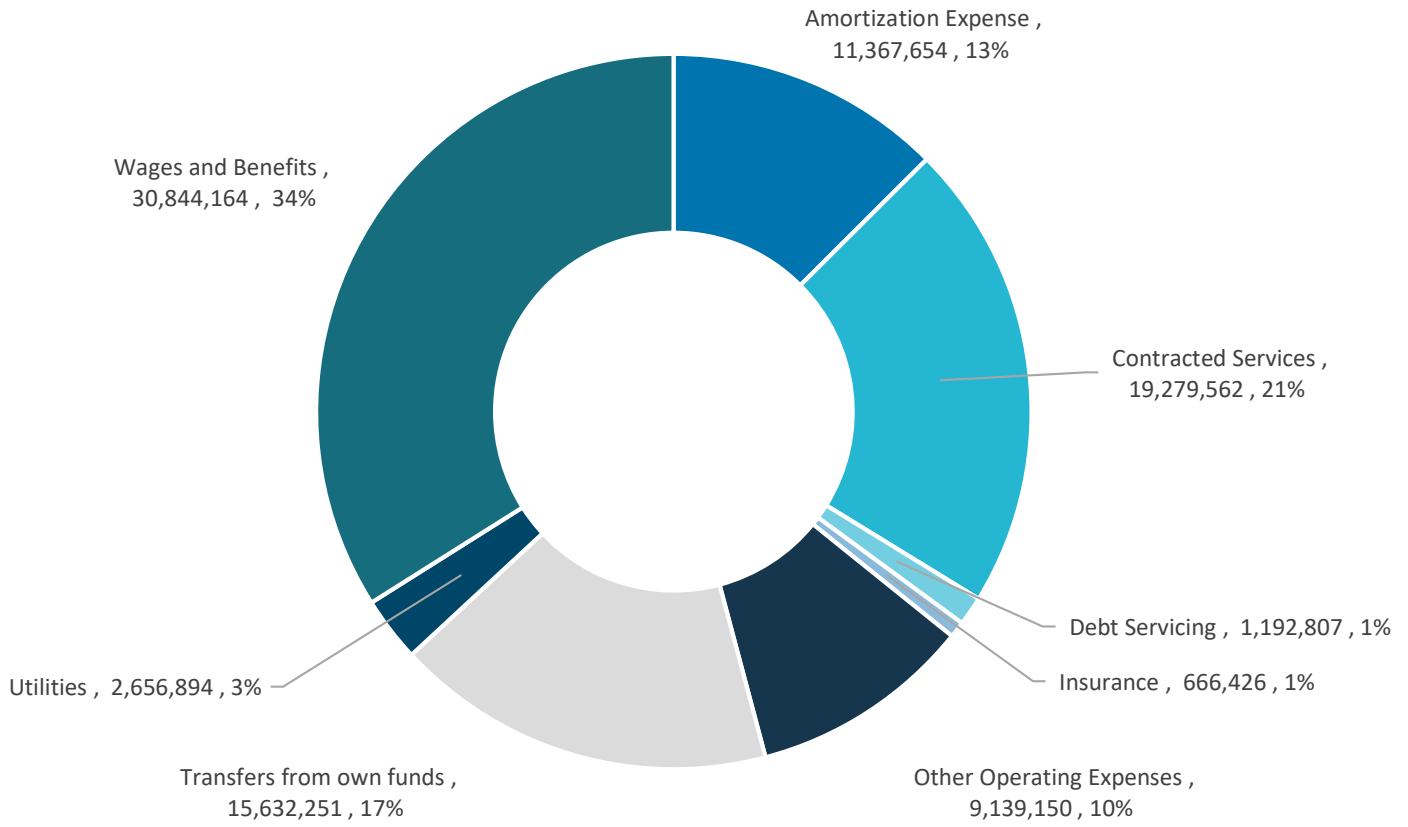
- Contractual wages and benefits.
- Obligated contractual increases (e.g. Transit, RCMP and Solid Waste).
- Utility increases.
- Insurance has slowed now.
- Third party contracts are increased by external projections provided.

Similarly to most municipalities, the City of Campbell River is faced with balancing rising costs and limited resources with maintaining services and in some providing service enhancements.



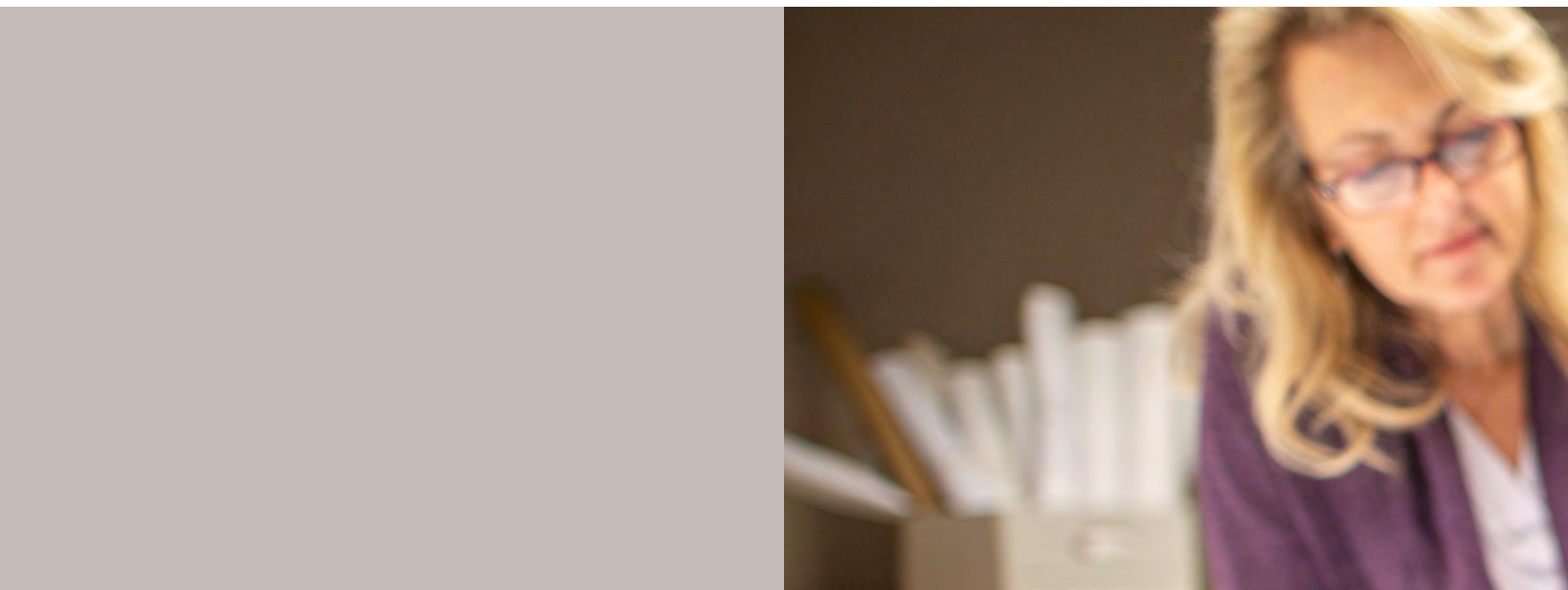
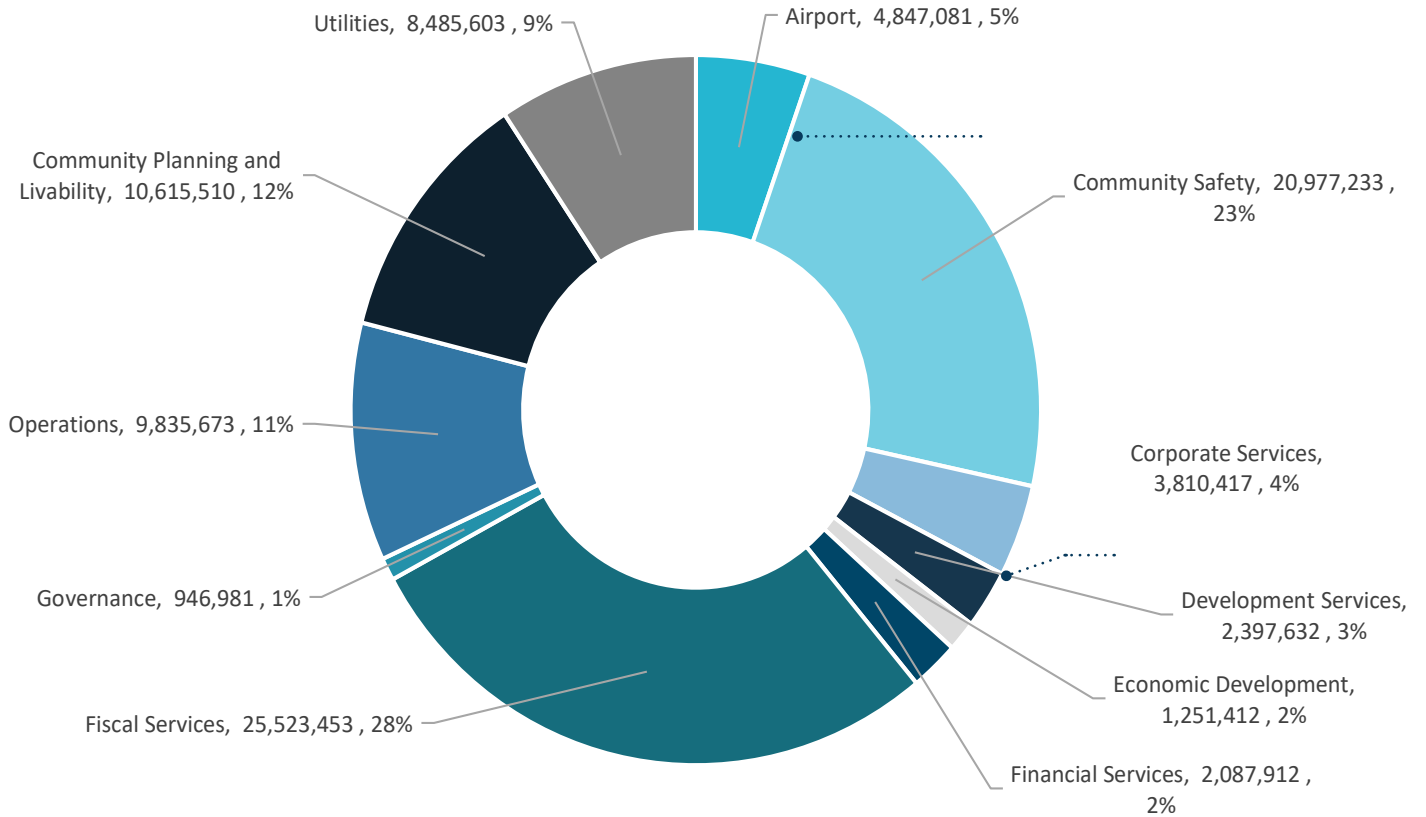
Expenses by Type

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



Expenses by Segment

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



Full Time Employment

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

Changes for staffing levels in 2023 and for staffing positions relating to:

- .28 FTE for Fire Protection Executive Assistant
- 1 FTE for Police Protection Forensic Video Services.
- 1 FTE for Bylaw Officer
- 1 FTE for Parks Manager
- 1 FTE for Client Support Analyst

Full time employment per year:

	2019	2020	2021	2022	2023
Total FTE	238.7	244.5	247.6	251.6	255.9

2023 Full Time Employment by Fund

	FTE
GENERAL	218.3
AIRPORT	8.0
WASTEWATER	13.0
WATER	16.6
Total	255.9



FINANCIAL PLAN OVERVIEW

Ongoing New Service levels



Ongoing New Service Levels

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

The City has developed funding parameters under its Financial Stability and Resiliency Policy to provide for incremental increases to service levels with moderate overall tax and user fee increases. The funding parameter to ensure incremental and priority focused increases to service is 0 to 0.5 per cent of a general tax increase per year or \$180,000 as required. In the current year Council approved a total of \$652,500 of new services or a 1.80 per cent tax increase. The outside of parameter increase in new services is to address corporate and strategic priorities and address the impacts of inflation. In addition, the City receives annual non-market change tax revenue due to ongoing residential and commercial growth in the community, which is used to offset the need for new service levels as the growth is driving the service level increase needs.

In years where the City benefits from additional unexpected or extraordinary revenues including high years of non-market change tax revenues, then this parameter could be increased for the City to utilize the opportunity as it arises. In 2023, non-market change revenues are estimated at \$465,000.

Appendix 4 summarizes all approved ongoing new service levels in the 10-year plan with a focus police protection, bylaw enforcement, parks maintenance, fire protection, and corporate support. These new service levels are focused on dealing with ongoing increases in work plans with ongoing growth in the community. These are presented to Council with business cases to aide decision making, of the multiple priorities across the City for enhanced services.

The total General Fund new services in 2023 are \$652,500 and 1.80 per cent tax increase which is funded entirely by the new services parameter. These new ongoing service levels are added to the respective departmental base budgets and result in a tax increase or use of ongoing utility revenues.

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

Below the line items are not determined a priority of Council for 2023 Financial Planning and will be considered in future budget cycles.

FINANCIAL PLAN OVERVIEW

Operating Projects



Operating Projects

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

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

The 10-year operating project plan is focused on Council’s priorities on community initiatives, and operational maintenance projects. Emerging corporate priorities include promoting a safer downtown through the continuation of the Downtown Safety Office. Many of the operational projects summarized were determined through pre-budget meetings and on Council’s strategic priorities.

There are several high priority projects that are determined important for 2023 due to emerging needs of a growing community.

Operating carry-forwards are projects started in 2022, but require a balance of funding to complete in 2023. There are some “below the line” operating projects included for Council’s consideration in future budget cycles.

FINANCIAL PLAN OVERVIEW

Capital, Reserves and Debt



Capital

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

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

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

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

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

2023-2032 Capital Plan

The City's 2023-2032 Financial Plan includes a 10-year capital plan with a focus on long-term planning. This creates stability for work plans and more importantly, it helps to facilitate long-term strategic decision making on project priorities. Appendix 2 includes a summary of all projects in the 10-year plan, as well as the project description, justifications, funding source, and alignment to Council's strategic priorities.

The 2023-2032 capital plan provides Council a long-term framework of projects and the impact on services and enhancements throughout the City. The City's in the midst of five-year implementation path for asset management (Appendix 6.4) to ensure ongoing service delivery with the inventory, condition assessments, risk assessment and ongoing investment in its asset infrastructure on an annual basis with incremental funding increases for renewal of core assets. Ongoing investment in the capital program will ensure the City can maintain and enhance service levels to the community within stable taxation and user fee parameters.

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

Beginning in 2023 the City began ranking all projects based on the overall risk to the City of Campbell River and departmental ability to complete projects. The intention of ranking projects is to ensure that high risk projects receive necessary funding and that departments have capacity to complete these projects in a timely manner.

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

Capital Project Focus

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

The core categories in priority order are:

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

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

Department/Asset Function	Capital Project Focus
Finance	Renewal
Information Technology	Renewal/Enhancement
Fire Protection	Renewal/Capacity
Facilities	Renewal
Fleet	Renewal
Roads	Renewal/Enhancement
Storm Water	Renewal
Solid Waste	Enhancement
Airport	Renewal/Enhancement
Sewer	Renewal/Capacity
Water	Renewal/Capacity
Parks	Renewal/Enhancement
Recreation and Culture	Renewal/Enhancement/Strategic

2023 the capital plan totals \$21,337,000 for strategic, renewal and other capital projects. This amount excludes carry forward projects from 2022.

Strategic Priority / Renewal / Other Capital Projects

The City has developed their long-term Financial Planning framework with a focus on sustainable delivery.

Strategic priority projects as summarized in Appendix 4.2 are related to projects that are Council's strategic budget priorities as determined through the City's pre-budget planning meetings, or through their focus on their 2023-2026 strategic plan. Transportation enhancements, parks amenities, economic drivers such as the airport have been highlighted in this section. Significant capital projects that drive the City's work plan and community impact are also included in this section, which are made up of capacity upgrades with ongoing development in the community.

Asset management planning, as well as renewal/other capital projects, are required to preserve base service levels by maintaining or replacing existing assets, with minor enhancements. This important section of the capital plan is where most of the projects are required to maintain the City's asset infrastructure and service delivery. The City has been working on asset management activities and determining needs in the long-term for each asset area; therefore, for 2023 the 10-year plan for renewal/other projects are fully populated and stable over the full 10 years. This shows the significant process the City has made in its long-term Financial Planning framework and focus on sustainable service delivery.





Capital Funding

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

Below The Line

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

Operating Costs Of Capital

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

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

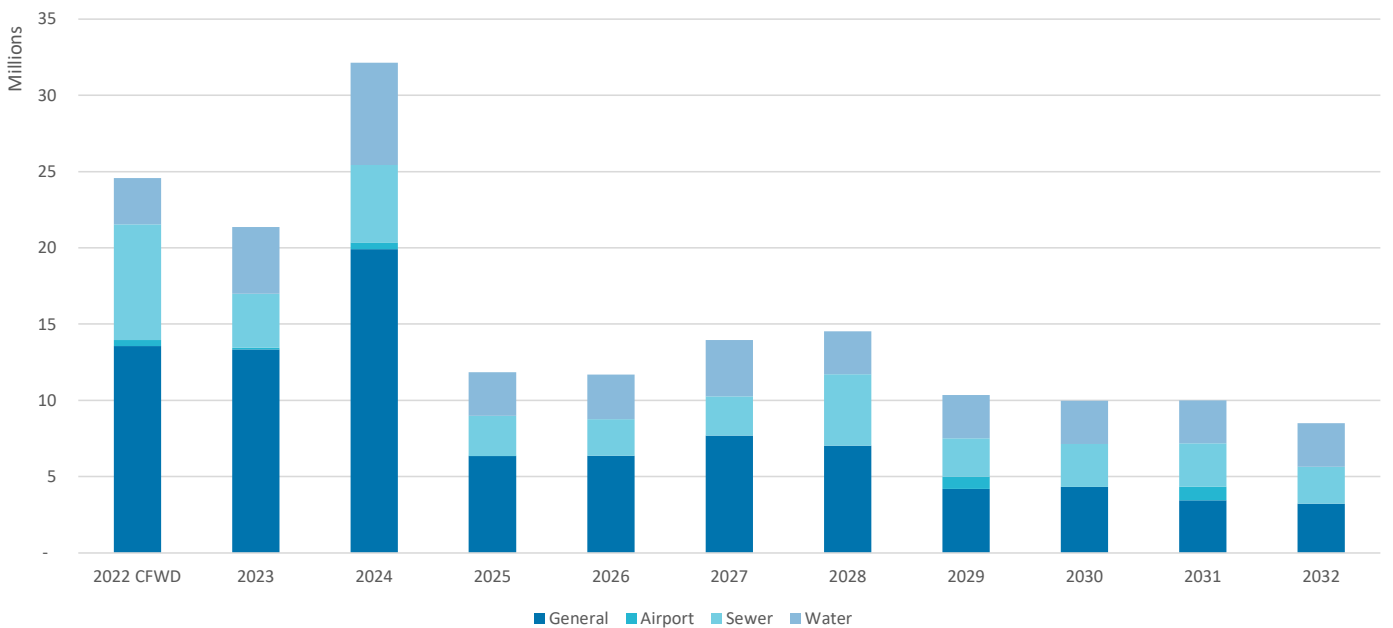
Fund	Amount	Tax Increase %
General	\$ 32,900	0.09
Airport	-	-
Sewer	34,500	-
Water	19,500	-
Total	\$ 86,900	0.09%

The operating costs of capital for 2023 are \$32,900 for general capital or a 0.09 percent tax increase.

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

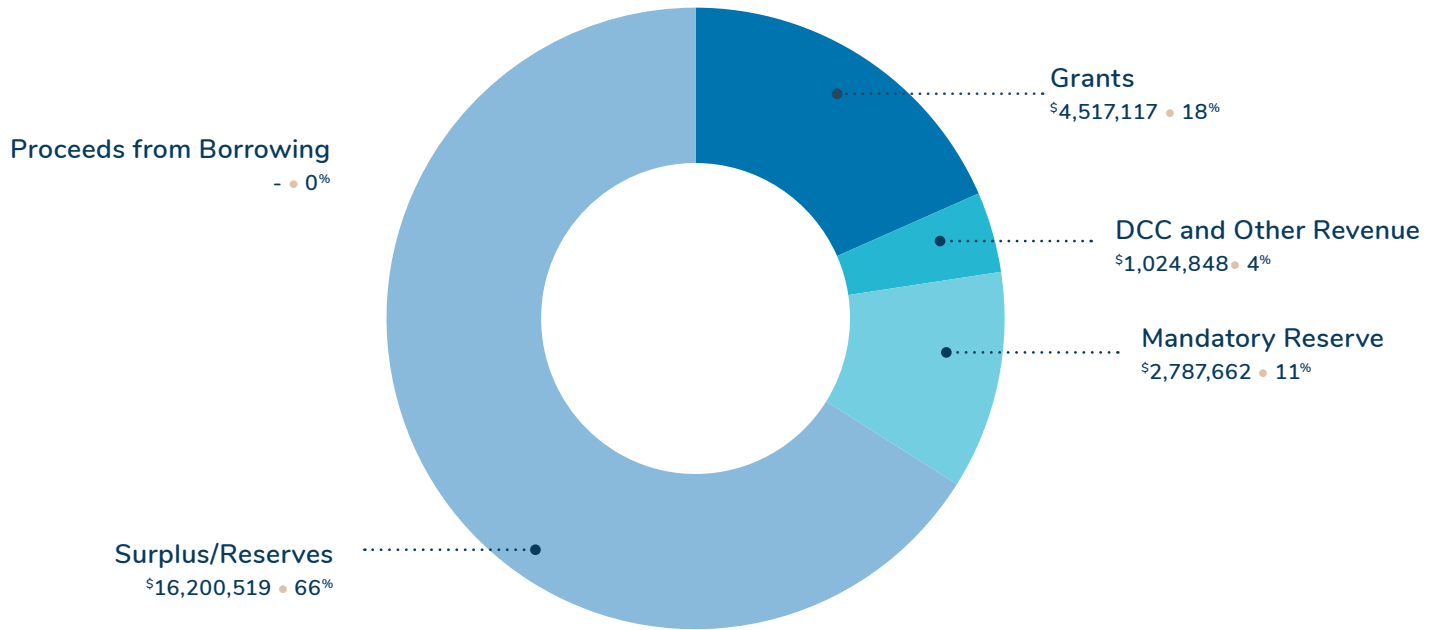
The first chart below summarizes the 2023-2032 capital plan by fund.

2023-2032 Capital Budget by Fund

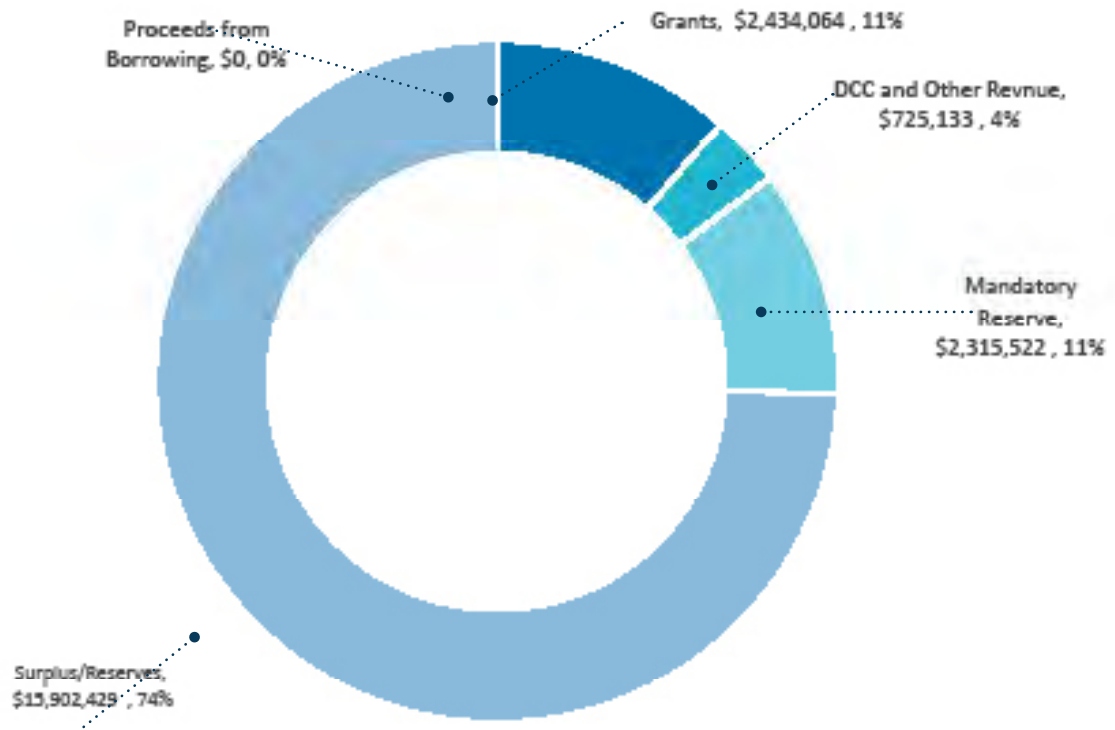


These charts highlight the funding distribution for the 2023-2032 capital plan. The City's capital plan is primarily funded by reserve funds, however grants, and DCCs also supplement projects

Capital Funding Distribution - 2022



Capital Funding Distribution - 2023







Reserves and Surplus Summary

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

A. Ensure Stable and Predictable Tax Levies

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

B. Provide for Operating Emergencies

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

C. Finance New Capital Assets

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



D. Safeguard and Maintain Existing Assets

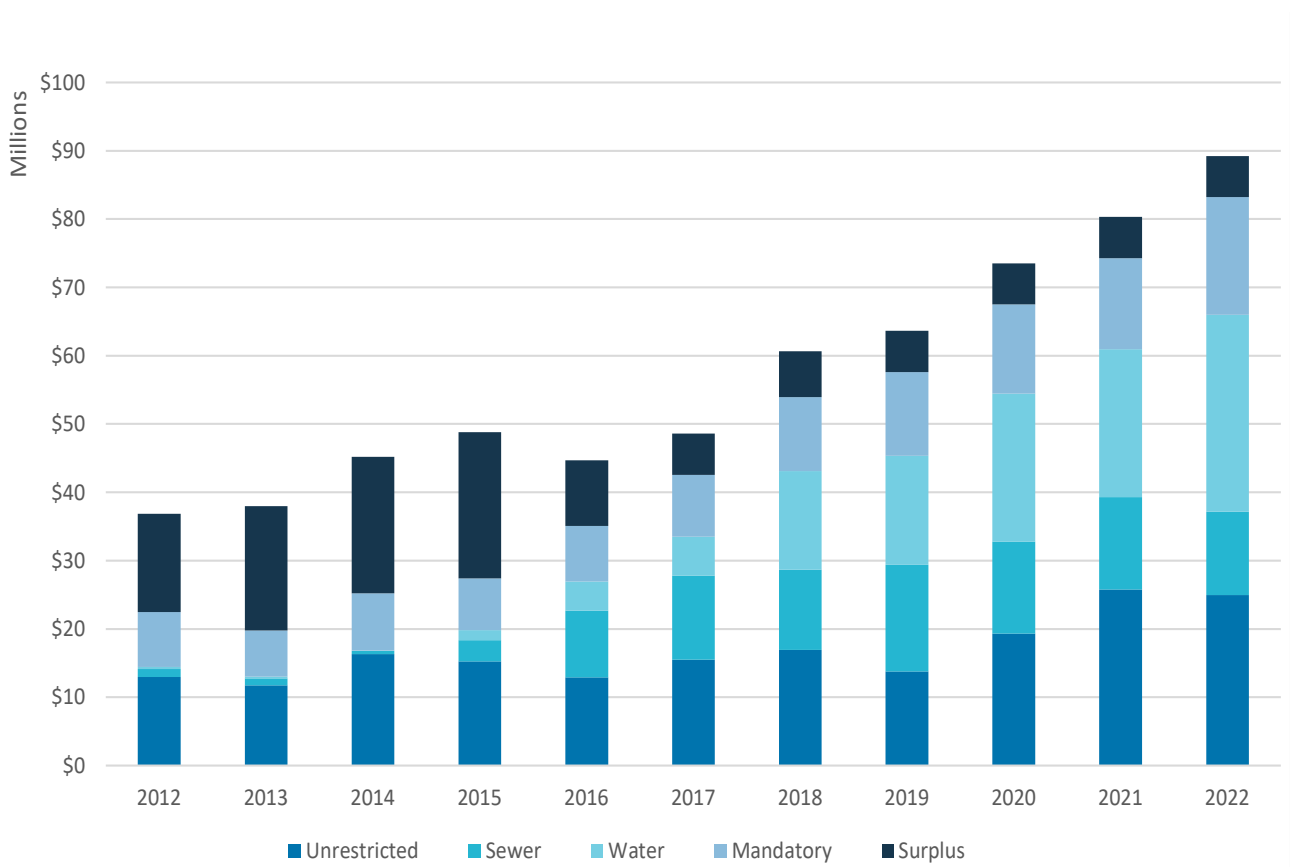
The City has an inventory of specialized machinery, equipment, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be maintained and replaced according to service life cycles. The reserve balances are focused on maintaining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

E. Focus on Long-Term Financial Stability

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

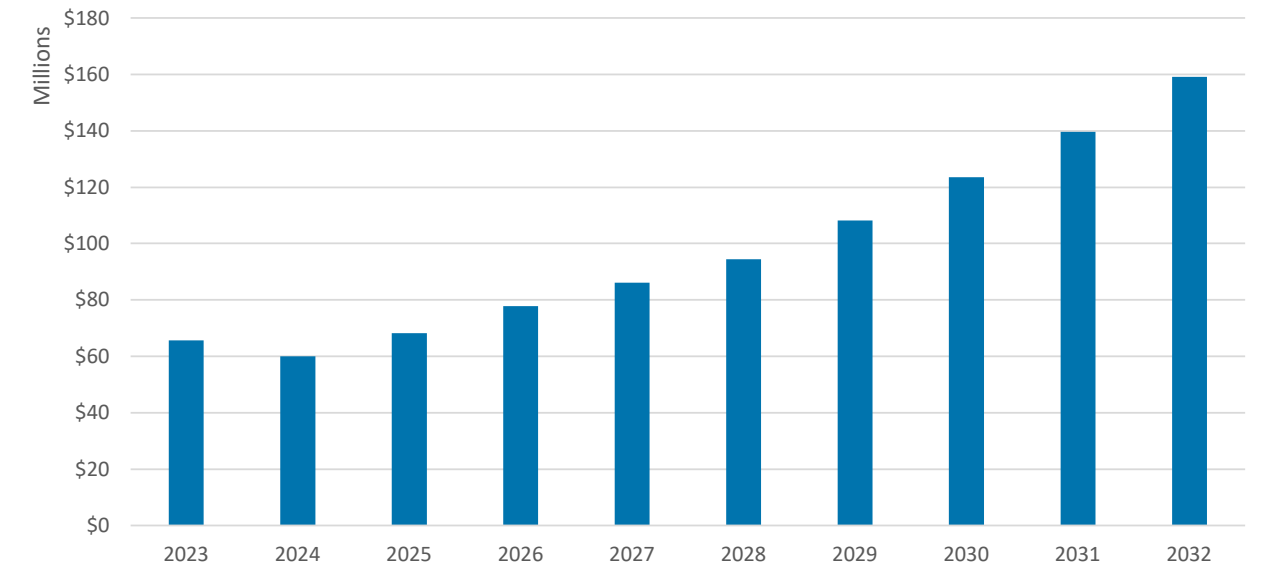
The following chart outlines the history of the balances in the various reserves, and surpluses, for the period of 2013 through to the end of 2022.

Reserves History



The below graph summarizes the projected reserve balances for 2023-2032 based on the current capital plan; note that as the future years of the capital plan are populated with significant strategic projects these balances will decrease.

Forecasted Reserve Balances



Long-Term Debt

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

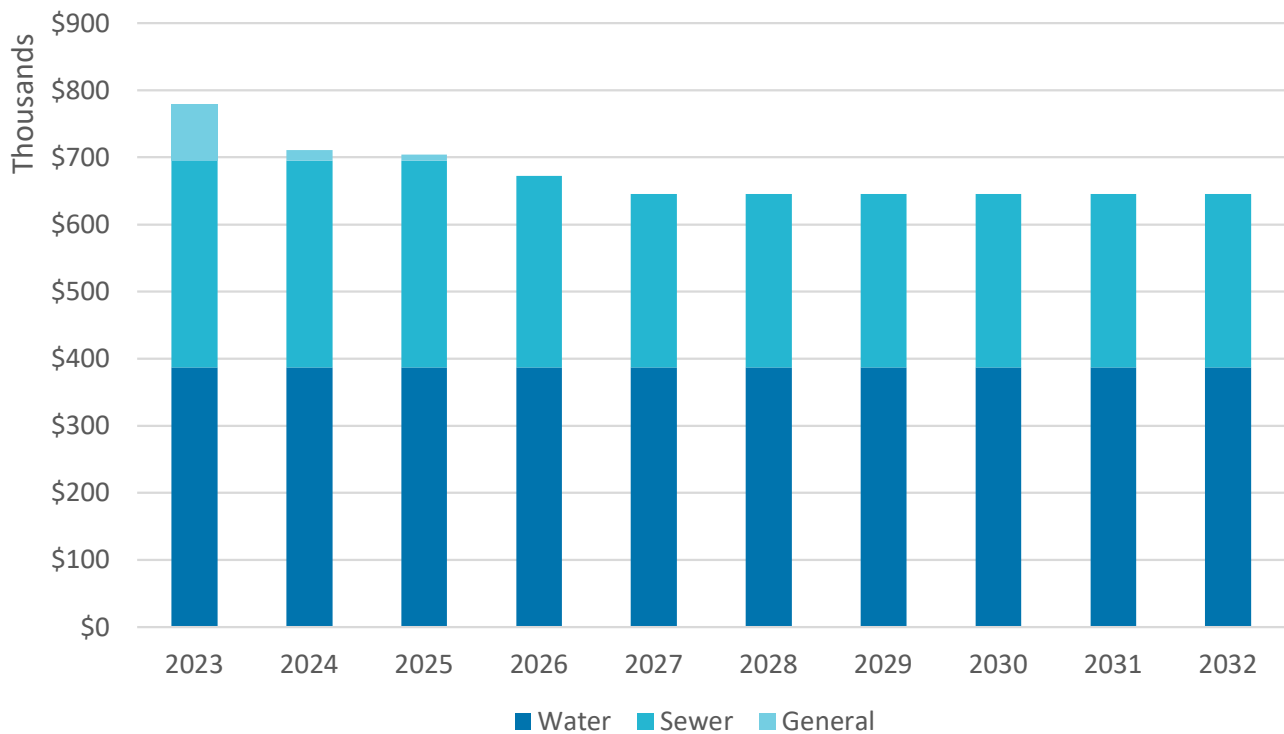
The City currently has borrowing bylaws approved for utilities of \$15 million for core infrastructure upgrades, \$10.2 million for water and \$4.8 million for sewer. The City has utilized the majority of the water borrowing bylaw by the end of 2017 for water main renewal and the water supply project.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

As note in the City's policy, the City's legislated debt servicing limit is 25 per cent of all ongoing revenues. However, the City's debt policy limits this to 15 per cent for general fund, and 20 per cent for each of the utility funds. This provides approximately \$95 million of borrowing capacity for the City, approximately \$65 million for general and \$30 million for utilities. The City is within its borrowing limit for utilities, and has significant room to borrow for general projects. General debt is expected to increase in the next 10 years with an estimated \$21 million for the Fire Station Headquarters replacement, which is currently below the line in the capital plan (Appendix 2), pending further review and discussion.

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

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

Projected Debt Principal Payments 2023-2032



The chart above outlines the projected debt principal payments for the 2023-2032 period.

There are no above-the-line (funded) capital projects in the 2023-2032 capital plan which require debt financing. There are several below-the-line (unfunded) projects that may be initiated in the future which will require the City to take on debt financing.

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

General Fund Bond Debt

Year	Principal	Interest	Total
2023	\$84,846	\$46,877	\$131,722
2024	\$15,928	\$ 9,920	\$ 25,848
2025	\$9,260	\$ 6,916	\$ 16,176
2026	-	-	-
2027	-	-	-
2028	-	-	-
2029	-	-	-
2030	-	-	-
2031	-	-	-
2032			

Sewer Fund Bond Debt

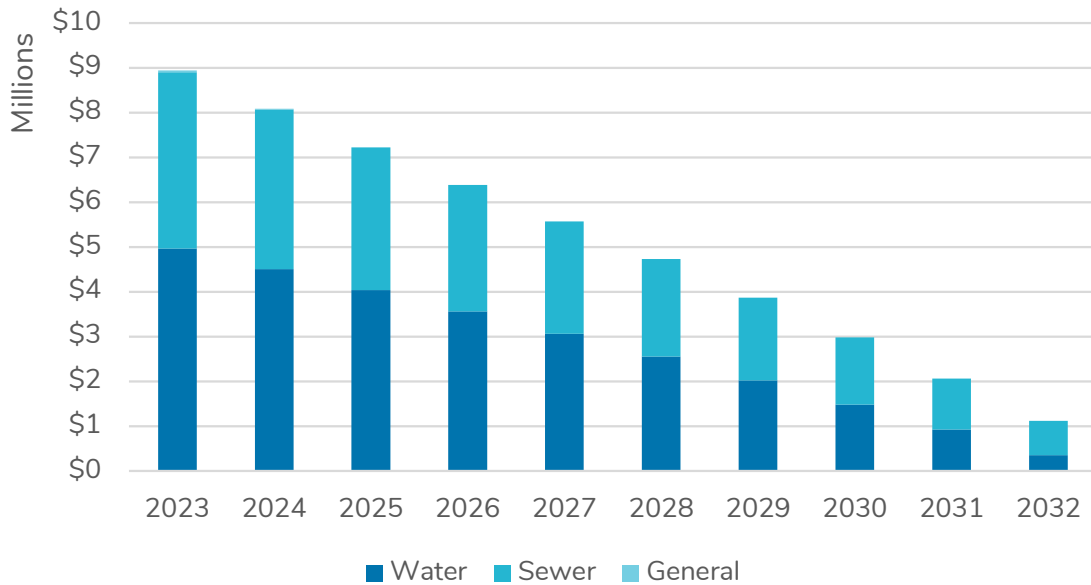
Year	Principal	Interest	Total
2023	\$307,971	\$162,308	\$470,279
2024	\$307,971	\$162,308	\$470,279
2025	\$307,971	\$162,308	\$470,279
2026	\$285,497	\$145,523	\$431,020
2027	\$258,080	\$127,680	\$385,760
2028	\$258,080	\$127,680	\$385,760
2029	\$258,080	\$127,680	\$385,760
2030	\$258,080	\$127,680	\$385,760
2031	\$258,080	\$127,680	\$385,760
2032	\$258,080	\$127,680	\$385,760
To Maturity 2034			

Water Fund Bond Debt

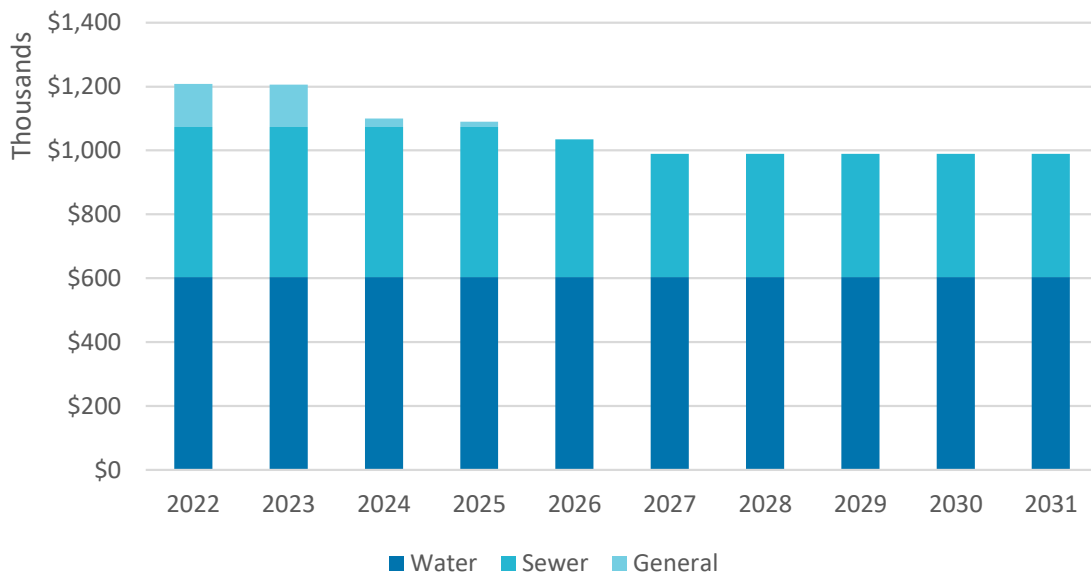
Year	Principal	Interest	Total
2023	\$387,119	\$216,650	\$603,769
2024	\$387,119	\$216,650	\$603,769
2025	\$387,119	\$216,650	\$603,769
2026	\$387,119	\$216,650	\$603,769
2027	\$387,119	\$216,650	\$603,769
2028	\$387,119	\$216,650	\$603,769
2029	\$387,119	\$216,650	\$603,769
2030	\$387,119	\$216,650	\$603,769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


The following charts provide a breakdown of the outstanding debt levels and the associated debt servicing costs at the end of each respective year for the period of 2023-2032 and includes all existing and forecasted debt. The City’s debt servicing costs are expected to decline in 2025 when all current general debt is slated to be retired. Note that debt for projects such as the Fire Station Headquarters replacement, as noted above, are not included in these graphs as this project is “below the line” for future consideration.

Projected Debt Levels 2023-2032



Total Debt Servicing Costs by Fund



A young child with brown hair, wearing a white t-shirt and dark overalls, is seen from the back, looking at a large, vibrant tapestry. The tapestry depicts a variety of marine life, including a large blue and white sea slug, orange and red sea anemones, and other colorful organisms. The child's hand is reaching out towards the tapestry. The background is a dark, textured surface, possibly a wall or a large piece of fabric. The overall scene is brightly lit, highlighting the colors of the tapestry.

Definitions and Acronyms



Definitions and Acronyms

Accumulated Surplus

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

Asset Infrastructure

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

AIM

Asset and Infrastructure Management.

AM

Asset management.

Annual Surplus

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

Assets

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

BC Assessment Authority

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

Capital Expenditure

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

CARIP

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

Community Charter

British Columbia Act that governs municipalities

Carry-forward (CFWD)

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

COW

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

CUPE

The Canadian Union of Public Employees.

CWF

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

DCC

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

Debt Servicing

Annual principal and interest payments on debt.

DM

Department Manager.

FCM

Federation of Canadian Municipalities.

Financial Plan

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

FTE

Full time equivalent.

Fund

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

GFOA

Government Finance Officers Association.

GM

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

Grant

A monetary contribution to or from governments.

IAFF

International Association of Fire Fighters.

LGMA

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

Mandatory Reserve Funds

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

MFA

Municipal Finance Authority of British Columbia.

NMC

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

PILTs

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

PSAB

Public sector accounting board.

PSAS

Public sector accounting standards.

Definitions and Acronyms

Reserves

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

Reserve Funds

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

SMT

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

Tax Rates

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

TCA

Tangible Capital Assets.

SLCR

Service Level Change Request.

UBCM

Union of BC Municipalities.

2023 - 2032 Financial Plan Bylaw



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Cover photo by Toni Falk



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



2023 - 2032 Ten Year Financial Plan Bylaw 3901, 2023

ADOPTED April 13, 2023

PURPOSE

A Bylaw for the City of Campbell River to authorize the ten-year financial plan for the years 2023 to 2032.

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

PART 1: Title

1.0 This bylaw may be cited for all purposes as **2023 - 2032 Ten Year Financial Plan Bylaw No. 3901, 2023.**

PART 2: Ten Year Financial Plan Amendment

2.0 Schedules 'A', 'B', 'C', and 'D' attached hereto and being part of this Bylaw are hereby adopted and compromise the Ten Year Financial Plan for the years 2023 to 2032. This bylaw replaces the Financial Plan for the years 2022 to 2031 adopted by Bylaw No. 3882, 2022.

PART 3: Expenses

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

READ THE FIRST TIME this 30th day of March, 2023

READ THE SECOND TIME this 30th day of March, 2023

READ THE THIRD TIME this 30th day of March, 2023

ADOPTED this 13th day of April, 2023

Signed by the Mayor and Corporate Officer this 18th day of April, 2023



Kermit Dahl, MAYOR



Sheila Girvin, CORPORATE OFFICER

SCHEDULE 'A'

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPERATIONAL REVENUES										
Revenue from Property Taxes	41,840,245	43,571,944	45,754,125	47,381,053	49,028,816	50,834,257	51,851,206	54,610,882	55,936,920	58,557,853
Revenue from Parcel Taxes	2,608,100	2,957,000	2,973,800	2,990,500	3,007,300	3,024,000	3,040,800	3,057,600	3,074,400	3,091,300
Revenue from Fees & Charges	25,400,195	26,108,702	26,865,210	27,642,380	28,461,774	29,304,706	30,174,972	31,080,140	32,016,044	32,983,665
Revenue from Other Sources	9,079,294	9,178,469	8,986,937	9,038,933	9,116,961	9,198,760	9,287,430	9,379,572	9,475,389	9,574,979
Surplus/Reserve Accounts	4,484,274	2,061,017	866,191	746,500	819,000	730,500	719,500	688,500	710,000	740,500
Transfers from Other Funds	671,508	240,107	112,985	115,674	118,295	120,569	972,518	124,164	755,432	126,446
Amortization Offset	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654
	95,451,270	95,484,893	96,926,902	99,282,694	101,919,800	104,580,446	107,414,080	110,308,512	113,335,839	116,442,397
OPERATIONAL EXPENSES										
General Operating Expenses	53,724,850	53,463,843	54,298,729	55,768,390	57,270,456	58,878,454	60,561,991	62,350,830	64,080,920	66,008,352
Airport Operating Expenses	4,536,942	4,152,907	4,271,085	4,281,974	4,435,995	4,483,069	4,613,418	4,637,164	4,804,432	4,835,346
Sewer Operating Expenses	3,609,456	3,578,522	3,663,226	3,694,286	3,756,739	3,810,624	3,840,981	3,897,851	3,966,277	4,026,301
Water Operating Expenses	4,896,062	4,679,125	4,748,634	4,819,786	4,892,623	4,967,193	5,043,540	5,121,714	5,201,764	5,283,741
Interest Payment on Debt	400,494	363,538	360,533	362,173	344,330	344,330	344,330	344,330	344,330	344,330
Principal Payment on Debt	782,313	713,395	706,727	672,615	645,199	645,199	645,199	645,199	645,199	645,199
Transfers to Other Funds	16,133,499	17,165,909	17,510,314	18,315,816	19,206,804	20,083,923	20,996,967	21,943,770	22,925,263	23,931,474
Amortization	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654	11,367,654
	95,451,270	95,484,893	96,926,902	99,282,694	101,919,800	104,580,446	107,414,080	110,308,512	113,335,839	116,442,397
Annual Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-
CAPITAL FUNDING										
Grants	6,951,181	9,735,000	695,000	730,000	770,000	780,000	895,000	805,000	895,000	805,000
DCC & Other Revenue	1,758,363	3,625,000	125,000	125,000	1,634,280	125,000	125,000	125,000	125,000	125,000
Statutory Reserves	5,103,184	698,350	490,000	380,000	1,180,000	545,000	180,000	180,000	180,000	180,000
Surplus/Reserves	32,150,650	18,089,718	10,535,567	10,461,779	10,372,731	13,083,686	9,142,175	8,872,623	8,805,229	7,380,620
Proceeds from Borrowing	45,963,378	32,148,068	11,845,567	11,696,779	13,957,011	14,533,686	10,342,175	9,982,623	10,005,229	8,490,620
	87,996,656	64,395,141	33,671,634	33,375,558	36,914,022	39,827,372	37,574,550	38,865,226	38,700,458	34,156,240
CAPITAL EXPENSES										
General Capital Expenses	26,897,704	19,904,418	6,353,537	6,362,341	7,690,885	7,035,738	4,187,267	4,327,715	3,443,223	3,221,374
Airport Capital Expenses	507,039	445,000	40,000	40,000	-	-	800,000	-	900,000	-
Sewer Capital Expenses	11,125,011	5,074,325	2,593,090	2,417,219	2,570,563	4,673,974	2,527,454	2,827,454	2,831,003	2,434,623
Water Capital Expenses	7,433,624	6,724,325	2,858,940	2,917,219	3,695,563	2,823,974	2,827,454	2,827,454	2,831,003	2,834,623
	45,963,378	32,148,068	11,845,567	11,696,779	13,957,011	14,533,686	10,342,175	9,982,623	10,005,229	8,490,620
Net Capital	-	-	-	-	-	-	-	-	-	-
Financial Plan Balance	-	-	-	-	-	-	-	-	-	-

SCHEDULE 'B'

Financial Plan Objectives and Policies

A. Funding Sources

Over the term of the plan funding sources as defined in S(165)(7) of the Community Charter, are derived as shown in Table 1; amounts and proportions shown for fiscal 2023.

Table 1: Funding Sources, Fiscal 2023

Property taxes	41,840,245	43.9%
Parcel taxes	2,608,100	2.7%
Fees & charges	25,400,195	26.6%
Other sources	9,079,294	9.5%
Surplus/reserve accounts	4,484,274	4.7%
Transfers from other funds	671,508	0.7%
Amortization Offset	11,367,654	11.9%
	95,451,270	100.0%

Objectives and Policies:

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

B. Distribution of Municipal Property Taxes Across Property Classes

Over the term of the plan municipal property taxes are distributed across eight property tax classes as shown in Table 2 amounts and proportions shown for fiscal 2023.

Table 2: Distribution of Municipal Property Taxes, Fiscal 2023

Class 1 - Residential	31,086,114	74.3%
Class 2 - Utilities	1,338,888	3.2%
Class 4 - Major Industry	41,840	0.1%
Class 5 - Light Industry	376,562	0.9%
Class 6 - Business & Other	8,577,250	20.5%
Class 7 - Managed Forest	292,882	0.7%
Class 8 - Recreation/Non-Profit	125,521	0.3%
Class 9 - Farm	1,188	0.0%
	41,840,245	100.0%

Objectives and Policies:

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

C. Permissive Tax Exemptions

The Annual Report for 2023 will contain a list of permissive exemptions granted for the taxation year and the amount of revenue foregone. The list demonstrates the policy of Council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community.

Objectives and Policies:

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

SCHEDULE 'C'

Financial Stability & Resiliency Policy

Purpose

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

Objectives

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

Policies

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

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

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

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

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

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

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

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer’s dollars.

8. Reserve Waterfall Structure – The City’s Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be

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

9. Debt Policy – The City’s long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.
11. Property Tax Increase – Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at current service levels and then consider other enhancements.
 - 11.1 The City’s tax increase will be calculated based on additional revenue required to balance the budget as required by the *Community Charter* and communicated as a percent increase over the prior year’s general municipal revenue collected.
 - 11.2 The City will phase in tax increases when known changes influencing City finances are known to promote stability for taxpayers.
12. Self Financed Programs –The City’s self financed programs include the Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling programs. The costs for self financed programs should be fully funded by user fees. Any surplus or deficit from these programs is to be transferred at the end of each year to or from each reserve. These funds will also follow policy clauses 2,3,5,6,7,8,9,10 and 11

SCHEDULE 'D'

Property Taxation Policy

Purpose

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

Objective

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

Policies

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

Summary of Changes Between Proposed and Adopted Budget

Base Operating Budget

- Department 105 – Mayor and Council Wages and Benefits reduced by \$19,513 to eliminate remuneration increases for the Mayor and Councilors for 2023.
- Department 316 – Corporate Services Grants budget reduced by \$38,862 to adjust the budgeted amount to actual grants award by Council for 2023.
- Department 316 – Corporate Services Grants in the amount of \$45,275 to be funded from the Community Partnership Committee Reserve fund instead of funded from taxation.

Capital Projects Budget

- Line 32 Expansion of Jet Fuel Storage in the amount of \$100,000 moved above the line and funded from the Airport Reserve.
- Line 83 Willow Creek Road Permanent Connection in the amount of \$325,000 moved above the line and funded from the Capital Works and Financial Stabilization Reserve.
- Line 101 Cambridge Park Drainage System in the amount of \$35,000 in 2023 and \$200,000 in 2024 moved above the line and funded from the Capital Works Reserve.

Operating Projects Budget

- Line 3 Ishikari Anniversary Celebration in the amount of \$25,000 moved above the line and funded from the International Relationship Reserve.
- Line 4 Canada Day Fireworks in the amount of \$5,500 moved above the line and funded from the Gaming Reserve.
- Line 6 Revenue Study in the amount of \$150,000 move above the line and funded from the Financial Stabilization Reserve.
- Line 16 Communications and Engagement in the amount of \$56,000 moved above the line and funded from the Financial Stabilization Reserve.
- Line 33 Increased Downtown Security Patrols in the amount of \$50,000 annually moved from the New Enhanced Ongoing Service Levels to the Operating Projects Budget as a three-year project and funded from the Financial Stabilization Reserve.

New Enhanced Ongoing Service Levels

- Line 12 Inflationary Funding decreased from \$362,500 to \$262,500.
- Line 14 Communications and Engagement in the amount of \$112,000 moved from above the line to below the line.
- Line 28 Flex Firefighter in the amount of \$106,300 moved from above the line to below the line.

An aerial photograph of a river winding through a dense forest. The trees show signs of autumn, with some yellow and orange leaves. In the distance, a city is visible, and beyond that, a large body of water under a blue sky with light clouds. A semi-transparent blue graphic element is on the left side of the image.

Appendix 1

2023

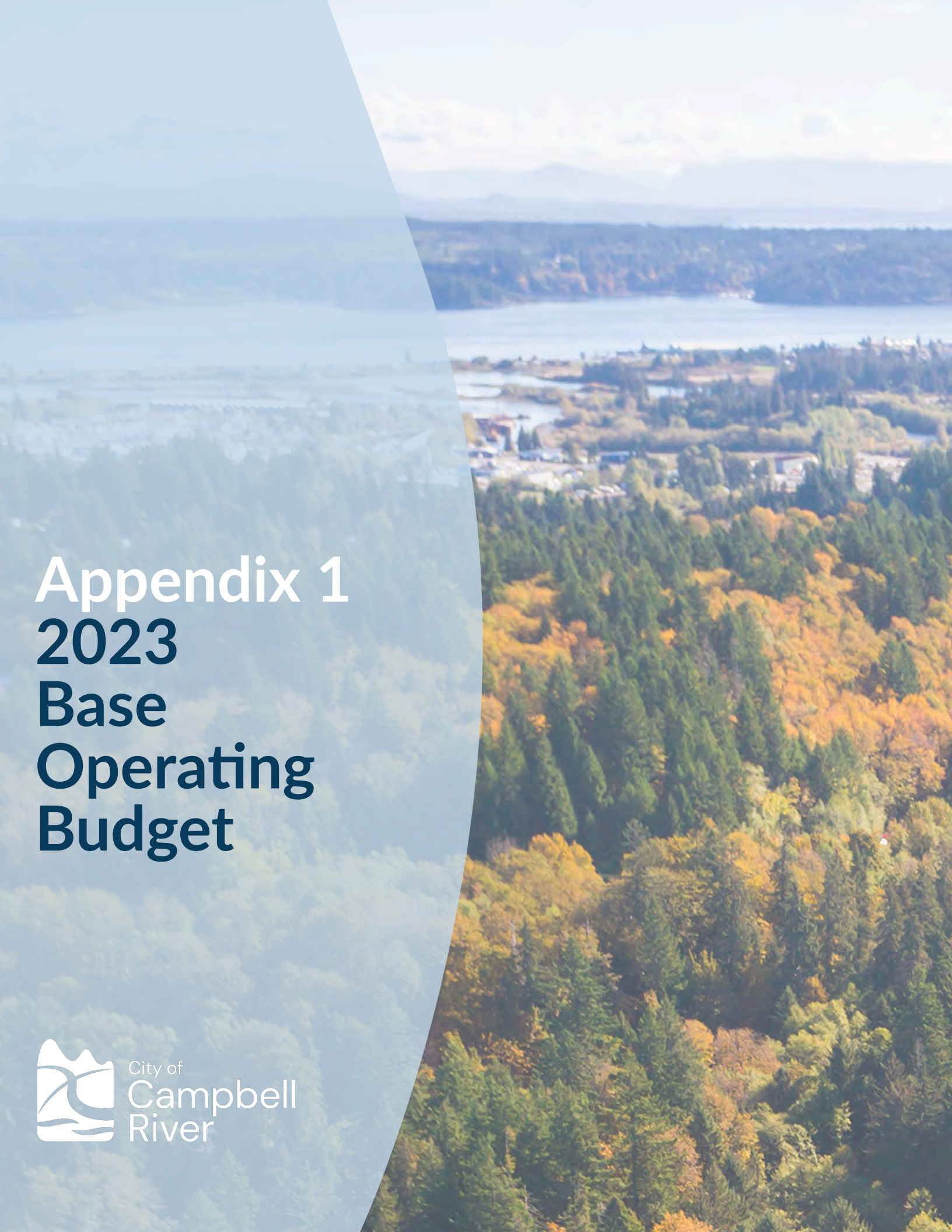
Base

Operating

Budget



City of
Campbell
River

An aerial photograph of a lush forest with some trees showing autumn colors. In the background, a large body of water (likely a lake or bay) is visible, surrounded by more forested hills and mountains under a clear sky. A semi-transparent blue graphic element is overlaid on the left side of the image.

Appendix 1

2023

Base

Operating

Budget



City of
Campbell
River



Segments

Governance	Financial Services	Corporate Services	Development Services	Community Safety
<ul style="list-style-type: none"> - Mayor and Council - City Manager 	<p>Director of Finance</p> <ul style="list-style-type: none"> - Finance - Risk Management - Supply Management 	<p>Director of Corporate Services</p> <ul style="list-style-type: none"> - Communications - Human Resources - Information Technology - Legislative Services 	<p>Director of Development Services</p> <ul style="list-style-type: none"> - Development Services - Building Services - Development Engineering - Development Planning 	<p>Director of Community Safety</p> <ul style="list-style-type: none"> - Bylaw Enforcement - Animal Control - Fire Protection - E911 - RCMP - RCMP Municipal Support - Victim Services

Operations

- Director of Operations
- Capital Projects
- Fleet
- Stores
- Facilities
- Roads
- Parks
- Cemeteries

Utilities

- Liquid Waste Services
- Storm Drains
- Water

Community Planning and Livability

- Director of Community Planning and Livability
- Long Range Planning
- Recreation and Culture
- Public Transit
- Solid Waste

Economic Development and Tourism

- Economic Development
- Airport

Corporate Fiscal Accounts

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

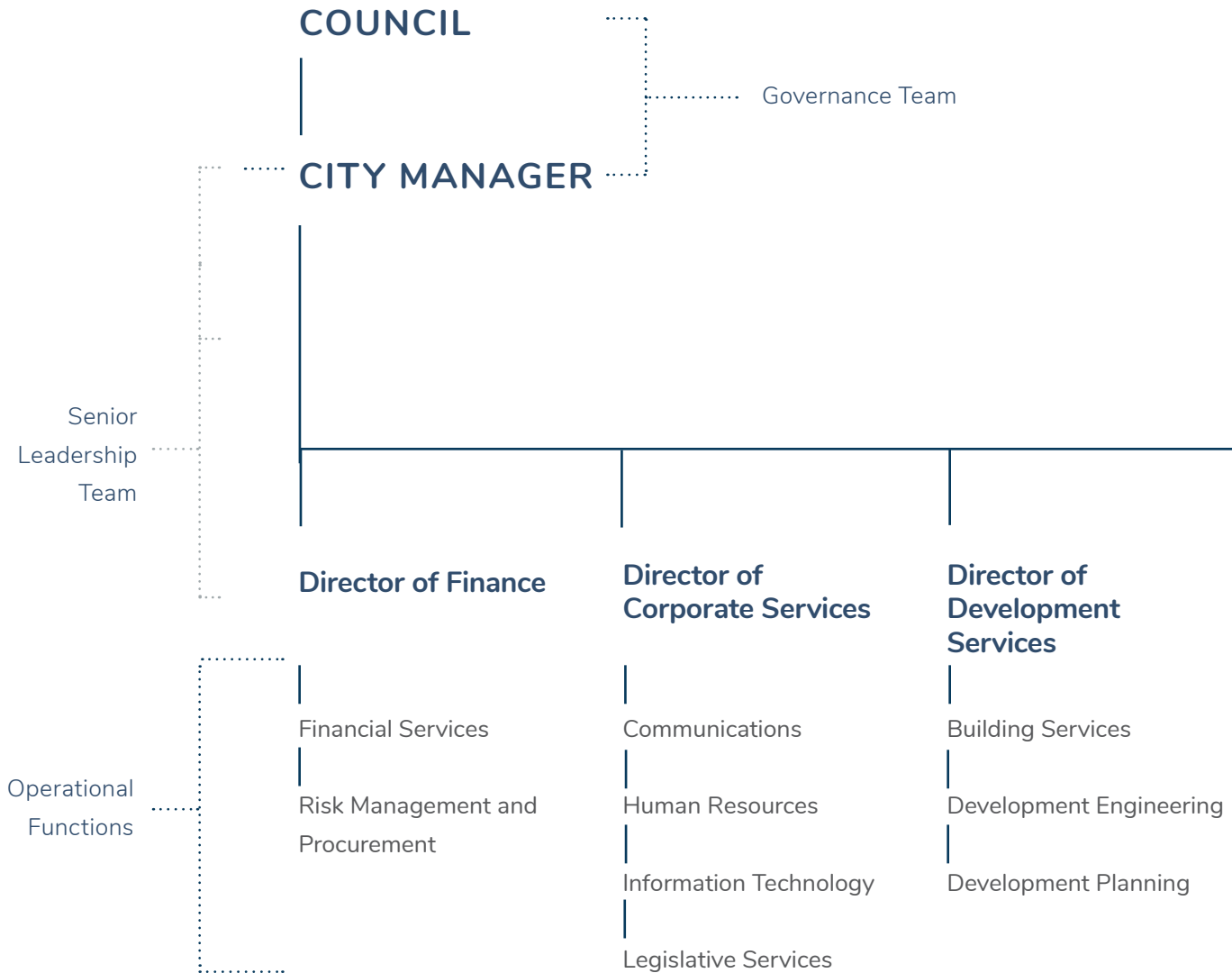


2023 BASE OPERATING BUDGET

Governance



Governance Structure



**Director of
Community Safety**

Bylaw Services

Fire Services

RCMP Municipal Support

RCMP

**Director of
Operations**

Capital Projects

Fleet and Facilities

Roads and Parks

Utilities

**Director of
Community Planning
and Livability**

Long Range Planning and
Sustainability

Recreation

Solid-Waste

Public Transit

**Economic
Development
Manager**

Economic Development

Tourism

Airport Operations

Governance Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
GOVERNANCE					
Expense					
Contracted Services	62,910	68,210	68,210	-	0.0%
Other Operating Expenses	102,098	130,530	130,530	-	0.0%
Utilities	19,984	21,590	21,590	-	0.0%
Wages & Benefits	824,324	861,993	923,794	61,801	7.2%
Expense Total	1,009,316	1,082,323	1,144,124	61,801	5.7%
Grand Total	1,009,316	1,082,323	1,144,124	61,801	5.7%

SEGMENT VARIANCE

GOVERNANCE

Increase in Wages & Benefits	61,801
OVERALL SEGMENT VARIANCE	61,801
VARIANCE %	5.7%



Mayor and Council

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
105 - MAYOR & COUNCIL					
Expense					
Contracted Services	15,154	8,530	8,530	-	0.0%
Other Operating Expenses	66,154	81,880	81,880	-	0.0%
Utilities	18,528	19,530	19,530	-	0.0%
Wages & Benefits	263,165	273,433	278,901	5,468	2.0%
Expense Total	363,001	383,373	388,841	5,468	1.4%
Total	363,001	383,373	388,841	5,468	1.4%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

City Manager

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

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
110 - CITY MANAGER					
Expense					
Contracted Services	39,559	59,680	59,680	-	0.0%
Other Operating Expenses	22,000	24,620	24,620	-	0.0%
Utilities	874	1,400	1,400	-	0.0%
Wages & Benefits	345,422	371,939	403,216	31,277	8.4%
Expense Total	407,855	457,639	488,916	31,277	6.8%
Total	407,855	457,639	488,916	31,277	6.8%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

A close-up photograph of a person's hands with teal nail polish typing on a black and white calculator. The calculator has a red equals sign and blue function keys. The background is a blurred office environment with a computer monitor displaying a teal screen. A large, light blue curved graphic element is on the left side of the page.

2023 BASE OPERATING BUDGET

Financial Services



Financial Services

CITY MANAGER



DIRECTOR OF FINANCIAL SERVICES / CHIEF FINANCIAL OFFICER



FINANCIAL SERVICES MANAGER



CONTROLLER

PROJECT MANAGER

PURCHASING AND RISK MANAGEMENT OFFICER

Accountant III

Senior Accountant

Accountant II

Accountant Clerk III

Accountant I

Senior Buyer

Payroll Administrator

Accounting Clerk II x2

Accounting Clerk II (PPT)

Financial Services Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
FINANCIAL SERVICES					
Revenue					
Investment Income	(12,301)	(15,923)	(16,082)	(159)	1.0%
Revenue Total	(12,301)	(15,923)	(16,082)	(159)	1.0%
Expense					
Contracted Services	72,880	63,940	71,770	7,830	10.9%
Insurance	201,786	245,000	230,000	(15,000)	-6.5%
Other Operating Expenses	105,752	215,450	202,820	(12,630)	-6.2%
Utilities	3,869	1,939	1,939	-	0.0%
Wages & Benefits	1,339,293	1,470,383	1,569,263	98,880	6.3%
Expense Total	1,723,580	1,996,712	2,075,792	79,080	3.8%
Grand Total	1,711,279	1,980,789	2,059,710	78,921	3.8%

SEGMENT VARIANCE

FINANCIAL SERVICES

Reduction in Insurance Premiums	(15,000)
Reduction in Training from Restructure	(5,000)
Other Miscellaneous	41
Increase in Wages & Benefits	98,880
OVERALL SEGMENT VARIANCE	78,921
VARIANCE %	3.8%

Director of Financial Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
300 - DIRECTOR OF FINANCIAL SERVICES					
Expense					
Other Operating Expenses	3,903	16,200	10,200	(6,000)	-37.0%
Utilities	144	660	660	-	0.0%
Wages & Benefits	1,902	156,359	186,717	30,358	19.4%
Expense Total	5,949	173,219	197,577	24,358	14.1%
Total	5,949	173,219	197,577	24,358	14.1%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits



Financial Services

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

Core department services:

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

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

Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information. The department manages payroll for three pay groups: exempt, CUPE and IAFF. Employees' payroll and benefit administration totaled \$25.8 million in 2021.

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

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

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

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
310 - FINANCE					
Expense					
Contracted Services	72,880	63,940	71,770	7,830	12.2%
Other Operating Expenses	88,305	89,140	82,510	(6,630)	-7.4%
Utilities	3,725	1,279	1,279	-	0.0%
Wages & Benefits	1,119,228	1,099,086	1,139,970	40,884	3.7%
Expense Total	1,284,138	1,253,445	1,295,529	42,084	3.4%
Total	1,284,138	1,253,445	1,295,529	42,084	3.4%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits



2023 Strategic Goals and Objectives

- Obtain the Government Finance Officers Association (GFOA) of Canada and United States Distinguished Budget Presentation Award for the 2023-2032 budget and Financial Reporting for the 2022 Annual Report. (Effective Governance)
- Complete the implementation of PSAS 3280 Asset Retirement Obligations. (Fiscal Responsibility)
- Complete required amendments to the Financial Stability and Resiliency policy to improve the City's Financial Planning process. (Effective Governance)
- Commence implementation phase of the replacement of the City's Financial Reporting Software. (Fiscal Responsibility)
- Continue to provide increased financial reporting and continued support to meet legislative obligations. (Effective Governance)

2022 Highlights

- Recipient of the Distinguished Budget Presentation Award for the 2022-2031 Financial Plan from the Government Finance Officers Association of Canada and the United States.
- Recipient of the Canadian Award for Financial Reporting from the Government Finance Officers Association of Canada and United States.
- Reviewed the Financial Stability and Resiliency policy and identified areas of improvement in the City's Financial Planning process.
- Implemented the City's new Investment Policy and strategies to better achieve the purpose and objectives of the City's investment portfolio.
- Commenced a multi-year project to replace the City's Financial Reporting Software.



Risk Management

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

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

Core services provided include:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)
330 - RISK MANAGEMENT				
Revenue				
Investment Income	(12,301)	(15,923)	(16,082)	(159)
Revenue Total	(12,301)	(15,923)	(16,082)	(159)
Expense				
Insurance	201,786	245,000	230,000	(15,000)
Other Operating Expenses	11,896	103,940	103,940	-
Expense Total	213,681	348,940	333,940	(15,000)
Total	201,380	333,017	317,858	(15,159)

Summary of Budget Changes from 2022 to 2023:

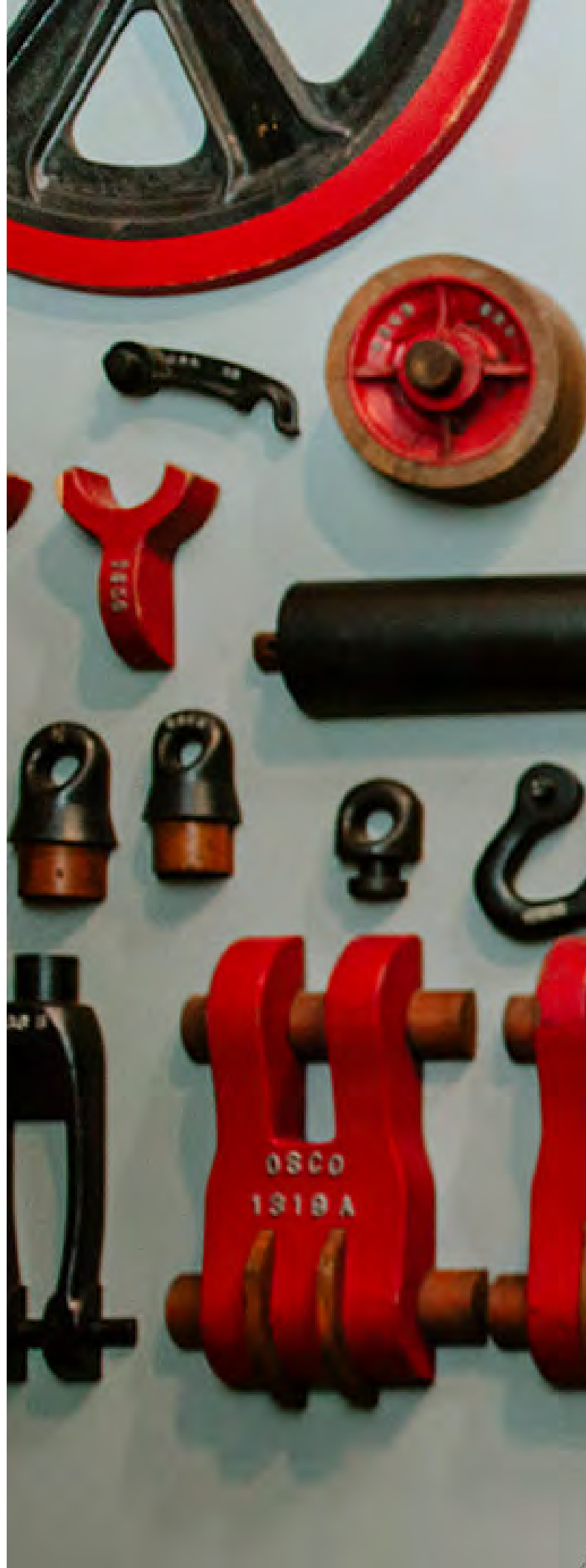
- Decrease to liability and property insurance premiums

2023 Strategic Goals and Objectives

- Amend current Risk Management policy to a principals based policy. (Fiscal Responsibility)
- Align insurance policies with member owned risk pool to better standardize procedures and claims. (Fiscal Responsibility)

2022 Highlights

- Conducted a review of the City's liability insurance given the significant rising cost of insurance premiums resulting in significant annual cost savings.
- Conducted property appraisals on City facilities to determine that insurance coverage values are adequate.
- Conducted property insurance provider assessment.



Supply Management

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
332 - SUPPLY MANAGEMENT					
Expense					
Other Operating Expenses	1,261	6,170	6,170	-	0.0%
Wages & Benefits	217,898	229,372	242,577	13,205	5.8%
Expense Total	219,159	235,542	248,747	13,205	5.6%
Total	219,159	235,542	248,747	13,205	5.6%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits


2023 Strategic Goals and Objectives

- Standardize the requisition and purchase order process to align with industry best practices.
- Provide staff with procurement training to enhance purchasing procedures and policies. (Effective Governance)
- Implement a vendor performance evaluation process. (Effective Governance)
- Explore additional cost saving opportunities for the City. (Fiscal Responsibility)

2022 Highlights

- Conducted over 100 competitions receiving over 175 bid submissions: 21% of competitions were for the purchase of goods, 58% of the competitions were for the purchase of services, and 21% for construction projects.
- Major acquisitions include vehicles and equipment, museum roof replacement, Norm Wood Environmental Centre biosolids site management, Spirit Square painting renewal, interpretive shelter repairs, fire services utility vehicle, airport light, visual aids and taxiway rehabilitation, Baikie Island watermain extension, Robert Ostler park overflow storm piping, and solar crosswalks for ERT
- 2022 project award amounts to a value of approximately \$11.6 million.
- Annual savings achieved is approximately \$2.5 million.



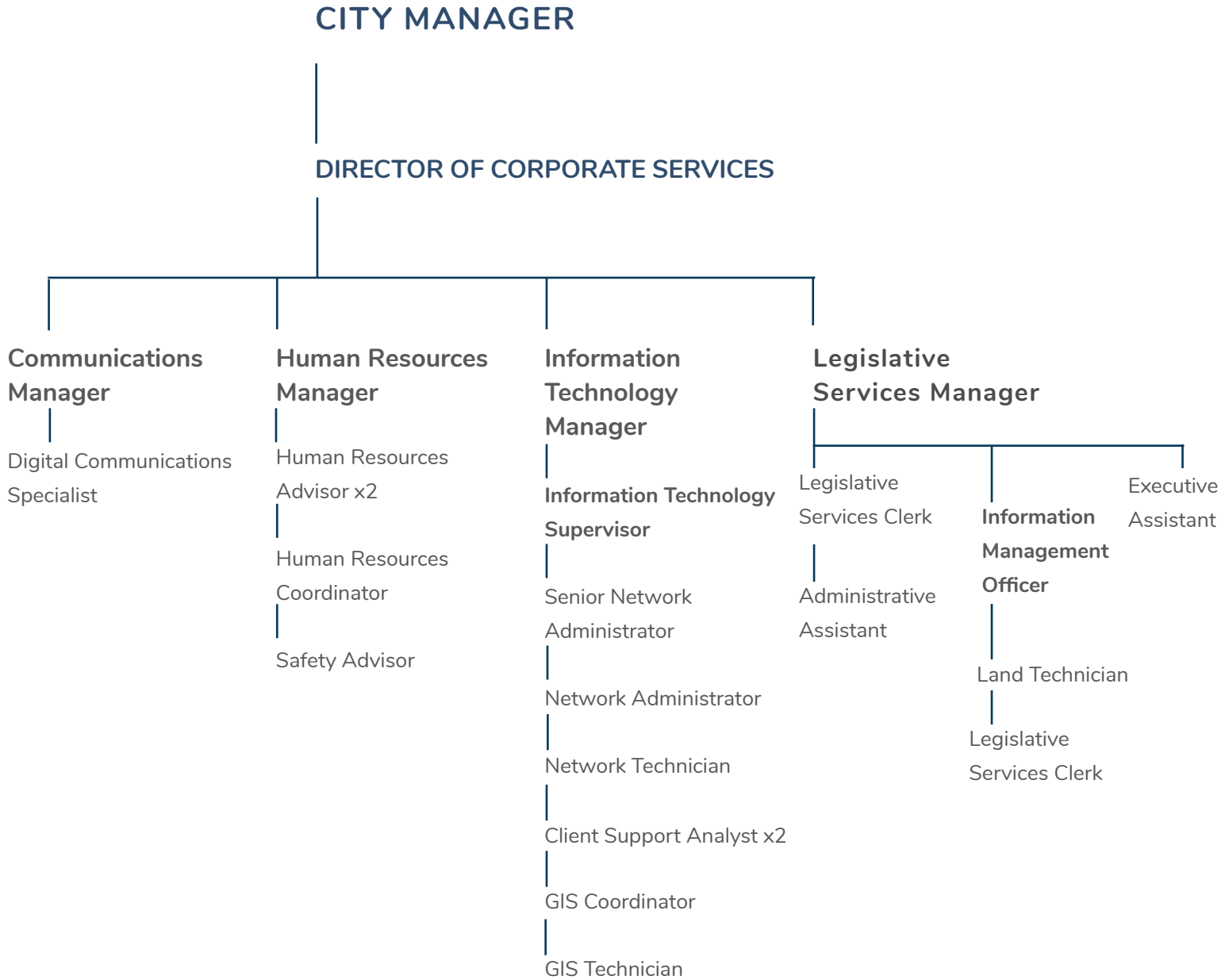


2023 BASE OPERATING BUDGET

Corporate Services



Corporate Services



Corporate Services Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
CORPORATE SERVICES					
Revenue					
Other Revenue	(517,427)	(387,320)	(417,295)	(29,975)	7.2%
Revenue Total	(517,427)	(387,320)	(417,295)	(29,975)	7.2%
Expense					
Contracted Services	113,009	141,130	114,130	(27,000)	-23.7%
Other Operating Expenses	798,477	833,654	872,388	38,734	4.4%
Utilities	62,996	82,450	82,450	-	0.0%
Wages & Benefits	1,974,112	2,327,004	2,458,043	131,039	5.3%
Expense Total	2,948,594	3,384,238	3,527,011	142,773	4.0%
Grand Total	2,431,167	2,996,918	3,109,716	112,798	3.6%

SEGMENT VARIANCE

CORPORATE SERVICES

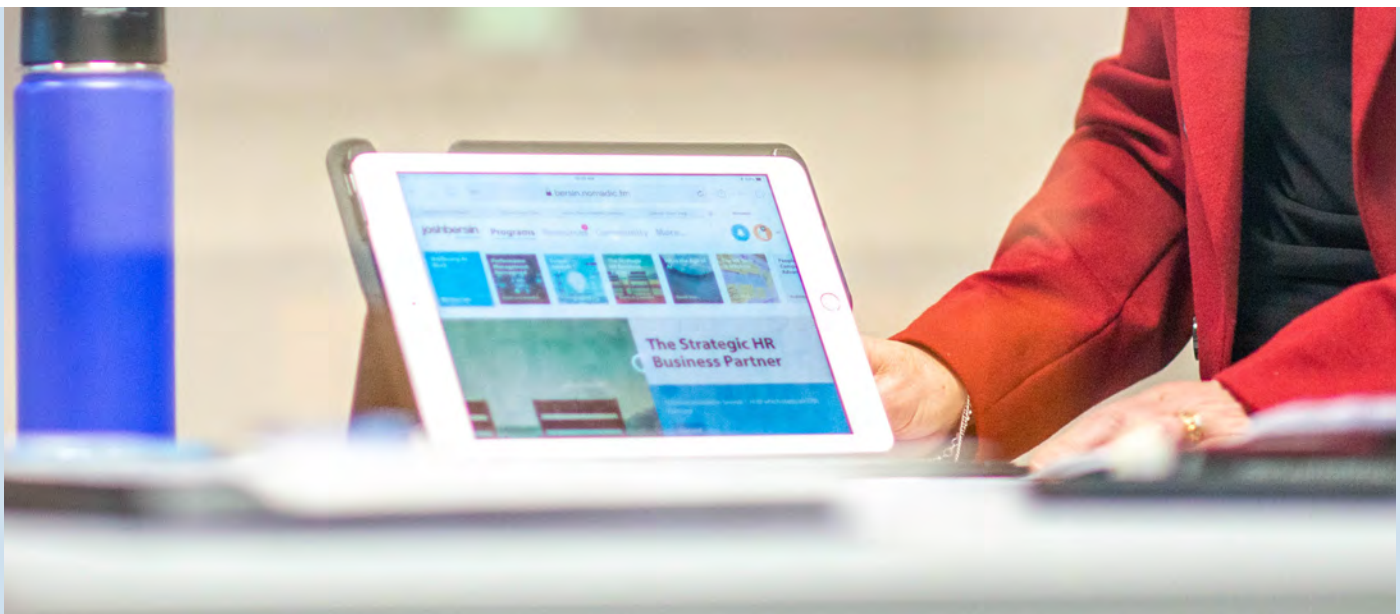
Increase in IT Support Revenues	(29,975)
Decrease in Employee Programs	(27,000)
Increase in Wages and Benefits	131,039
Increase in Training	38,734
OVERALL SEGMENT VARIANCE	112,798
VARIANCE %	3.6%

Director of Corporate Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
400 - DIRECTOR CORPORATE SERVICES					
Expense					
Other Operating Expenses	6,190	24,555	27,555	3,000	12.2%
Utilities	574	660	660	-	0.0%
Wages & Benefits	92,355	163,111	188,542	25,431	15.6%
Expense Total	99,119	188,326	216,757	28,431	15.1%
Total	99,119	188,326	216,757	28,431	15.1%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits



Communications

The Communications department is responsible for external and internal corporate communications initiatives. Responsibilities include: creating and implementing communications plans; developing materials (news releases, website content, social media postings, advertisements, videos, newsletters, and more); conducting a bi-annual citizen satisfaction survey alongside numerous other City engagements; City branding; and communications training for City staff.

The role of the communications department is to ensure that clear, concise, and complete information on all City programs, services, events and initiatives is shared with and understood by community members, employees and the public. Valuable feedback and positive working relationships that improve City services are encouraged and facilitated through engagement.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
410 - COMMUNICATIONS					
Expense					
Contracted Services	11,662	14,460	14,460	-	0.0%
Other Operating Expenses	25,834	21,750	21,750	-	0.0%
Utilities	496	700	700	-	0.0%
Wages & Benefits	279,471	238,717	248,019	9,302	3.9%
Expense Total	317,463	275,627	284,929	9,302	3.4%
Total	317,463	275,627	284,929	9,302	3.4%

Summary of Budget Changes from 2022 to 2023:

- Increase in wages and benefits

2023 Strategic Goals and Objectives

- Align resources to support efficient, strategic, planned, and consistent City communications (Fiscal Responsibility)
- Update the communications policy and strategic communications plan (Effective Governance)
- Complete a statistically valid Citizen Satisfaction Survey (Effective Governance)
- Update the City website and bring it in line with current accessibility requirements (Effective Governance)
- Support departments on major communications and engagement initiatives (Effective Governance)

2022 Highlights

- Enhanced CR Live Streets communications, which helped brighten the downtown core
- Re-launched the employee newsletter, to promote staff connection and workplace culture
- Increased social media activity and advertising
- Updated City brand guidelines for easier and more modern use

Human Resources

The Human Resources (HR) Department is responsible for delivering a wide range of core services to the organization including: managing the employee life cycle for approximately +275 employees, beginning with recruiting and onboarding; ensuring consistent application of the City’s collective agreements with CUPE Local 401 and IAFF Local 1668 and managing associated issues resolution and collective bargaining; advancing employee safety and health programs and procedures; managing compensation and benefits programs; guiding workforce planning and talent management; and promoting and advancing employee learning and development. HR staff are professional experts in a diversity of areas and focus on maintaining a positive experience for City employees by providing timely and efficient service.

The HR Department acts as a strategic partner within the organization by developing forward-thinking initiatives in the areas of talent acquisition, talent development and growth, workplace culture and employee health and safety.

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
420 - HUMAN RESOURCES					
Expense					
Contracted Services	24,710	52,220	25,220	(27,000)	-51.7%
Other Operating Expenses	24,877	100,255	127,255	27,000	26.9%
Utilities	1,365	2,370	2,370	-	0.0%
Wages & Benefits	540,690	558,406	611,451	53,045	9.5%
Expense Total	591,642	713,251	766,296	53,045	7.4%
Total	591,642	713,251	766,296	53,045	7.4%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Active participation in the corporate Systems Upgrade Project. (Fiscal Responsibility)
- Renewal of the City of Campbell River and IAFF contract through collective bargaining.
- Supporting the organization through leadership in Workplace Culture initiatives. (Workplace Culture)
- Completion of the City's first WorkSafeBC Certificate of Recognition audit. (Fiscal Responsibility, Workplace Culture)
- Continued focus on Recruitment and Retention Initiatives (onboarding, flexible work arrangements, training and development initiatives). (Workplace Culture)

2021 Highlights

- Workplace Culture Project First Stage Implementation
- Intense Recruitment: managed 118 job competitions
- Recruitment Re-Branding

Information Technology

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

The Information Technology Department serves as technical consultants and provides desktop, network, application and systems management services for all City Departments, and some IT-provided services are accessed by the public directly. Department responsibilities include: strategic planning and coordination of all technology initiatives; reliable network services operations; maintenance of major business applications to meet operational requirements; keeping current with new technology and implementing enhancements to support efficiency; supporting City website, mobile and cloud-based business requirements; supporting geographical information system requirements, including interactive maps and applications; and providing technology support for the RCMP.

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
430 - INFORMATION TECHNOLOGY					
Revenue					
Other Revenue	(91,476)	(72,190)	(94,224)	(22,034)	30.5%
Revenue Total	(91,476)	(72,190)	(94,224)	(22,034)	30.5%
Expense					
Contracted Services	53,491	58,250	58,250	-	0.0%
Other Operating Expenses	558,381	525,659	534,393	8,734	1.7%
Utilities	35,209	51,460	51,460	-	0.0%
Wages & Benefits	553,135	812,035	831,596	19,561	2.4%
Expense Total	1,200,216	1,447,404	1,475,699	28,295	2.0%
Total	1,108,740	1,375,213	1,381,475	6,261	0.5%

Summary of Budget Changes from 2022 to 2023:

- Increase to RCMP IT support
- Increase in software licenses
- Increase to wages and benefits

2023 Strategic Goals and Objectives

Business Technology Support

- Create an Information Technology and Security 5 Year Strategic Plan (Asset Management, Fiscal Responsibility)
- Develop cloud roadmap for primary applications
- Participate in Steering Committee for the Financial Management Systems upgrade project

Geographic Information Systems (GIS)

- Move asset infrastructure data to Operations Management System (OMS) test environment to support migration to asset infrastructure system
- Acquire 2023 orthophoto imagery
- Launch pilot project – to streamline data queries by allowing Google and Alexa to read GIS data
- Acquire Geomatics Maturity Index ranking

2022 Highlights

Business Technology Support

- Participated in steering committee for multi-year Operational Management Software upgrade (OMS).
- Implemented Azure Proxy to allow remote access for SCADA systems.

Geographic Information Systems (GIS)

- Started asset infrastructure data clean-up to support migration to cloud Operations Management System (OMS).
- GIS software upgraded, allowing for retirement of old server and depreciated applications
- Pilot project started - Road Marking data collection using machine learning

Legislative Services

The Legislative Services Department includes the office of the Corporate Officer and provides a primary communications link between City Council, staff, and the community.

Responsibilities include: preparing agendas, minutes and action tracking reports for Council and Committee meetings; providing administrative support to Council and its Committees; managing corporate and official records, including bylaws and policies; fulfilling the role of corporate privacy officer and processing Freedom of Information requests; conducting local government elections; providing City Hall reception and switchboard services; administration of City correspondence; acting as the official signatory of the City; and providing legislative guidance and direction.

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
440 - LEGISLATIVE SERVICES					
Expense					
Contracted Services	4,805	5,540	5,540	-	0.0%
Other Operating Expenses	62,772	65,370	65,370	-	0.0%
Utilities	24,761	26,600	26,600	-	0.0%
Wages & Benefits	399,654	477,602	499,493	21,891	4.6%
Expense Total	491,992	575,112	597,003	21,891	3.8%
Total	491,992	575,112	597,003	21,891	3.8%

Summary of Budget Changes from 2022 to 2023:

- Increase in wages and benefits

2023 Strategic Goals and Objectives:

- Begin implementation of a renewed corporate records management program, including the adoption of a Records Management Bylaw and development of a Records Management Manual of Procedures and Policy. (Effective Governance)
- Develop and implement a Privacy Policy and provide privacy training organization wide.
- Develop and implement an overall Corporate and Council policy development, review, and maintenance program. (Effective Governance)

2022 Highlights:

- Conducted a General Local Election.
- Assisted in onboarding and orientation for the newly elected officials.
- Initiated a corporate records management review.
- Assisted various departments with the preparation of bylaws and legal agreements.



Property Management

The Property Management Department maintains land inventory and land reserve funds through strategic acquisition and disposition of land for maximum benefit to the community, now and in the future.

Responsibilities include: management of real estate assets and civic properties includes leases; operating agreements; purchase and sale negotiations; rights-of-way; easements; acquisitions/disposal of real property; and issues arising from occupants of City-owned property and property issues related to City capital projects.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
442 - PROPERTY MANAGEMENT					
Revenue					
Other Revenue	(425,878)	(315,130)	(323,071)	(7,941)	2.5%
Revenue Total	(425,878)	(315,130)	(323,071)	(7,941)	2.5%
Expense					
Contracted Services	12,305	10,660	10,660	-	0.0%
Other Operating Expenses	99,257	96,065	96,065	(0)	0.0%
Utilities	591	660	660	-	0.0%
Wages & Benefits	40,612	77,133	78,942	1,808	2.3%
Expense Total	152,765	184,518	186,326	1,808	1.0%
Total	(273,113)	(130,612)	(136,745)	(6,133)	4.7%

Summary of Budget Changes from 2022 to 2023:

- Increase in miscellaneous revenues and fees
- Increase in wages and benefits


2023 Strategic Goals and Objectives:

- Complete transition to electronic contract and agreement tracking system.
- Work with Operations to analyze city land inventory and consider strategic property acquisitions to support future asset management requirements. (Future Planning and Asset Management)
- Complete environmental remediation at the Campbell River Airport and continue to work with the Airport on a Land Management Plan. (Asset Management, Economic Vitality)

2022 Highlights:

- Coordinated the necessary agreements to facilitate a variety of capital and community projects.
- Reviewed and analyzed city land inventory to consider asset retirement obligations.
- Continued transition to electronic contract and agreement tracking system.



A close-up photograph of a person wearing a grey ribbed sweater, focused on writing on a document with a pink pen. The person's hands and the pen are in sharp focus, while the background is blurred. A large, semi-transparent light blue circular graphic is overlaid on the left side of the image, partially obscuring the person's arm and the document.

2023 BASE OPERATING BUDGET

Development Services



Development Services

CITY MANAGER



DIRECTOR OF DEVELOPMENT SERVICES



**Development
Planning Manager**

Senior Planner

Planner II

Planner II (PPT 0.80)

Planner I (PPT 0.71)

Clerk Technician

Administrative

Assistant x2

**Development
Engineering
Manager**

**Development
Engineering Supervisor**

... Development Officer

... Engineering
Technologist II

... Engineering
Technologist I

**Building Services
Supervisor**

Building Inspector III

Building Inspector II x2

Building Inspector I

Development Services Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
DEVELOPMENT SERVICES					
Revenue					
Fees & Charges	(1,569,073)	(1,350,000)	(996,100)	353,900	-35.5%
Other Revenue	(111,922)	(206,500)	(206,500)	-	0.0%
Sales of Goods & Services	(59,438)	(20,000)	(30,000)	(10,000)	33.3%
Revenue Total	(1,740,433)	(1,576,500)	(1,232,600)	343,900	-27.9%
Expense					
Contracted Services	307,454	226,110	226,110	-	0.0%
Other Operating Expenses	78,244	130,460	130,460	-	0.0%
Utilities	3,419	5,300	5,300	-	0.0%
Wages & Benefits	1,603,720	1,982,651	2,027,362	44,711	2.2%
Expense Total	1,992,838	2,344,521	2,389,232	44,711	1.9%
Grand Total	252,405	768,021	1,156,632	388,611	33.6%

SEGMENT VARIANCE

DEVELOPMENT SERVICES

Reduction in Building Permit Revenue	343,900
Increase in Wages & Benefits	44,711
OVERALL SEGMENT VARIANCE	388,611
VARIANCE %	33.6%

Director of Development Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
500 - DIRECTOR DEVELOPMENT SERVICES					
Expense					
Other Operating Expenses	1,025	12,000	12,000	-	0.0%
Utilities	128	660	660	-	0.0%
Wages & Benefits	164,467	170,467	190,543	20,076	11.8%
Expense Total	165,621	183,127	203,203	20,076	11.0%
Total	165,621	183,127	203,203	20,076	11.0%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

Development Services

This department provides a centralized, coordinated, one-stop service for all development applications, queries, permits and projects. Over the past three years the department has processed an average of 350 building permits applications each year with an annual construction value averaging over \$134 million dollars and approved roughly \$2 million dollars of new public infrastructure. Land use and development applications involve the preparation of reports and recommendations for City Council's consideration and often involve public consultation.

Core department services:

- Building permits, inspections and compliance.
- Development and land use planning applications (OCP and zoning amendments, development permit, and variance permit applications).
- Subdivision.
- Engineering infrastructure review and approvals related to subdivision, development and building Engineering infrastructure review and approvals related to both current and future development.
- Information and support for the local real estate industry.
- Business licensing and compliance.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
510 - DEVELOPMENT SERVICES					
Revenue					
Fees & Charges	(1,569,073)	(1,350,000)	(996,100)	353,900	-26.2%
Other Revenue	(111,922)	(206,500)	(206,500)	-	0.0%
Sales of Goods & Services	(59,438)	(20,000)	(30,000)	(10,000)	50.0%
Revenue Total	(1,740,433)	(1,576,500)	(1,232,600)	343,900	-21.8%
Expense					
Contracted Services	243,455	226,110	226,110	-	0.0%
Other Operating Expenses	44,264	100,460	100,460	-	0.0%
Utilities	3,291	4,640	4,640	-	0.0%
Wages & Benefits	1,441,514	1,763,485	1,836,818	73,333	4.2%
Expense Total	1,732,524	2,094,695	2,168,028	73,333	3.5%
Total	(7,909)	518,195	935,428	417,233	80.5%

Summary of Budget Changes from 2022 to 2023:

- Decrease in building permit revenues
- Increase in zoning fees
- Increase to wages and benefits

2023 Strategic Goals and Objectives:

- Implement recommendations from review of Development Approvals Processes. (Effective Governance)
- Update Planning Procedures Bylaw, Zoning Bylaw, Building Bylaw and Subdivision and Development Servicing Bylaw. (Effective Governance)
- Implement new Subdivision and Development Application Fees. (Effective Governance)
- Adopt new Building Bylaw.

2022 Highlights:

- Completed recruitment and successfully filled the Building Services Manager and Development Engineering Manager positions.
- Processed approximately 75 development, land use and subdivision applications, 300 building permits applications creating over 250 new residential units, and 2,000 business license applications.
- Completed Development Applications Process Review
- Updated building permit fees.



Tyvek COMMERCIAL WRAP



Tyvek COMMERCIAL WRAP

Tyvek COMMERCIAL WRAP



2-60/34



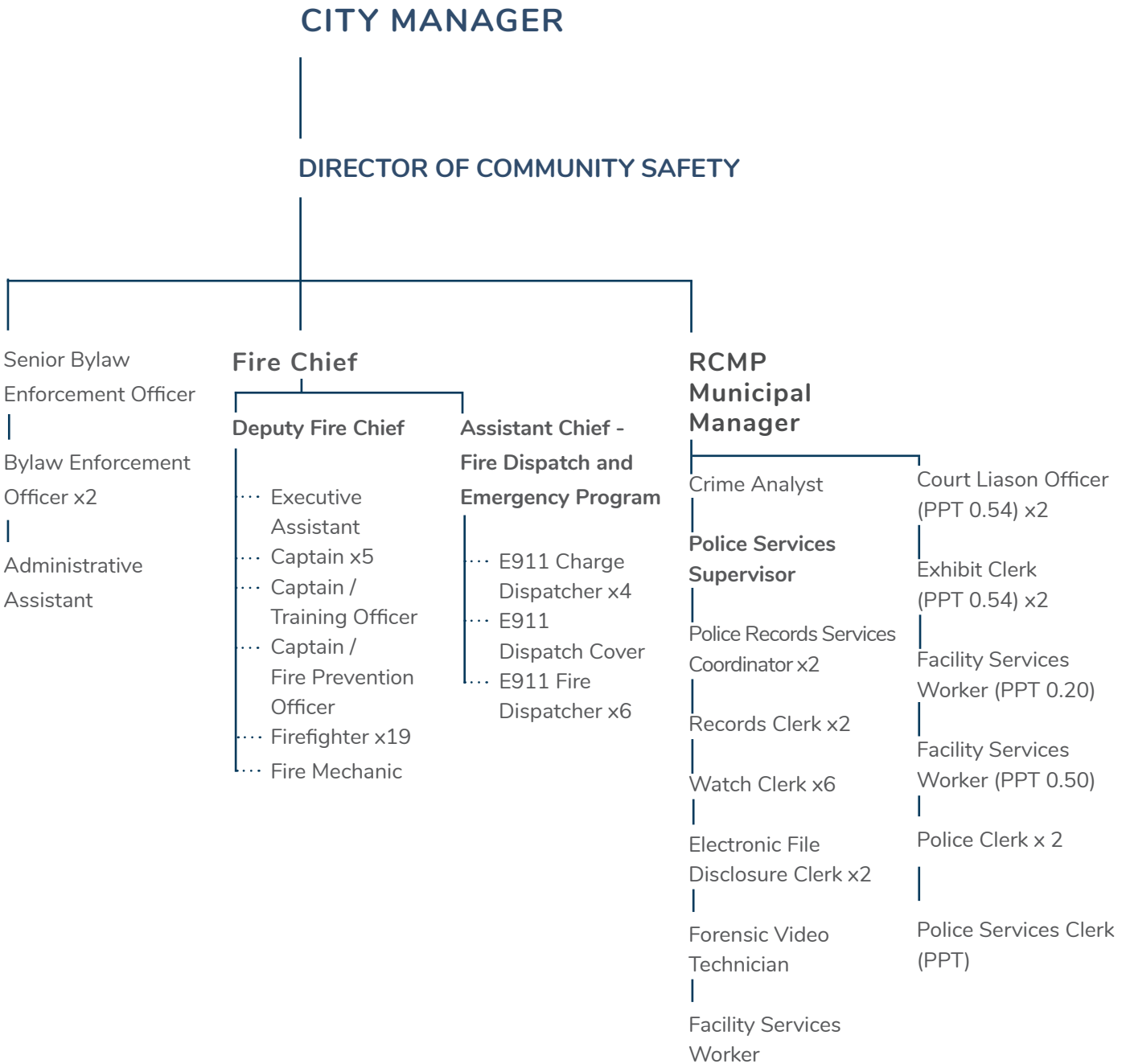
2023 BASE OPERATING BUDGET

Community Safety





Community Safety



Community Safety Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
COMMUNITY SAFETY					
Revenue					
Fees & Charges	(2,084,036)	(2,239,974)	(2,312,460)	(72,486)	3.1%
Other Revenue	(653,049)	(537,121)	(567,810)	(30,689)	5.4%
Sales of Goods & Services	(25,120)	(24,000)	(25,000)	(1,000)	4.0%
Revenue Total	(2,762,205)	(2,801,095)	(2,905,270)	(104,175)	3.6%
Expense					
Contracted Services	8,394,502	9,131,019	10,316,797	1,185,778	11.5%
Insurance	67,205	71,299	74,820	3,521	4.7%
Other Operating Expenses	643,116	802,972	815,380	12,408	1.5%
Utilities	91,917	92,420	93,433	1,013	1.1%
Wages & Benefits	8,503,688	8,952,021	9,477,329	525,308	5.5%
Expense Total	17,700,428	19,049,731	20,777,759	1,728,028	8.3%
Grand Total	14,938,223	16,248,636	17,872,489	1,623,853	9.1%

SEGMENT VARIANCE

COMMUNITY SAFETY

Increase in RCMP Contracted Services	1,141,000
Increase in Guard and Matrons Contract	34,000
Increase in Wages & Benefits	526,000
Increase in Dispatch Contract Revenues	(56,000)
Increase in Prisoner Detention Revenues	(26,500)
Increase in Insurance	3,520
Increase to operating expenses	8,000
Other Miscellaneous	(6,167)
OVERALL SEGMENT VARIANCE	1,623,853
VARIANCE %	9.1%

Director of Community Safety

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
600 - DIRECTOR COMMUNITY SAFETY					
Expense					
Other Operating Expenses	4,450	9,000	9,000	-	0.0%
Wages & Benefits	23,125	157,530	177,492	19,962	12.7%
Expense Total	27,575	166,530	186,492	19,962	12.0%
Total	27,575	166,530	186,492	19,962	12.0%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

Bylaw Enforcement

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
610 - BYLAW ENFORCEMENT					
Revenue					
Fees & Charges	(37,980)	(52,835)	(53,099)	(264)	0.5%
Other Revenue	-	(2,577)	(2,590)	(13)	0.5%
Revenue Total	(37,980)	(55,412)	(55,689)	(277)	0.5%
Expense					
Contracted Services	128,950	117,104	118,781	1,677	1.4%
Other Operating Expenses	9,978	14,210	14,210	-	0.0%
Utilities	2,193	2,220	2,220	-	0.0%
Wages & Benefits	294,860	294,043	300,792	6,749	2.3%
Expense Total	435,981	427,577	436,003	8,425	2.0%
Total	398,001	372,165	380,313	8,148	2.2%

Summary of Budget Changes from 2022 to 2023:

- Increase in bylaw infraction fine revenues
- Increase in revenue from animal control services
- Increase in contractual animal control services
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Daily downtown foot patrols and regular cleanup of encampments to promote downtown safety and cleanliness, and address bylaw violations, such as consumption of liquor, and other issues. (Downtown Revitalization, Crime Reduction)
- Prompt response to all bylaw complaints and prioritization of health and safety issues.
- Participate in Downtown Safety Working Group. (Downtown Revitalization, Crime Reduction)
- Continue to build relationships with downtown businesses, the Heart of the Downtown Business Improvement Association, and social service providers to address downtown issues, homelessness and social issues. (Downtown Revitalization, Strengthen Partnerships)
- Continue to provide Animal Control services & administer the Animal Control Bylaw including the licensing of dogs and urban hens, and overseeing animal control regulations.
- Decision through Council regarding the continuance of the Downtown Safety Office as an operational base for Bylaw Enforcement, Downtown Security and Downtown Parking. (Downtown Revitalization)

2022 Highlights

- Completed daily downtown foot patrols and regular cleanup of encampments.
- Establish overnight security in the Downtown public areas.
- Active engagement in Downtown Safety Working Group.
- Proactive outreach with Heart of the Downtown Business Improvement Association, downtown businesses and social service providers to address downtown issues and assist in information sharing.
- Responded to over 1200 bylaw complaint files ranging from public nuisance issues to violations under the Traffic and Highway Bylaw, Zoning Bylaw, Building Bylaw and a wide range of other bylaws.
- Administered the Animal Control Bylaw.
- Amendment to all regulatory bylaws to update penalty clause for bylaw offences pursuant to the BC Community Charter.



Fire Protection and Public Safety

Campbell River fire services are delivered to the citizens and visitors of Campbell River, including three First Nation communities, and a portion of Area D of the Strathcona Regional District south of Campbell River from two fire stations. Fire protection services are maintained 24 hours a day by 25 career firefighters, 40-50 paid-on-call firefighters, one fire mechanic and one fire prevention officer.

Although always increasing, the department provides our professional core services to over 3000 incidents per year as well as maintaining our legislated obligations to life safety, and fire prevention services to the City and contract partners.

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
620 - FIRE PROTECTION					
Revenue					
Fees & Charges	(489,090)	(569,732)	(580,587)	(10,855)	1.9%
Other Revenue	(54,114)	(21,114)	(21,336)	(222)	1.1%
Revenue Total	(543,204)	(590,846)	(601,923)	(11,077)	1.9%
Expense					
Contracted Services	45,738	47,190	45,790	(1,400)	-3.0%
Insurance	47,041	52,999	55,649	2,650	5.0%
Other Operating Expenses	303,973	368,293	372,502	4,209	1.1%
Utilities	21,906	23,331	23,338	7	0.0%
Wages & Benefits	5,027,400	5,119,432	5,369,965	250,533	4.9%
Expense Total	5,446,058	5,611,245	5,867,244	255,999	4.6%
Total	4,902,854	5,020,399	5,265,321	244,922	4.9%

Summary of Budget Changes from 2022 to 2023:

- Increase in fire protection contract revenues
- Increase in fire permit revenues
- Increase to insurance premiums
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Prioritize and move forward with the fire hall replacement project with all stakeholders (Effective Governance, Asset Management, Future Growth)
- Work on new, and continue to enhance partnerships and collaboration with all stakeholders (Strengthen Partnerships)
- Internal administrative review of service model and staffing requirements (Fiscal Responsibility)
- Administrative review and amendments of Fire Bylaw to Council
- Successful negotiations of the Collective Agreement with Local 1668
- Internal administrative review of policies and procedures
- Internal administrative financial review of operating and capital budgets.
- Internal fleet services review
- Continue to explore service agreements and future growth
- Enhancing FireSmart through extending the City's program through grant funding from UBCM.
- Finalize the Fisherman's Wharf fire service agreement (Strengthen Partnerships)
- Acquisition of a small fleet vehicle to replace antiquated command vehicle
- Replacement of gas detection and portable radio critical infrastructure
- Receive and put into service, new decontamination unit on the repurposed fire truck chassis.
- Secure Fire Executive Assistant as FTE
- Minimize risk and reduce the hours of overtime worked, by staffing flex firefighters in the department
- Providing a wage increase to the paid-on-call firefighters
- Reduce liability and risk by increasing our fire prevention capacity
- Provide appropriate span of control for fire administration by hiring an addition Deputy Fire Chief

2022 Highlights

- Response to 3656 calls for service
- Address strategic safety issues identified in the Fire Services Review.
- Added six POC firefighters to the department through our in-house training program
- Continued to explore expanding fire service coverage to unprotected residents in the SRD on Duncan Bay Road.
- Enhanced work environment focused on wellness and positive culture so that all emergency service employees can feel supported physically and mentally
- Enhanced wildland response capabilities by acquiring an off-road response unit
- Continued to work through the capital project of acquiring a decontamination unit to improve the health and safety of firefighters
- Awaiting delivery of two pickup trucks to replace two light duty response vehicles that are 23 and 29 years old
- Enhanced partnerships and collaboration with First Nations and community stakeholders to develop and improve the quality of protective services to the citizens and visitors of Campbell River.
- Increase FireSmart Public Education around interface areas with funding from UBCM grant.



Emergency Dispatching Services (E-911) Emergency Management

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

Provision of 24/7/365 emergency dispatching service to support emergency responders in their response to incidents. Provide professional and superior customer support. Provide access to information related to reporting and tracking required of legislation. Provide key liaison and support between the Strathcona Regional District (SRD) and the City of Campbell River related to Emergency Management (EM) and the establishment of Emergency Operations Centre.

Provision of professional support and logistics for the City for emergency management planning, training, activation, demobilization, and recovery.

Core department services:

- Answer 9-1-1 and other emergency telephone calls from the general public and stakeholder agencies.
- Create incidents for dispatch in the Computer Automated Dispatch (CAD) system.
- Paging and two-way radio dispatch communication services to fire departments within the North Island 9-1-1 service area.
- Arrange for the provision of additional resources in response to an emergency when requested by fire departments.
- Provide radio communications training to fire agencies in the North Island 9-1-1 service area.
- Deliver high-quality, reliable, and continuous service that meets the needs of first responders
- Provide a liaison for emergency management between SRD and City.
- Work with government agencies and other stakeholders related to EM provision.
- Ensure Emergency Management readiness and access
- Activate EOC as required engaging all appropriate stakeholders

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
623 - E-911					
Revenue					
Fees & Charges	(1,367,104)	(1,424,852)	(1,481,000)	(56,148)	3.9%
Revenue Total	(1,367,104)	(1,424,852)	(1,481,000)	(56,148)	3.9%
Expense					
Contracted Services	23,359	815	815	-	0.0%
Insurance	529	486	511	24	5.0%
Other Operating Expenses	15,104	38,808	40,780	1,972	5.1%
Utilities	1,445	1,300	1,300	-	0.0%
Wages & Benefits	1,222,254	1,217,142	1,390,670	173,528	14.3%
Expense Total	1,262,692	1,258,552	1,434,076	175,524	13.9%
Total	(104,412)	(166,300)	(46,924)	119,376	-71.8%

Summary of Budget Changes from 2022 to 2023:

- Increase to E-911 contract fee revenues
- Increase in staffing
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Design and install a clean agent extinguisher system in the server room at #1 Fire Station
- Deploy technology upgrades and training associated with Next Generation 9-1-1 (NG911).
- Review and make recommendations for certification of dispatch services.
- Improve business continuity plans to ensure that a single site disruption does not interrupt services.
- Review call-taking and dispatch practices to meet NG911 standards and provide sound change management to ensure a smooth transition to NG911.
- Support Campbell River's tech ecosystem by providing state-of-the-art dispatch and Next Generation 9-1-1 technology.
- Examine growth in provision of dispatch services and future new customers
- Collaborate with partners to develop and enhance the quality of Fire Dispatch and ensure a healthy and trusting relationship with the fire departments and regional districts we serve. (Strengthen Partnerships)
- Enhance the work environment focused on wellness and positive culture so that all emergency service employees can feel supported physically and mentally. (Workplace Culture)
- Explore areas of growth and economic development for dispatch services
- Continue relationship building in emergency management
- Review inventory of EM plans and make recommendation for areas of growth

2022 Highlights

- Provided dispatch services for an estimated 21,859 emergency incidents to Fire departments within the North Island 9-1-1 Corporation Service area.
- Call handling of more than 38,000 calls to the centre
- Activation of the EOC in support of emergency warming centres
- Liaising with the EMBC and filing for cost recovery for multiple incident
- Ensuring EOC readiness throughout year
- Continued compliance with National Fire Protection Association (NFPA) Standard 1221 – Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, as well as NFPA Standard 1061 – Professional.
- Entered into a reciprocal agreement with Regional District Fraser Fort George to provide back-up fire dispatch services in the case of an emergency, evacuation, or disaster
- Continued to maintain qualifications for public safety telecommunications personnel.
- Purchased equipment and the technology required to meet Next Generation 911 (NG911) standards.
- Extended the fire dispatch contract with NI911 Corporation for an additional three years.

RCMP Municipal Support

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

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

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
630 - RCMP MUNICIPAL SUPPORT					
Revenue					
Fees & Charges	(25,815)	(26,000)	(22,000)	4,000	-15.4%
Other Revenue	(122,673)	(118,000)	(144,500)	(26,500)	22.5%
Sales of Goods & Services	(25,120)	(24,000)	(25,000)	(1,000)	4.2%
Revenue Total	(173,608)	(168,000)	(191,500)	(23,500)	14.0%
Expense					
Contracted Services	369,387	362,596	396,494	33,898	9.3%
Insurance	17,132	15,194	15,954	760	5.0%
Other Operating Expenses	59,769	104,953	106,731	1,778	1.7%
Utilities	62,331	61,688	62,446	758	1.2%
Wages & Benefits	1,786,965	2,010,876	2,078,167	67,291	3.3%
Expense Total	2,295,584	2,555,307	2,659,792	104,485	4.1%
Total	2,121,976	2,387,307	2,468,292	80,985	3.4%

Summary of Budget Changes from 2022 to 2023:

- Increase to Keep of Prisoner revenue
- Increase in criminal record checks revenue
- Increase in Keep of Prisoner contracted service
- Increase to insurance premiums
- Increase to wages and benefits

2023 Strategic Goals and Objectives

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

2022 Highlights

- The department processed 901 police information checks as at Q3 for 2022, which represents a 27% percent increase for the same period in 2021.
- The department processed 430 fingerprint submissions as at Q3 for 2022 representing a 15% percent increase for the same period in 2021.

Victim Services

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
632 - VICTIM SERVICES					
Revenue					
Fees & Charges	(74,315)	(74,055)	(75,967)	(1,912)	2.6%
Revenue Total	(74,315)	(74,055)	(75,967)	(1,912)	2.6%
Expense					
Other Operating Expenses	5,628	16,911	16,911	-	0.0%
Utilities	1,029	566	566	-	0.0%
Wages & Benefits	91,014	108,469	113,461	4,992	4.6%
Expense Total	97,670	125,947	130,939	4,992	4.0%
Total	23,356	51,892	54,972	3,080	5.9%

Summary of Budget Changes from 2021 to 2022:

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

2023 Strategic Goals and Objectives

- Provide crisis intervention and immediate and follow-up assistance to victims and witnesses of crime and trauma.
- Enhance the Victim Services volunteer program to directly work with Victims of Crime and call outs.

2022 Highlights

- This program provided continued support and assistance to victims and witnesses of crime and trauma, serving 251 clients as at Q3 in 2022.
- Supported the Restorative Justice by providing paid and volunteer support to victims before, during and following Restorative Justice Forums.



RCMP

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

Core department Services

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
640 - RCMP					
Revenue					
Other Revenue	(473,066)	(395,430)	(399,384)	(3,954)	1.0%
Revenue Total	(473,066)	(395,430)	(399,384)	(3,954)	1.0%
Expense					
Contracted Services	7,665,354	8,450,719	9,591,962	1,141,243	13.5%
Other Operating Expenses	1,639	4,630	4,630	-	0.0%
Expense Total	7,666,993	8,455,349	9,596,592	1,141,243	13.5%
Total	7,193,927	8,059,919	9,197,208	1,137,289	14.1%

Summary of Budget Changes from 2022 to 2023:

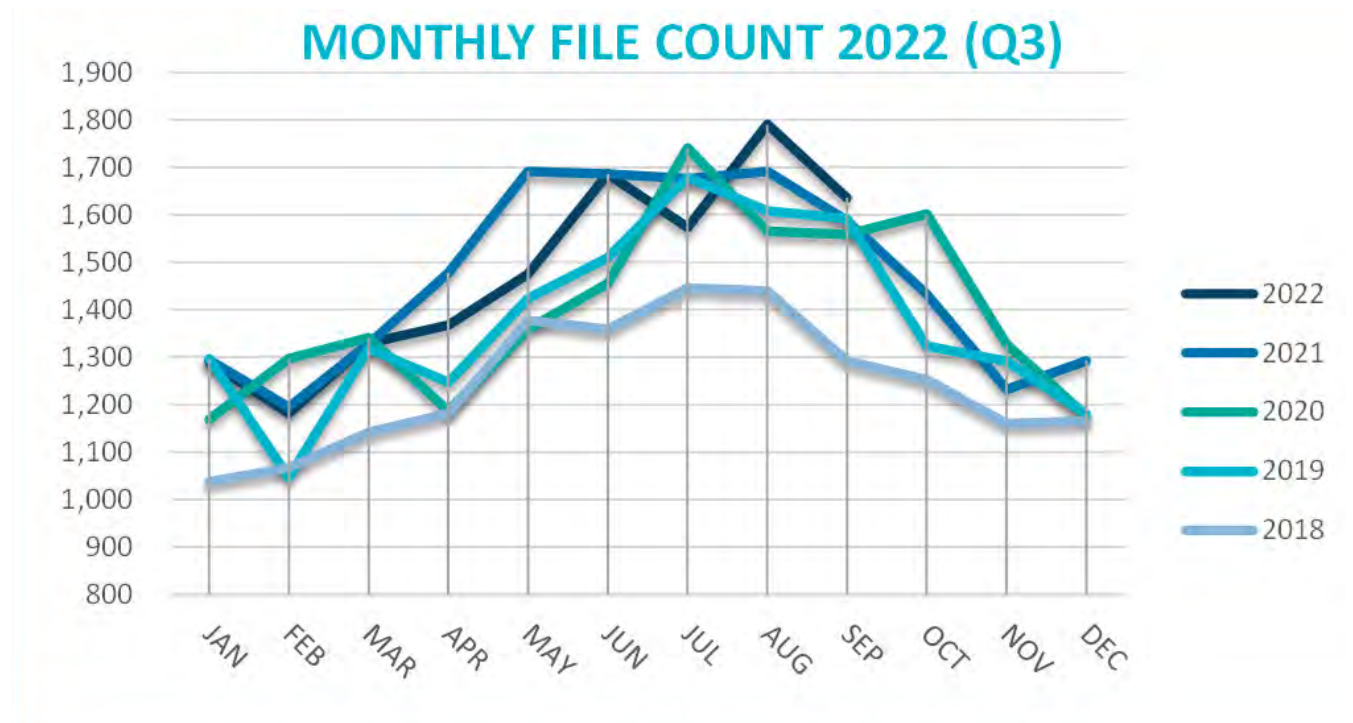
- Increase in strategic community investment fund grant revenues
- Increase in RCMP contracted service

2023 Strategic Goals and Objectives

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

2022 Highlights

- The annual file count for 2021 was 17,588. The file count for 2022 as at the third quarter was 13,332 and is trending to exceed the total annual count for 2021.
- The monthly file count chart shows a breakdown in file counts per month with peaks in files over the summer months as well as the December holiday season.



2023 BASE OPERATING BUDGET

Operations





Operations

CITY MANAGER

DIRECTOR OF OPERATIONS

**Fleet and Facilities
Manager**

**Operations Manager
Parks and Roads**

- Fleet Services Coordinator
- Mechanic x3
- Maintenance Coordinator
- Contractor Coordinator
- Storekeeper
- Dispatcher
- Dispatcher (PPT)

- **Roads Manager**
- Construction Supervisor
- Road Supervisor
- Engineering Technologist III
- Clerk Technician
- Equipment Operator III
- Equipment Operator II x4
- Labourer II x2
- Labourer I x3
- Labourer I (PPT)

- Parks Supervisor
- Greenspace Coordinator
- Horticulture Coordinator
- Arboriculture Technician
- Horticulturist II
- Parks Specialist II x3
- Parks Specialist I
- Equipment Operator Specialist II x2
- Equipment Operator Specialist I
- Parks Specialist IV x2
- Parks Specialist I (PPT) x5
- Horticulturist I (PPT) x5
- Clerk Technician
- Arborist II

**Operations Manager
Utilities**

- Liquid Waste Services Manager
- Supervisor x2
- Engineering Technologist III
- Combination Truck
- Utility Operator I
- Utility Operator III
- Utility Operator II x3
- Utility Operator I x2
- Electrical Instrumentation Technician
- Clerk Technician

- Water Manager
- Engineering Technologist III
- Environmental Science Officer
- Supervisor x3
- Utility Operator III x3
- Utility Operator II x4
- Utility Operator I x2
- Clerk Technician
- Administrative Assistant

Capital Projects Manager

- Capital Projects Supervisor
- Engineering Technician III x2
- Project Controls Technician
- Clerk Technician

Operations Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
OPERATIONS					
Revenue					
Fees & Charges	(15,653)	(29,000)	(29,000)	-	0.0%
Other Revenue	(137,406)	(72,077)	(72,412)	(335)	0.5%
Sales of Goods & Services	(81,712)	(56,400)	(56,400)	-	0.0%
Revenue Total	(234,771)	(157,477)	(157,812)	(335)	0.2%
Expense					
Contracted Services	1,505,043	1,661,122	1,601,532	(59,590)	-3.7%
Insurance	122,103	171,351	179,388	8,037	4.5%
Other Operating Expenses	1,978,707	2,002,344	2,021,798	19,454	1.0%
Utilities	868,284	872,582	904,089	31,507	3.5%
Wages & Benefits	3,988,705	4,743,190	4,975,866	232,676	4.7%
Expense Total	8,462,842	9,450,589	9,682,673	232,084	2.4%
Grand Total	8,228,071	9,293,112	9,524,861	231,749	2.4%

SEGMENT VARIANCE

OPERATIONS

Increase from Additional Mechanic	105,000
Decrease in Contracted Services	(60,000)
Additional Repairs Robron Fieldhouse	10,000
Increase in Utilities	31,500
Increase in Insurance	8,000
Increase in Wages & Benefits	127,600
Other Miscellaneous	9,649
OVERALL SEGMENT VARIANCE	231,749
VARIANCE %	2.4%

Director of Operations

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
700 - DIRECTOR OPERATIONS					
Expense					
Other Operating Expenses	2,715	19,130	25,130	6,000	31.4%
Utilities	1,354	1,000	1,000	-	0.0%
Wages & Benefits	74,996	101,632	94,579	(7,053)	-6.9%
Expense Total	79,066	121,762	120,709	(1,053)	-0.9%
Total	79,066	121,762	120,709	(1,053)	-0.9%

Summary of Budget Changes from 2022 to 2023:

- Increase in staff training and development from corporate restructure
- Transfer of wages to Capital

Fleet

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
720 - FLEET					
Expense					
Contracted Services	181,215	215,880	155,880	(60,000)	-27.8%
Insurance	42,936	103,095	107,734	4,639	4.5%
Other Operating Expenses	569,450	477,085	482,633	5,548	1.2%
Utilities	7,141	2,800	2,800	-	0.0%
Wages & Benefits	466,635	498,498	623,930	125,432	25.2%
Expense Total	1,267,376	1,297,358	1,372,977	75,619	5.8%
Total	1,267,376	1,297,358	1,372,977	75,619	5.8%

Summary of Budget Changes from 2022 to 2023:

- Decrease to contracted services
- Increase in fuel (gasoline and diesel) costs
- Increased to number of staff by one additional mechanic
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Prepare for transition to a new fleet maintenance software package, a module of the new Operations Management System software to handle all preventative maintenance, service ticket and asset management tasks. (Asset Management)
- Work with operating departments to enhance fleet analytics using new and augmented existing data sources for better management planning and efficient operations.
- Enhance customer department working arrangements and seek to streamline maintenance processes.
- Working with both the Utilities and Facilities Department establish an improved process for maintenance of the City’s 30+ standby generators to ensure essential service delivery.

2022 Highlights

- Replacement of a number of fleet units including several light duty vehicles, two heavy service trucks used for winter snow and ice control, and a variety of support equipment.
- Tendered replacement in 2023 of a single axle snow plow truck to ensure baseline levels of service are maintained while working with extreme delivery lead times (12-16 months) due to global supply chain issues.
- Working closely with the Roads Department to tender and receive a new narrow width municipal tractor which will significantly enhance the City's ability to maintain snow and ice from City sidewalks and pathways.
- Utilized alternative purchasing methods in light of global supply chain supply issues. Sourced vehicles from local dealers for availability where appropriate.



Stores

Stores manages internal parts and materials and stocks approximately 1,700 stock keeping units (SKUs) at a value of \$350,000 providing service to call City departments. The function also acts as the City's main shipping/receiving hub and oversees the Dogwood Operations Centre yard. Items include a wide variety of repair clamps, pipes, and fittings that are used in emergency repairs to the water and sewer utilities that are not readily available locally. These are critical to providing uninterrupted City services. Stores also oversees a large tool crib and manages our in-house fuel depot.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
722 - STORES					
Expense					
Other Operating Expenses	593	1,500	1,360	(140)	-9.3%
Utilities	548	360	500	140	38.9%
Wages & Benefits	85,177	92,839	94,935	2,096	2.3%
Expense Total	86,318	94,699	96,795	2,096	2.2%
Total	86,318	94,699	96,795	2,096	2.2%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Continue to make improvements to an internal small tools management program working closely with all Operating Departments.
- Review and augment security of the Dogwood Operations Centre yard.
- Work with Purchasing Department to establish best practices relating to equipment rental, aggregate supply, and overall procurement practices.
- Continue efforts to improve functionality of the Dogwood Operations Centre yard.

2022 Highlights

- Completion of redevelopment of the City's ERT Materials Transfer Site to facilitate more efficient management of aggregates and organics produced through normal City business.
- Continued disposal of end of life assets and improved organization of the storage yard at the Dogwood Operations Centre.
- Establishment of an internal small tools management program.

Facilities

The department is responsible for maintenance and repair of more than 300,000 square feet of a 30-plus mixed use office, recreational, operational, cultural and residential portfolio with a total replacement value of approximately \$200 million. The department also supports non-profit tenants in City-owned facilities and manages corporate security initiatives, including the City's networked video surveillance system and access control.

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
724 - FACILITIES					
Revenue					
Other Revenue	-	(8,000)	(8,040)	(40)	0.5%
Revenue Total	-	(8,000)	(8,040)	(40)	0.5%
Expense					
Contracted Services	741,069	769,670	779,670	10,000	1.3%
Insurance	69,466	61,018	64,069	3,051	5.0%
Other Operating Expenses	101,895	123,493	124,424	931	0.8%
Utilities	171,782	173,497	179,822	6,324	3.6%
Wages & Benefits	453,820	469,084	481,158	12,075	2.6%
Expense Total	1,538,032	1,596,763	1,629,144	32,381	2.0%
Total	1,538,032	1,588,763	1,621,104	32,341	2.0%

Summary of Budget Changes from 2022 to 2023:

- Increase to repairs and maintenance of Robron Fieldhouse
- Increase to insurance premiums
- Increase to utilities, garbage, and tipping fees
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Transition the Facilities asset class to the City's new Operations Management System software, moving to a wholly digital maintenance / asset management process for maintenance and repair tasks and scheduling. (Asset Management)
- In conjunction with the Purchasing Department, continue to standardize and refine trades contractor procurement processes.
- Continue to make improvements to access control systems at a number of facilities.
- Review model for facility management and planning across the portfolio.

2022 Highlights

- Completed a number of major capital projects including replacement of the Museum building roof, interior renovations related to long-term space planning, demolition of a residential house, and repainting of Spirit Square,
- Worked closely with the Capital Works and Recreation Departments on the Sportsplex Rehabilitation project.
- Launched the replacement of the City's Operations Management Software working closely with all Operating departments and other internal stakeholders.
- Went to market for a number of critical service contracts including electrical trades and alarm monitoring.
- Finalized updates to a number of Fire Safety Plans across the portfolio.
- Utilized in-house labour for improved responsiveness on small to medium sized repairs.

Roads

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

Core department services:

- Road and sidewalk maintenance.
- Snow and ice control.
- Street sweeping.
- Regulatory signage.
- Traffic signals.
- Street lighting.
- Public parking lot maintenance.
- Road markings.
- Graffiti removal.
- Provision of labour and equipment for Operations infrastructure repairs/upgrades.
- Small scale capital works projects.
- Transit signs/bus stops.
- Homeless camp clean up
- Construction supervisor assistance to Operations projects

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
730 - ROADS					
Revenue					
Other Revenue	(16,910)	(35,000)	(35,000)	-	0.0%
Revenue Total	(16,910)	(35,000)	(35,000)	-	0.0%
Expense					
Contracted Services	324,876	428,562	418,972	(9,590)	-2.2%
Insurance	533	504	514	10	2.0%
Other Operating Expenses	251,353	259,733	267,573	7,840	3.0%
Utilities	474,231	543,561	559,673	16,112	3.0%
Wages & Benefits	909,248	1,309,419	1,337,608	28,189	2.2%
Expense Total	1,960,241	2,541,779	2,584,340	42,561	1.7%
Total	1,943,332	2,506,779	2,549,340	42,561	1.7%



Summary of Budget Changes from 2022 to 2023:

- Increase in utilities
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Complete annual asphalt overlay as per the pavement management plan. (Asset Management)
- Complete Willis Road Pedestrian walkway.
- Argonaut Bridge upgrade/Repair
- Update the Pavement Management Plan (Asset Management)

2022 Highlights

- Responded to more than 1,800 service requests.
- South Alder St and South Dogwood Street traffic lights
- Completion of Rotary Beach Parking lot
- Baikie Island water main extension
- Completed road overlays on Perkins Road, Meadowbrook Drive, Bramble Place
- Installation of new bus shelters.

Parks

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

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
732 - PARKS					
Revenue					
Fees & Charges	(15,653)	(29,000)	(29,000)	-	0.0%
Other Revenue	(51,670)	(15,000)	(15,000)	-	0.0%
Revenue Total	(67,322)	(44,000)	(44,000)	-	0.0%
Expense					
Contracted Services	218,828	236,200	236,200	-	0.0%
Insurance	9,124	6,685	7,020	334	5.0%
Other Operating Expenses	256,117	294,582	294,582	-	0.0%
Utilities	64,387	51,635	52,813	1,178	2.3%
Wages & Benefits	1,763,667	1,992,895	2,053,062	60,166	3.0%
Expense Total	2,312,122	2,581,997	2,643,676	61,679	2.4%
Total	2,244,800	2,537,997	2,599,676	61,679	2.4%

Summary of Budget Changes from 2022 to 2023:

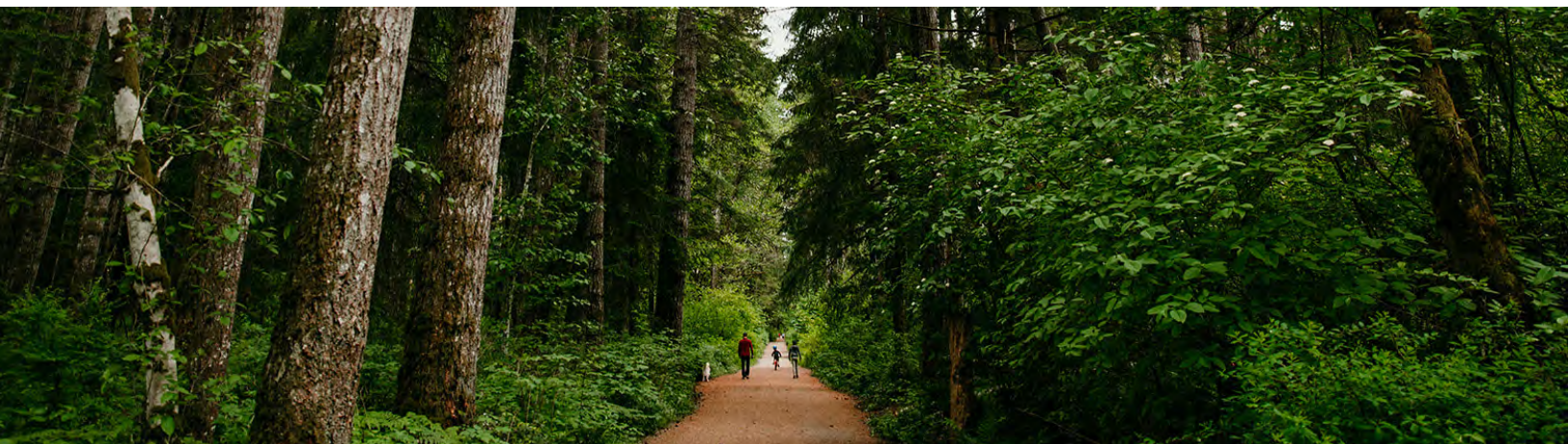
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Continue maintenance of Campbell River's greenspace and horticulture areas.
- Continue development of asset management plan for parks standards. (Asset Management)
- Continue with Parks Irrigation Strategy/upgrades.
- Concept design for Maryland Park.
- Continue implementation of Asset Management – Park Infrastructure Renewal. (Asset Management)
- Continue implementation of Urban Forestry Management Plan recommendations within the City.
- Completing Nunn's Creek Park and Willow Point Park transitions for baseball and slopitch.
- Upgrading drainage system for Willow Point Park.

2022 Highlights

- Installation of dog fountains at Penfield West dog Park.
- Completion of Elks Falls Cemetery Extension.
- Completion of Willow Point Ball Field Lighting.
- Completion of Pickleball Courts at Robron.
- Upgrade irrigation systems at Lilelana and Rotary Park.
- Installation of new basketball hoops at Willow Point Park.
- Construction of 19th Ave pocket park.
- Arboriculture Technician continuing to work on the Urban Forestry Management Plan recommendations.
- Parks department planting 68 trees at varies locations in the city including Hwy19a cemetery.
- Number of service requests for 2022 is 715.



Cemeteries

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
734 - CEMETERIES					
Revenue					
Other Revenue	(14,077)	(14,077)	(14,372)	(296)	2.1%
Sales of Goods & Services	(81,712)	(56,400)	(56,400)	-	0.0%
Revenue Total	(95,789)	(70,477)	(70,772)	(296)	0.4%
Expense					
Contracted Services	8,443	10,280	10,280	-	0.0%
Insurance	44	49	51	2	5.0%
Other Operating Expenses	16,305	15,970	15,970	-	0.0%
Utilities	1,379	1,621	1,684	63	3.9%
Wages & Benefits	93,699	74,362	76,101	1,739	2.3%
Expense Total	119,871	102,282	104,087	1,805	1.8%
Total	24,082	31,805	33,314	1,509	4.7%

Summary of Budget Changes from 2022 to 2023:

- Increase in cemetery revenues
- Increase to wages and benefits

2023 Goals, Objectives and Work Plan

- Maintenance of Campbell River's Elk Falls and Highway 19 cemeteries.
- Burials and marker placements at Elk Falls and Campbell River Cemeteries (average 49 interments).
- Marketing plots in the new expanded area of Elk Falls.

2022 Highlights

- Completion of the Elks Fall Expansion.
- Continuing tree infill at Elk Falls Cemetery and Hwy 19a.
- Up Right Marker now being installed.

Capital Projects

This department focuses on the consistent delivery of all of the major capital projects approved for design and/or construction in the City's long range Capital Plan. Services provided by the department align with the key phases of project delivery, evolving from a support role early in the project life cycle and transitioning into to the lead role when the project enters detailed design and construction which is followed by support during the maintenance period. The projects and infrastructure delivered by this department directly addresses the City's infrastructure gap identified within our Capital Plans to support the City's asset management strategy. To that end, Capital Projects is leading the implementation of the new Operations Management System (OMS) in 2023. This corporate-wide implementation incorporates infrastructure assets data into the decision making process for our 10 year Capital Plan.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
320 - CAPITAL PROJECTS					
Expense					
Contracted Services	-	530	530	-	0.0%
Other Operating Expenses	8,731	10,660	10,660	-	0.0%
Utilities	2,362	1,980	1,980	-	0.0%
Wages & Benefits	103,623	204,461	214,492	10,031	4.9%
Expense Total	114,716	217,631	227,662	10,031	4.6%
Total	114,716	217,631	227,662	10,031	4.6%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Complete Beech Street Renewal Project subject to Council Direction.
- Complete redesign of Seagull Walkway North section and receive authorization from DFO. Complete construction and begin habitat compensation. (Livability)
- Continuing construction of NVEC Phase 3 project into 2024. (Infrastructure Readiness)
- Complete detailed design and construction of approximately 4km of Sewermain renewal through trenchless methods.
- Complete construction of 6th Ave Renewal Project. (Asset Management)
- Complete construction of Hilchey Phase 2 Watermain Renewal Project. (Asset Management)
- Complete construction on Airport Lighting,
- Visual Aids and Taxiway Rehabilitation Project.
- Complete detailed design for: Foreshore Sewer Abandonment project, Watermain Renewal Projects and Storm Sewer Projects.
- Complete detailed design for: Erickson Road Rehabilitation.

2022 Highlights

- Completed design, tender and construction of Downtown Storm Mitigation project
- Completed detailed design and tender of 6th Ave. Renewal Project.
- Completed detailed design and commenced construction of NWECC Phase 3 project.
- Completed design and construction of the Sportsplex Rehabilitation Project.
- Completed Seagull Walkway Repairs Value Engineering exercise for the City. Commenced redesign of North section.
- Hilchey Watermain Renewal Phase 2 – majority of project complete with section isolated and work suspended as result of archaeological find.
- CIPP Sewermain Rehabilitation – completed design and construction for renewal of approximately 3,400 lineal meters of sewer main using trenchless methods.
- Airport Taxiway C/Lighting Project grant funding secured.
- Beech Street Project design completed.





Utilities Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
UTILITIES					
Revenue					
Fees & Charges	(15,970,200)	(16,161,095)	(16,842,095)	(681,000)	4.0%
Investment Income	(323,456)	(90,500)	(188,000)	(97,500)	51.9%
Other Revenue	(312,901)	-	(50,000)	(50,000)	100.0%
Tax Revenue	(724,831)	(734,100)	(737,700)	(3,600)	0.5%
Revenue Total	(17,331,399)	(16,985,695)	(17,817,795)	(832,100)	4.7%
Expense					
Contracted Services	723,039	762,397	762,397	-	0.0%
Insurance	114,510	95,064	119,817	24,753	20.7%
Other Operating Expenses	3,067,016	2,740,710	2,815,888	75,178	2.7%
Utilities	1,059,598	664,692	674,143	9,451	1.4%
Wages & Benefits	3,111,091	3,550,719	3,847,058	296,339	7.7%
Expense Total	10,167,670	7,848,582	8,254,303	405,721	6.3%
Grand Total	(7,163,729)	(9,137,113)	(9,563,492)	(426,379)	2.4%

SEGMENT VARIANCE

UTILITIES

Increase in Sewer Revenues	(273,000)
Increase in Water Revenues	(408,000)
Increase in Investment Revenue	(97,500)
Increase in Work Order Revenue	(50,000)
Increase in bulk water costs	6,000
Increase in cost allocations	70,000
Increase in Utilities	4,000
Increase in Insurance	25,000
Increase in Wages & Benefits	300,000
Other Miscellaneous	(2,879)
OVERALL SEGMENT VARIANCE	(426,379)
VARIANCE %	2.4%

Liquid Waste Services

Liquid Waste Services provides collection and treatment of sanitary sewage for the City of Campbell River, as well as hauled sewage waste from nearby Regional Districts, and our neighboring First Nation communities. Norm Wood Environmental Centre (NWEC) treats an average of 14 million liters of wastewater per day, collecting and transferring via 260 kilometers of pipe and 15 lift stations. A smaller treatment lagoon serves the northern industrial park.

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
780 - LIQUID WASTE					
Revenue					
Fees & Charges	(6,646,832)	(6,996,100)	(7,268,800)	(272,700)	3.9%
Investment Income	(94,575)	(80,000)	(79,000)	1,000	-1.3%
Tax Revenue	(724,831)	(729,800)	(733,400)	(3,600)	0.5%
Revenue Total	(7,466,238)	(7,805,900)	(8,081,200)	(275,300)	3.5%
Expense					
Contracted Services	263,869	414,500	414,500	-	0.0%
Insurance	51,710	44,624	56,855	12,231	27.4%
Other Operating Expenses	240,827	313,429	314,052	623	0.2%
Transfers from own funds	37,365	35,000	35,000	-	0.0%
Utilities	355,368	449,032	452,102	3,070	0.7%
Wages & Benefits	1,111,954	1,361,169	1,405,838	44,669	3.3%
Expense Total	2,061,093	2,617,754	2,678,347	60,593	2.3%
Total	(5,405,145)	(5,188,146)	(5,402,853)	(214,707)	4.1%

Summary of Budget Changes from 2022 to 2023:

- Increase to sewer revenues due to growth and user fee increase
- Increase to sewer parcel tax revenue due to growth
- Increase to insurance premiums
- Increase to utilities (fuel, electricity and water)
- Increase to wages and benefits



2023 Strategic Goals and Objectives

- Complete NWECC Phase III Upgrades, which includes: generator installation, electrical and instrumentation, digester, and septage receiving station upgrades. (Infrastructure Readiness)
- Renewal of approx. 2500 m. of aging sewer mains.
- Completion of warranty and deficiency work for the waterfront sewer system upgrades phase III project (Installation of Lift stations # 4, 5, and 6).
- Commence planning for the Campbellton Sewer Improvements
- Perform structural wet wells condition assessments including confined space protocol definition and standard operation procedures for regular and scheduled maintenance.

2021 Highlights

- Actively manage the mud slide at the site of lift Station #4 (Anchor Inn)
- Chemical grouting of 14 sewer mains and replacement of eight force main air relief valves.
- Deployment of 20+ Smart Covers flow measuring manhole covers to inform the City's Sewer Model
- Ongoing needs assessment for SCADA services in alignment with the organizations IT servers replacement strategy.

Storm Drains

This department is responsible for the operation and management of the collection and conveyance of the storm water systems throughout the community. Additionally, this department is responsible for the timely acquisition and proper documentation of the assets, condition assessments, capacity models, and the functionality that our infrastructure assets require.

At a glance, the profile of the City of Campbell River's Stormwater System is as follows (approx.):

- 220 Km of drainage pipes
- 2881 Storm manholes
- 94 storm outlets/outfalls
- 23 Storm retention facilities
- 4244 Catch basins
- Estimated replacement value: \$298 Million

Core department services:

- Maintenance of detention ponds, storm pipes, manholes, ditches, catch basins and outfalls
- Culverts cleaning and inspection
- Bridge cleaning and inspection
- Annual ditch mowing
- Line inspection and preventative maintenance

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
782 - STORM DRAINS					
Revenue					
Fees & Charges	-	(1,000)	(1,000)	-	0.0%
Investment Income	-	(1,000)	(1,000)	-	0.0%
Revenue Total	-	(2,000)	(2,000)	-	0.0%
Expense					
Contracted Services	53,404	22,380	22,380	-	0.0%
Other Operating Expenses	33,969	34,210	34,210	-	0.0%
Utilities	1,073	660	660	-	0.0%
Wages & Benefits	208,163	271,221	277,581	6,361	2.3%
Expense Total	296,609	328,471	334,831	6,361	1.9%
Total	296,609	326,471	332,831	6,361	1.9%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Quinsam Catchment area and lower Nunns Creek drainage improvements.
- 6th Avenue storm main replacement.
- Expand downtown storm mitigation planning. (Downtown Revitalization)
- Continue to expand the asset inventory documentation (Asset Management)
- Continue and expand the flow/performance monitoring program
- Develop a Storm Water Drainage Model

2022 Highlights

- Responded to approximately 380 drainage service requests, performed maintenance at all 17 detention ponds including removal of excess sediment from Candy Lane, and in conjunction with the Capital Works department, installed new storm mains on sections of both Fir and Larwood.
- With the assistance of the wastewater department completed flushing of 1.7 kilometers of storm drains in the area south of the downtown core.
- Almost 3,800 catch basins were inspected resulting in over 110 catch basins being repaired and 1000 being cleaned.



Water

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

Watershed Protection

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

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

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

Through proactive watershed protection initiatives, the City has realized savings on ongoing operational and construction expenses for additional treatment systems and infrastructure such as filtration by demonstrating effective watershed protection. We check for degradation by monitoring levels of turbidity and the presence of protozoan pathogens. In 2022, turbidity remained below 1.0 NTU (nephelometric turbidity unit) throughout the year, indicating that our source water continues to be of a high quality. More than 200 hours are spent annually monitoring erosion and illegal dumping in the watershed.

Water Sampling and Testing

To ensure that the City's drinking water is safe and that all disinfection processes are working properly, the Water Department regularly samples, tests and analyzes the results of testing procedures at different stages and locations throughout the water distribution system.

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
790 - WATER					
Revenue					
Fees & Charges	(9,323,368)	(9,163,995)	(9,572,295)	(408,300)	4.5%
Investment Income	(194,019)	(9,500)	(108,000)	(98,500)	1036.8%
Other Revenue	(140,128)	-	(50,000)	(50,000)	
Tax Revenue	-	(4,300)	(4,300)	-	0.0%
Revenue Total	(9,657,514)	(9,177,795)	(9,734,595)	(556,800)	6.1%
Expense					
Contracted Services	405,766	325,517	325,517	-	0.0%
Insurance	62,801	50,440	62,962	12,522	24.8%
Other Operating Expenses	717,326	1,132,526	1,138,386	5,860	0.5%
Utilities	233,621	199,826	205,448	5,622	2.8%
Wages & Benefits	1,726,546	1,918,329	2,163,639	245,310	12.8%
Expense Total	3,146,059	3,626,638	3,895,952	269,314	7.4%
Total	(6,511,455)	(5,551,157)	(5,838,643)	(287,486)	5.2%

Summary of Budget Changes from 2022 to 2023:

- Increase to water revenues due to growth and user fee increase
- Increase to investment income
- Increase to work order recoveries
- Increase to insurance premiums
- Increase to overhead cost allocations
- Increase to utilities (fuel and electricity)
- Increase to wages and benefits

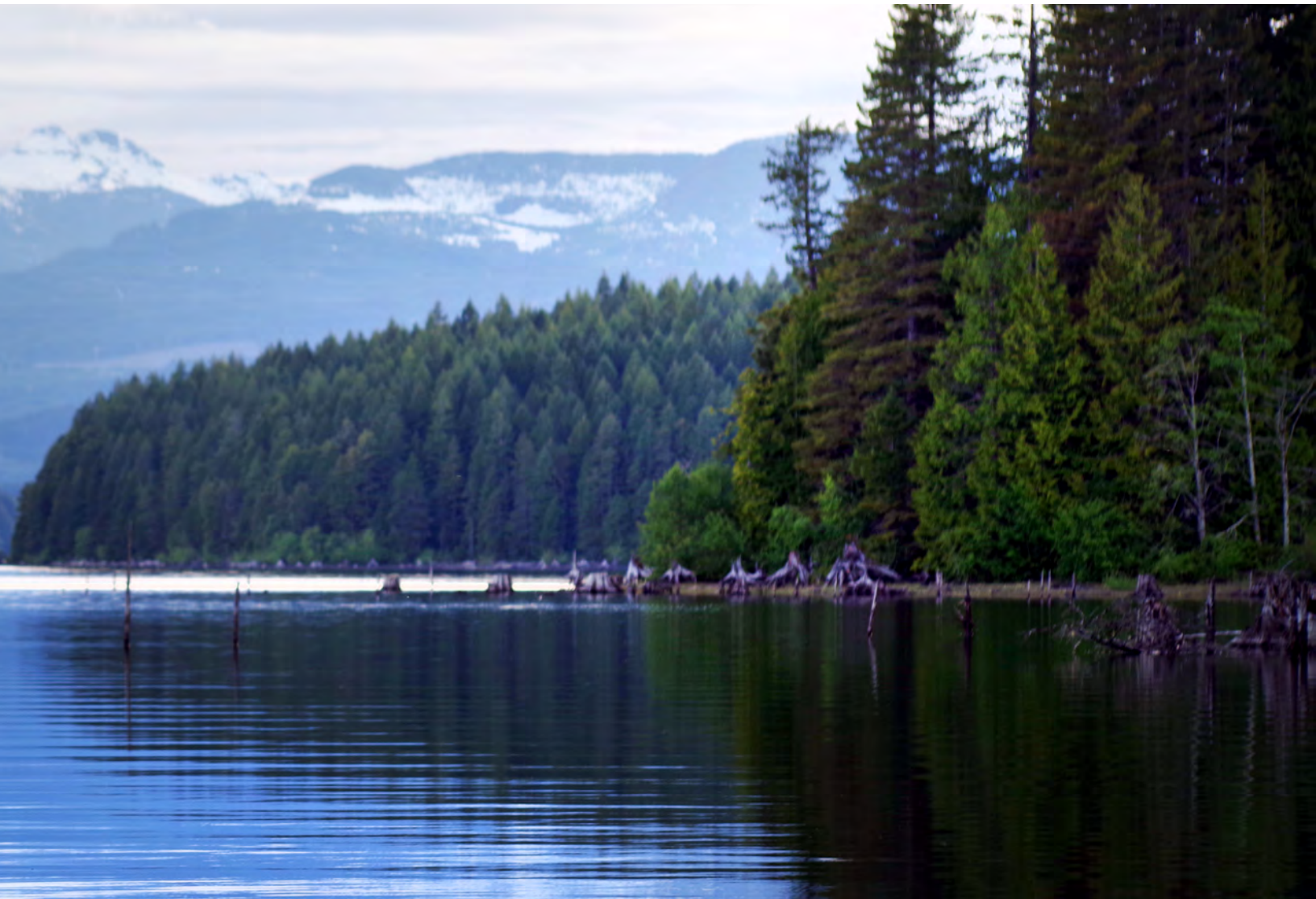
2023 Strategic Goals and Objectives

- Complete water main renewal and upsize – 6th Ave between Alder St. and Island Hwy. and Thulin St. between 6th Ave and 5th Ave. (Asset Management)
- Complete Phase 1 (Land Negotiations) of the John Hart Reservoir (Asset Management)
- Commence the planning and design of the John Hart Reservoir
- Complete a comprehensive update to the Water Model and Water System Strategic Action Plan. (Asset Management)
- Install a roof membrane on the Evergreen Reservoir.
- Update the City's Cross Connection Control Program and Bylaw. (Asset Management)
- Modernize the Water Department's Asset and Workflow Management and Analytic Systems. (Asset Management)

2022 Highlights

- Extended the Smith Rd. water main to facilitate the servicing of homes that were previously inaccessible.
- Completed hydrological characterization studies on John Hart and McIvor Lakes.
- Full replacement of 7 water services through the Water Service Renewal Program.
- Removed 3 Pressure Reducing Valve stations made obsolete through water system efficiency initiatives.
- Completed 1 emergency and 2 planned repairs on the City's primary transmission main.
- Completed a Public Engagement Survey on proposed changes to the City's watering restrictions program.
- Completed annual water conservation initiatives.





2023 BASE OPERATING BUDGET

Community Planning and Livability





Community Planning and Livability

CITY MANAGER

DIRECTOR OF COMMUNITY PLANNING AND LIVABILITY

Long Range Planning and Sustainability Manager

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

Recreation and Culture Manager

Recreation and Culture Supervisor x2

- Program Coordinator x2
- Programmer x4
- Assistant Programmer x2
- Administrative Assistant x3
- Facility Services Worker x3
- Facility Services Worker (PPT) x5
- Facility Services Worker II
- Fitness Crew Leader (PPT)
- Certified Instructor II (PPT) x8
- Certified Instructor I (PPT) x3
- Instructor/Leader (PPT)
- Administrative Assistant (PPT) x4

Community Planning and Livability Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
COMMUNITY PLANNING AND LIVABILITY					
Revenue					
Fees & Charges	(3,519,520)	(3,909,932)	(3,965,307)	(55,375)	1.4%
Other Revenue	(815,754)	(787,504)	(609,369)	178,135	-29.2%
Sales of Goods & Services	(44,642)	(37,000)	(43,545)	(6,545)	15.0%
Revenue Total	(4,379,916)	(4,734,436)	(4,618,221)	116,215	-2.5%
Expense					
Contracted Services	4,167,086	4,696,019	4,919,397	223,378	4.5%
Insurance	25,570	22,277	23,390	1,113	4.8%
Other Operating Expenses	488,630	646,133	860,357	214,224	24.9%
Utilities	778,894	782,002	779,230	(2,772)	-0.4%
Wages & Benefits	3,281,311	3,742,622	4,033,135	290,513	7.2%
Expense Total	8,741,491	9,889,053	10,615,509	726,456	6.8%
Grand Total	4,361,575	5,154,617	5,997,288	842,671	14.1%

SEGMENT VARIANCE

COMMUNITY PLANNING AND LIVABILITY

Increase in Solid Waste Revenue	(99,000)
Increase in Garbage and Waste Collection services	102,600
Decrease in COVID-19 Funding	252,000
Costs Associated with Organics Collections	203,000
Increase in Transit Revenues	(23,000)
Increase in Recreation Fees	(6,000)
Increase in Transit Contracted Service Costs	123,000
Increase in Insurance	1,114
Increase in Wages & Benefits	290,500
Other Miscellaneous	(1,543)
OVERALL SEGMENT VARIANCE	842,671
VARIANCE %	14.1%

Director of Community Planning and Livability

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
800 - DIRECTOR OF COMMUNITY PLANNING AND LIVABILITY					
Expense					
Other Operating Expenses	-	9,000	12,000	3,000	33.3%
Utilities	472	800	800	-	0.0%
Wages & Benefits	57,693	99,516	108,679	9,163	9.2%
Expense Total	58,165	109,316	121,479	12,163	11.1%
Total	58,165	109,316	121,479	12,163	11.1%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

Long Range Planning and Sustainability

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
810 - LONG RANGE PLANNING AND SUSTAINABILITY					
Expense					
Contracted Services	53,629	84,270	84,270	-	0.0%
Other Operating Expenses	29,283	49,170	49,170	-	0.0%
Utilities	2,228	1,980	1,980	-	0.0%
Wages & Benefits	419,321	650,018	673,469	23,451	3.6%
Expense Total	504,461	785,438	808,889	23,451	3.0%
Total	504,461	785,438	808,889	23,451	3.0%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits | approved amendments to OCP Development Permit Areas concerning Bald Eagle and Great Blue Heron nesting trees.

2023 Strategic Goals and Objectives

- Complete the Master Transportation Plan. (Future Planning)
- Complete the Quinsam Heights Neighbourhood Plan. (Future Planning)
- Develop a Housing Growth Strategy in preparation for the comprehensive update of the official community plan (OCP). (Future Planning)
- Develop a terms of reference and begin background work on the OCP update.
- Continue to implement initiatives that help reduce community greenhouse gas emissions.
- Develop an Environmentally Sensitive Areas Policy.
- Host public educational workshops on the environmental aspects of steep slopes.
- Administer the Downtown Small Initiatives Fund and Beautification Programs. (Downtown Revitalization)
- Review and update the Crime Prevention through Environmental Design program.
- Coordinate the City's affordable housing initiatives in partnership with BC Housing, the Coalition to End Homelessness and local not-for-profit organizations. (Attainable Housing Supply)
- Support social planning, including addressing downtown safety and homelessness.

2022 Highlights

- Provided \$44,000 from the Strengthening Communities Fund for the Get the Point program in partnership with Kwakiutl District Council and the Community Action Team (CAT) to assist with clean-ups in the downtown core.
- Completed the 19th Ave Parkette (Bridge Viewpoint Park) in partnership with the Campbellton Neighbourhood Association.
- Secured \$382,300 in funding from the Strengthening Communities' Grant in partnership with the Strathcona Regional District.
- Hosted Stewardship Awards Program.
- Completed annual invasive plant treatment programs.
- Provided \$350 per application to residents switching to cleaner and more efficient home heating systems as part of the Clean BC energy rebate program offered by BC Hydro.
- Completed public consultation and Council approved amendments to OCP Development Permit Areas concerning Bald Eagle and Great Blue Heron nesting trees.



Solid Waste

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

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
830 - SOLID WASTE					
Revenue					
Fees & Charges	(2,357,978)	(2,365,632)	(2,392,050)	(26,418)	1.1%
Other Revenue	(391,423)	(401,584)	(474,639)	(73,055)	18.2%
Sales of Goods & Services	(40,982)	(30,000)	(33,000)	(3,000)	10.0%
Revenue Total	(2,790,382)	(2,797,216)	(2,899,689)	(102,473)	3.7%
Expense					
Contracted Services	1,776,390	2,022,681	2,125,363	102,682	5.1%
Other Operating Expenses	9,594	16,881	220,331	203,450	1205.2%
Utilities	642,216	614,345	609,000	(5,345)	-0.9%
Wages & Benefits	59,955	45,040	48,362	3,321	7.4%
Expense Total	2,488,156	2,698,947	3,003,056	304,109	11.3%
Total	(302,227)	(98,269)	103,367	201,636	-205.2%

Summary of Budget Changes from 2022 to 2023:

- Increase to solid waste revenues due to growth
- Increase in revenue associated with Recycle BC financial incentive rates
- Increase to cost of curbside pickup contracted service
- Increase to tipping fees
- Increase to wages and benefits



Public Transit

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

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
842 - PUBLIC TRANSIT					
Revenue					
Fees & Charges	(786,512)	(1,021,223)	(1,044,572)	(23,350)	2.3%
Other Revenue	(26,452)	(25,000)	(25,000)	-	0.0%
Revenue Total	(812,964)	(1,046,223)	(1,069,572)	(23,350)	2.2%
Expense					
Contracted Services	2,218,293	2,344,808	2,467,275	122,466	5.2%
Other Operating Expenses	13,152	6,360	6,360	-	0.0%
Wages & Benefits	33,262	33,172	36,227	3,055	9.2%
Expense Total	2,264,707	2,384,340	2,509,862	125,522	5.3%
Total	1,451,743	1,338,118	1,440,290	102,172	7.6%

Summary of Budget Changes from 2022 to 2023:

- Increase in farebox revenues
- Increase to fuel costs
- Increase to wages and benefits



2023 Strategic Goals and Objectives

- Continue to annually assess efficiencies and level of service for public transit routes in Campbell River with BC Transit. (Livability)
- Explore opportunities to promote monthly/semester fare products.
- Continue to promote transit through public awareness campaigns such as Bus to Work week.
- Add transit shelters at high-use locations in the city and Area D in partnership with the SRD, and Ministry of Transportation and Infrastructure.
- Assist BC Transit in the update of the Transit Futures Action Plan.
- Plan for future Electronic Fare Collection systems
- Consider opportunities for Digital on Demand service in the future

2022 Highlights

- Implemented NextRide program with BC Transit with the mobile phone app Transit App
- Installed bus bay pull-outs at four locations along Highway 19A in the SRD Worked to provide continuous services during Covid restrictions.

Recreation and Culture

The department provides a variety of quality recreation and culture services for people of all ages, stages and abilities. A strong Recreation and Culture Department attracts new people to move here, stay here and refer others to come here.

The City of Campbell River is home to an active Sportsplex, Community Centre, outdoor playing fields at Rotary Club Fieldhouse and athletic park, Willow Point Park, Nunn's Creek Park, and the Centennial Outdoor Pool. The facilities are managed, programmed, and scheduled by the City Recreation and Culture Department. In addition to overseeing operations at the Sportsplex, Community Centre, and Centennial Pool, it also provides custodial services for all recreation facilities, City Hall the Enterprise Centre, NormWoods Environmental Centre, and the Airport. The Sportsplex houses a double gymnasium, squash and racquetball courts, fitness centre, change rooms and showers and multi-purpose rooms and a commercial kitchen that supports programming and facility rentals. The Community Centre houses a double gymnasium, craft room, commercial kitchen, multipurpose rooms, Family Place pre-school, and change rooms and showers to support programs and rentals. Rotary Club Fieldhouse is a stand-alone facility with a multi-purpose room, kitchen, deck, changerooms and public washrooms surrounding the property, an artificial turf, box lacrosse and soccer pitch and tennis courts. At Willow Point Park, where the Sportsplex is located, there are various outdoor facilities; ball diamonds, soccer pitch, outdoor volleyball courts, BMX track, Skateboard Park, disc golf course, tennis courts, play park and splash park. Centennial Outdoor Pool operates in the summer months and has a 6 lane 25-meter pool, slide, wading pool, along with change house and concession. These facilities attract visitors from Campbell River and all over the island.

The Recreation and Culture Department is responsible for programming in the downtown core and for putting on events throughout the year. They do this in conjunction and with the support of many partners such as the BIA, Tidemark Theatre, Library, The Arts Centre, and local businesses. Events have included CR Live Streets, Spirit Square Concert Series, the Farmers Market on Sunday's, coffee and board games and Yoga in the Park, kite flying, Canada Day celebrations, Orange Shirt Day, National Child Day and the Christmas Big Truck Event and Gingerbread House Competition. These events are intended to attract people to the downtown core for a community experience and connect and make new friends and see old ones. In 2023 the goal is to continue with these types of events and programming and expand on the number and types of offerings, year-round, with higher concentration in the summer months but also offer more in the shoulder seasons October through May.

	Actual	Budget	Budget	(\$)	(%)
820 - RECREATION & CULTURE					
Revenue					
Fees & Charges	(375,031)	(523,077)	(528,685)	(5,607)	1.1%
Other Revenue	(124,366)	(108,920)	(109,730)	(810)	0.7%
Sales of Goods & Services	(3,660)	(7,000)	(10,545)	(3,545)	50.6%
Revenue Total	(503,058)	(638,997)	(648,960)	(9,963)	1.6%
Expense					
Contracted Services	118,775	244,260	242,490	(1,770)	-0.7%
Insurance	25,136	22,277	23,390	1,114	5.0%
Other Operating Expenses	250,540	391,366	396,320	4,955	1.3%
Utilities	120,756	130,226	131,176	950	0.7%
Wages & Benefits	2,628,989	2,914,876	3,166,397	251,522	8.6%
Expense Total	3,144,195	3,703,004	3,959,775	256,770	6.9%
Total	2,641,137	3,064,007	3,310,815	246,808	8.1%

Summary of Budget Changes from 2022 to 2023:

- Increase to revenue from Sportsplex
- Increase in insurance premiums
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Continue engaging with the community to ensure programs, events and services meet the community needs
- Manage the full range of facilities (now that the Sportsplex has re-opened) and continue to support livability and health in our community by offering the highest service levels possible (Livability)
- Focus on the downtown activation and implementation of CR Live Streets events and other partner events to enhance community livability and support downtown revitalization (Livability)
- Continue to work with the education and health sectors to develop physical literacy education and programming for our region
- Continue to work with the Ministry of Children and Families, Family Services, School District 72 and Health Authority to provide recreation opportunities year – round, to ensure that the most vulnerable people in our community have access to recreation services
- To provide full services in our facilities by offering rental spaces to our community to support organizations fundraising events, community safety events and other important community and private events.

2022 Highlights

- Centennial Outdoor Pool had a very successful summer once the rains let up from June. July and August were very well attended, with 8,151 people checking in through the doors. The Salmon Kings Swim Club celebrated their 55th year of swimming at the Centennial Pool. 297 children participated in swim lessons throughout the summer. We were able to offer residents an escape from the extreme heat wave in late July, through extended hours.
- The Sportsplex closed its doors for major renovations (May – October) and the Community Centre became the major recreation HUB for those 6 months; offering a variety of programs and services (a full weight room and cardio centre in half the gym, Day Camps, Family Gym, Family Place, Childrens Community Preschool).
- Successfully expanded the CR Live Streets and Spirit Square Concert Series and co-hosted several other events in which we partnered with various downtown businesses and organizations, including the Sunday Farmers Market being moved from the Pier to the downtown near Spirit Square
- With the closure of the Sportsplex over the summer, we decided not to have the skateboard park leaders and instead, brought in a security presence over the summer from June through early September. The security personnel acted as ambassadors and ensured the park was patrolled and safe from 1 pm in the afternoon until 9 pm seven days a week. Parents reported feeling safer.
- Working with the Parks department, the outdoor splash park hours were extended during the extreme heat wave and then because of having a security presence until 9 pm, the splash park hours were able to be extended later.
- Working in close conjunction and partnership with the Parks department, Recreation and Culture was able to schedule baseball, slow pitch, soccer and several special events at parks throughout the City with the reduction of playing fields due to weather and other circumstances.
- The reopening of the Sportsplex October 31 went as planned and the building opened in time to support a busy events season starting with the Home Expo event November 4 through 6.



2023 BASE OPERATING BUDGET

Economic Development

CAMPBELL
RIVER
BC



50th
parallel





Economic Development

CITY MANAGER

MANAGER OF ECONOMIC DEVELOPMENT

- ... Business Development Officer
- ... Economic Development Analyst

Airport Manager

- ... Airport Electrician
- ... Airport Maintenance Coordinator
- ... Airport Specialist x 4
- ... Administrative Assistant

Economic Development

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
ECONOMIC DEVELOPMENT					
Revenue					
Other Revenue	(620,496)	(475,000)	(475,000)	-	0.0%
Revenue Total	(620,496)	(475,000)	(475,000)	-	0.0%
Expense					
Contracted Services	1,066,714	871,750	871,750	-	0.0%
Other Operating Expenses	56,666	24,350	24,350	-	0.0%
Utilities	1,165	1,200	1,200	-	0.0%
Wages & Benefits	256,305	320,683	354,112	33,429	9.4%
Expense Total	1,380,850	1,217,983	1,251,412	33,429	2.7%
Grand Total	760,354	742,983	776,412	33,429	4.3%

SEGMENT VARIANCE

ECONOMIC DEVELOPMENT

Increase in Wages & Benefits	33,429
OVERALL SEGMENT VARIANCE	33,429
VARIANCE %	4.3%

Economic Development

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

The department oversees a number of initiatives and collaborates with organizations and community partners to meet annual goals within Economic Development's strategic framework. This framework encompasses business retention and expansion, investor readiness, collaboration, opportunities and communication. Departmental activities revolve around Economic Development's commitment to cultivating a flourishing, sustainable local economy.

Core department services:

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

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
112 - ECONOMIC DEVELOPMENT					
Revenue					
Other Revenue	(505,285)	(475,000)	(475,000)	-	0.0%
Revenue Total	(505,285)	(475,000)	(475,000)	-	0.0%
Expense					
Contracted Services	1,066,714	871,750	871,750	-	0.0%
Other Operating Expenses	56,587	24,350	24,350	-	0.0%
Utilities	1,165	1,200	1,200	-	0.0%
Wages & Benefits	256,449	320,683	354,112	33,429	10.4%
Expense Total	1,380,916	1,217,983	1,251,412	33,429	2.7%
Total	875,631	742,983	776,412	33,429	4.5%

Summary of Budget Changes from 2022 to 2023:

- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Continue collaborating with the Regional District of Mount Waddington and Strathcona Regional District (SRD) on Where Talent Meets Opportunity: Campbell River and North Island Labour Market Partnership Project, a labour market study encompassing Campbell River, SRD and Vancouver Island North. Launched in 2022, the project is anticipated to run into early 2024. (Economic Vitality)
- Launch season two of the Modern Entrepreneur at the 50th Parallel Podcast and continue holding Modern Entrepreneur Speaker Series workshops and events. (Economic Vitality)
- Launch the refreshed NexStream Tech Competition website. (Economic Vitality)
- Continue bolstering local economic growth through business retention and expansion initiatives. This includes visiting business owners to address their specific business needs and connecting people with resources and skill-building opportunities, such as Modern Entrepreneur events and initiatives. (Economic Vitality)
- Continue promoting and supporting the CRadvantage municipal broadband network, the refreshed TECHatchery website and the NexStream Tech Competition. These initiatives contribute to Campbell River's growing technology ecosystem and support the department's strategy of diversifying the city's economy; they also provide value for existing businesses and industries.
- Continue participating in the BC Provincial Nominee Program, which aims to support economic immigration to British Columbia by attracting foreign entrepreneurs. Applications for Campbell River are focused on professional, scientific and technical services; wood-product manufacturing; and food and beverage services.
- Continue supporting marketing and investment-attraction initiatives for the municipally owned and operated Campbell River Airport (YBL). (Economic Vitality)
- Collaborate with organizations such as the Campbell River and District Chamber of Commerce, North Island College and North Island Employment Foundations Society (NIEFS) to offer workforce-development initiatives. Continue collaborating with local, regional, provincial and federal organizations to create opportunities to nurture and grow Campbell River's economy.

Collaboration:

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

2022 Highlights

- Partnered with the Regional District of Mount Waddington and SRD to launch Where Talent Meets Opportunity: Campbell River and North Island Labour Market Partnership Project, a labour market study encompassing Campbell River, SRD and Vancouver Island North. Labour Market Partnerships provide funding to organizations to encourage, support and facilitate strategies and activities to address local labour market or human resources issues. Project activities will be informed by a steering committee. The Government of Canada and the Province of British Columbia are providing funding support of \$250,000 through the Community and Employer Partnerships fund. Additional project costs will be covered by the City, Regional District of Mount Waddington and SRD.
- Launched a refreshed TECHatchery website and updated its content so that it will function as a virtual business hub. TECHatchery Business Hub will offer investors and entrepreneurs easy access to information about Campbell River to assist them with their business decisions.
- Developed and implemented the rebranded Modern Entrepreneur at the 50th Parallel suite of programs, including launching the first season of the Modern Entrepreneur Podcast and holding Modern Entrepreneur Speaker Series events.
- Partnered with CRAAG to offer the third annual NexStream Tech Competition (3.0). Four finalists received a total, combined investment of more than \$150,000. A new Community Stream category was launched, with five local businesses receiving cash prizes of more than \$5,000 each; one not-for-profit received \$20,000 to continue their work with the unhoused population in Campbell River. NexStream aligns with the department's goals of fostering economic growth, diversifying the local economy and promoting Campbell River.
- Became a regional partner supporting the Circular Economy Accelerator Program run by VICEDA in partnership with Synergy Foundation. The program cost per participant is \$3,000, with \$500 paid by the participating business and \$2,500 funded by Island Coastal Economic Trust and the regional partners. Two Campbell River businesses are participating in the program.
- Coordinated upgrades to the Campbell River Airport (YBL) website and completed an airport business walk.
- Prepared an in-house Economic Update report.
- Rolled out a primary industries social media campaign, as well as social media campaigns for events such as National Forest Week, Small Business Week and Multiculturalism Week. Supported the launch of the Campbell River Airport's new website with a social media video campaign.
- Commissioned three investment-attraction videos.
- Participated in the Virtual Community Highlight event with ACCESS Canada and NIEFS. Campbell River was the only British Columbia community to participate.
- Continued partnership with VIEA to offer local businesses free access to Island Good licensing.
- Maintained involvement with the TechIsland initiative.
- The Manager of Economic Development held the positions of president of VICEDA and chair of the VICEDA Regional Tech Attraction Committee.

Airport

The Campbell River Airport (YBL) is owned by the City, and operates 24 hours a day, seven days a week. The airport offers regular scheduled passenger service to Vancouver International Airport and services general aviation year round. With a 6,500 foot grooved runway and Jet Fuel available, aircraft of any size up to a Boeing 737 can operate with ease from the airport. The airport is staffed from 5:30 a.m. to 8:30 p.m. daily to ensure the airport operates in compliance with Canadian Aviation Regulations.

Core department services:

- Runway maintenance.
- Snow and ice control.
- Pavement sweeping, painting and edging.
- Airfield and Runway lighting.
- Provision of Jet “A1” Fuel.
- Wildlife control.
- Field maintenance.
- Ditch maintenance.
- Access road maintenance (Jubilee Parkway)
- Drainage management.
- Safety and security, including security for commercial apron, airside lands.
- Field checks.
- Airport buildings maintenance.
- Terminal building.
- Airport administration.



	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
AIRPORT					
Revenue					
Fees & Charges	(308,279)	(481,608)	(635,500)	(153,892)	24.2%
Investment Income	(1,189)	-	(14,000)	(14,000)	100.0%
Other Revenue	(570,785)	(362,154)	(395,900)	(33,746)	8.5%
Sales of Goods & Services	(1,553,921)	(1,591,408)	(3,024,100)	(1,432,692)	47.4%
Revenue Total	(2,434,174)	(2,435,170)	(4,069,500)	(1,634,330)	40.2%
Expense					
Contracted Services	119,106	105,810	107,100	1,290	1.2%
Insurance	21,656	36,200	38,010	1,810	4.8%
Other Operating Expenses	1,729,707	1,812,353	2,948,321	1,135,968	38.5%
Utilities	77,405	81,287	83,229	1,942	2.3%
Wages & Benefits	710,351	816,676	845,899	29,223	3.5%
Expense Total	2,658,225	2,852,326	4,022,559	1,170,233	29.1%
Grand Total	224,051	417,156	(46,941)	(464,097)	988.7%

Summary of Budget Changes from 2022 to 2023:

- Increase in revenue from landing and airport fees
- Increase in revenue from lease fees
- Increase in jet fuel sales net margin
- Increase to wages and benefits

2023 Strategic Goals and Objectives

- Complete major rehabilitation of airside lighting, visual aids, apron and taxiways.
- Complete a governance and management study. (Effective Governance)
- Complete an airport business plan. (Effective Governance)
- Complete a fee review with revised fees in place before summer season. (Fiscal Responsibility)
- Create a secure viewing area so that the public has a view onto airside operations.
- Secure ACAP funding for runway 12/30, Taxiway A, and Taxiway C rehabilitation.

2022 Highlights

- Rehabilitation of Taxiway B, Apron 1, airside lighting, visual aids underway.
- Implemented a revitalization tax exemption program for airport and adjacent lands.
- Site preparation commenced on three new hangars to be built on lease lands.
- Safety Management System training completed for all airport staff.
- Public smoking shelter installed away from terminal building to ensure the main entry to the building is smoke free.
- Governance and management study commenced.
- Return of Canada Border Services Agency service, allowing direct international arrivals.



2023 BASE OPERATING BUDGET

Corporate Fiscal Accounts





Corporate Fiscal Accounts Budget Summary

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
FISCAL SERVICES					
Revenue					
Fees & Charges	(1,068,084)	(1,235,400)	(359,731)	875,669	-243%
Investment Income	(462,702)	(560,000)	(1,310,000)	(750,000)	57%
Other Revenue	(973,648)	(1,210,450)	(1,429,583)	(219,133)	15%
Tax Revenue	(37,742,769)	(39,648,272)	(44,118,944)	(4,470,672)	10%
Transfers from own funds	(13,992,506)	(11,944,774)	(11,073,493)	871,281	-8%
Revenue Total	(54,239,709)	(54,598,896)	(58,291,752)	(3,692,856)	6.3%
Expense					
Contracted Services	159,933	59,000	60,200	1,200	2%
Insurance	1,204,025	1,185,384	1,192,807	7,423	1%
Other Operating Expenses	47,782	(2,087,521)	(1,865,789)	221,732	-12%
Transfers from own funds	6,344,513	17,132,173	15,957,699	(1,174,474)	-7%
Expense Total	7,756,253	16,289,036	15,344,917	(944,119)	-6.2%
Grand Total	(46,483,456)	(38,309,860)	(42,946,835)	(4,636,975)	10.8%

SEGMENT VARIANCE

FISCAL SERVICES

Increase in Investment Income	(750,000)
Decrease in Municipal Service Revenue	875,400
Increase in Tax Revenue	(4,471,000)
Increase in Grant Revenue	(188,000)
Net Transfers from Reserves	(303,193)
Other Miscellaneous	(21,982)
Other Operating Expenses	221,800
OVERALL SEGMENT VARIANCE	(4,636,975)
VARIANCE %	10.8%

Reserves

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
312 - RESERVES					
Revenue					
Transfers from own funds	(270,000)	(213,000)	(346,360)	(133,360)	62.6%
Revenue Total	(270,000)	(213,000)	(346,360)	(133,360)	62.6%
Expense					
Transfers from own funds	5,575,649	7,314,282	6,633,282	(681,000)	-9.3%
Expense Total	5,575,649	7,314,282	6,633,282	(681,000)	-9.3%
Total	5,305,649	7,101,282	6,286,922	(814,360)	-11.5%

Summary of Budget Changes from 2022 to 2023:

- Net decrease to transfers between funds

Fiscal Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
389 - FISCAL SERVICES					
Expense					
Transfers from own funds	118,400	1,361,120	97,060	(1,264,060)	-92.9%
Expense Total	118,400	1,361,120	97,060	(1,264,060)	-92.9%
389 - FISCAL SERVICES Total	118,400	1,361,120	97,060	(1,264,060)	-92.9%

Summary of Budget Changes from 2022 to 2023:

- Decrease in transfers from general reserves to airport

Water Fiscal Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
799 - WATER FISCAL SERVICES					
Expense					
Other Operating Expenses	-	-	19,500	19,500	
Transfers from own funds	145,718	4,374,506	4,606,611	232,105	5.3%
Expense Total	145,718	4,374,506	4,626,111	251,605	5.8%
Total	145,718	4,374,506	4,626,111	251,605	5.8%

Summary of Budget Changes from 2022 to 2023:

- Increase in transfers to water capital reserves



Liquid Waste Fiscal Services

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
789 - LIQUID WASTE FISCAL SERVICES					
Expense					
Other Operating Expenses	-	-	34,500	34,500	
Transfers from own funds	78,930	4,082,265	4,228,899	146,634	3.6%
Expense Total	78,930	4,082,265	4,263,399	181,134	4.4%
Total	78,930	4,082,265	4,263,399	181,134	4.4%

Summary of Budget Changes from 2022 to 2023:

- Increase in sewer operating costs of new capital projects



Debt

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
385 - DEBT					
Expense					
Debt Servicing	130,450	130,450	127,873	(2,577)	-2.0%
Expense Total	130,450	130,450	127,873	(2,577)	-2.0%
Total	130,450	130,450	127,873	(2,577)	-2.0%

Summary of Budget Changes from 2022 to 2023:

- Change in interest rate on issuance of new bonds with Municipal Finance Authority of BC

Liquid Waste Debt

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
785 - LIQUID WASTE DEBT					
Expense					
Debt Servicing	460,936	451,164	451,164	-	0.0%
Expense Total	460,936	451,164	451,164	-	0.0%
Total	460,936	451,164	451,164	-	0.0%

Summary of Budget Changes from 2022 to 2023:

- No changes

Water Debt

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
795 - WATER DEBT					
Expense					
Debt Servicing	603,769	603,769	603,769	-	0.0%
Expense Total	603,769	603,769	603,769	-	0.0%
Total	603,769	603,769	603,769	-	0.0%

Summary of Budget Changes from 2022 to 2023:

- No changes

Taxation

	2021 Actual	2022 Budget	2023 Budget	Variance (\$)	Variance (%)
314 - TAXATION					
Revenue					
Tax Revenue	(37,364,598)	(39,236,272)	(44,190,894)	(4,954,622)	12.6%
Revenue Total	(37,364,598)	(39,236,272)	(44,190,894)	(4,954,622)	12.6%
Expense					
Other Operating Expenses	78,848	81,585	83,185	1,600	2.0%
Expense Total	78,848	81,585	83,185	1,600	2.0%
Total	(37,285,750)	(39,154,687)	(44,107,709)	(4,953,022)	12.6%

Summary of Budget Changes from 2022 to 2023:

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



2023-2032

Financial Plan



We value your feedback.

✉ info@campbellriver.ca ☎ 250 286 5700

📍 301 St. Ann's Road Campbell River, B.C. V9W 4C7

2023-2032 FINANCIAL PLAN

APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Index	Department	Service Name	Changes from 2022 Approved Ongoing Service Levels	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Non-Market Change (NMC) and New Revenues													
		Non-Market Change (NMC) Estimate		(465,000)									
		NMC Applied to Base Budget as per the Financial Stability and Resiliency Policy		465,000									
		Base Budget Funding to be Reallocated		(242,000)									
	430 - Information Technology	FTE: IT & GIS Supervisor	Redistribution of existing base budget funds.	117,000									
	420 - Human Resources	FTE: HR Advisor - Upgrade PT to FT	Redistribution of existing base budget funds.	51,000									
	620 - Fire Protection	FTE: Increase Executive Assistant Upgrade PT to FT	Redistribution of existing base budget funds.	29,700									
	110- City Manager	FTE: Exempt Structural Alignment	Redistribution of existing base budget funds to meet service needs.	44,300									
TOTAL REVENUES TO FUND ONGOING NEW ENHANCED SERVICE LEVELS				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxation Funded													
1	630 - Police Protection	FTE: Forensic Video Services	Increased from \$79,800	85,000									
2	610 - Bylaw Enforcement	FTE: Bylaw Enforcement	Moved up from Below-the-Line	82,000									
3	732 - Parks	FTE: Parks Manager Position	New Request	145,000									
4	430 - Information Technology	FTE: Client Support Analyst	New Request	78,000									
5	700 - Capital Projects	FTE: Asset Management Position	New Request			50,000							
6	410 - Communications	Engagement Platform	New Request			23,000							
7	510 - Development Services	FTE: Clerk Technician	New Request			80,000							
8	510 - Development Services	FTE: Engineering Technician 3	New Request					109,000					
9	640 - RCMP	Increase Police Resources	Council to commit to 2 officers in 2023 - to be funded in 2024			444,714							
TOTAL TAX FUNDED ONGOING NEW ENHANCED SERVICE LEVELS				\$ 390,000	\$ 597,714	\$ 109,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL % TAX INCREASE FROM NEW SERVICE LEVELS				1.07%	1.65%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Utility User Fees Funded													
10	780 - Sewer	Fiber Optic Service	New Request	9,200									
11	790 - Water	Roads Snow Removal Service for Water	New Request	12,000									
TOTAL UTILITY SERVICE LEVELS				\$ 21,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ONGOING NEW ONGOING SERVICE LEVELS				\$ 411,200	\$ 597,714	\$ 109,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2023-2032 FINANCIAL PLAN

APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Index	Department	Service Name	Changes from 2022 Approved Ongoing Service Levels	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Tax Funded Inflationary Adjustments													
12		Inflationary Funding Adjustment	Based on BC CPI; reduced by \$100k per Council resolution	262,500									
TOTAL TAX FUNDED INFLATIONARY ADJUSTMENTS				\$ 262,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL % TAX INCREASE FROM INFLATIONARY ADJUSTMENTS				0.72%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
User Fee Funded Inflationary Adjustments													
13		Inflationary Funding Adjustment	Based on BC CPI	129,600									
TOTAL USER FEE FUNDED INFLATIONARY ADJUSTMENTS				\$ 129,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Below The Line (Excluded from Financial Plan) - New or Increased Services													
14	410 - Communications	FTE: Communications and Engagement	Increased from \$90,300; moved Below the Line as per Council resolution		112,000								
15	620 - Fire Protection	FTE: Staffing No. 2 Fire Station				219,900		294,800		241,900		253,600	
16	640 - RCMP	Increase Police Resources	Council to commit to 2 officers in 2023 - to be funded in 2024			232,929	481,360	247,926	510,409				
17	710 - Airport	FTE: Airport Operations Supervisor	Increased from \$97,600; moved from 2023 to 2024		112,000								
18	100 - Mayor & Council	Vulnerable Population Drop-In Centre	Moved from 2022 to 2024		261,000								
19	410 - Communications	Social Media Management Tool	New Request		5,000								
20	420 - Human Resources	FTE: HR Coordinator	New Request		106,000								
21	430 - Information Technology	Network Security Monitoring	New Request		150,000								
22	430 - Information Technology	FTE: IT Business Analyst	New Request		102,800								
23	510 - Development Services	FTE: Administrative Support - Building Services/Development Engineering	Moved from 2022 to 2024		80,000								
24	610 - Bylaw Enforcement	FTE: Bylaw Enforcement Manager	New Request		117,000								
25	610 - Bylaw Enforcement	FTE: Additional Bylaw Enforcement	New Request		82,000								
26	610 - Bylaw Enforcement	FTE: Additional Bylaw Enforcement	New Request				86,000						
27	610 - Bylaw Enforcement	FTE: 2 Part-time Bylaw Enforcements	New Request						90,000				
28	620 - Fire Protection	FTE: Flex Firefighter	Moved Below the Line as per Council resolution	106,300									
29	620 - Fire Protection	FTE: Deputy Chief	New Request		179,100								
30	620 - Fire Protection	FTE: Increase to Fire Prevention Services	Increased from \$95K to reflect position and scope of work; moved from 2022 to 2024		154,000								

2023-2032 FINANCIAL PLAN

APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Teal Text - Change to Planned Date

Index	Department	Service Name	Changes from 2022 Approved Ongoing Service Levels	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032										
31	620 - Fire Protection	FTE: FireSmart Coordinator	New Request		142,700																		
32	620 - Fire Protection	FTE: 2nd Flex Firefighter	New Request		106,300																		
33	620 - Fire Protection	Paid-On-Call Firefighter Wage Increase	New Request		13,500																		
34	620 - Fire Protection	FTE: Administrative Support					30,000																
35	710 - Airport	FTE: Airport Custodial Services	New Request		61,400																		
36	732 - Parks	Integrated Pest Management Program	Moved from 2022 to 2024		45,000																		
37	732 - Parks	Vandalism Account	New Request		31,000																		
38	732 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights	Increased from \$14,500 to reflect inflationary costs; moved from 2022 to 2024		17,500																		
39	732 - Parks	Urban Forest Management Plan Implementation	No change		75,000	75,000	75,000	60,000															
40	782 - Storm Drains	Storm Drain R&M	New Request		49,000																		
41	782 - Storm Drains	Culvert R&M	New Request		45,000																		
42	782 - Storm Drains	Catch Basin Cleaning	New Request		25,300																		
43	782 - Storm Drains	Storm Detention Pond Maintenance	New Request		25,000																		
44	782 - Storm Drains	Storm Drain Cleaning	New Request		22,800																		
45	782 - Storm Drains	Ditching Program	New Request		20,000																		
46	782 - Storm Drains	Environmental Monitoring	New Request		7,500																		
47	782 - Storm Drains	Catch Basin R&M	New Request		7,000																		
48	810 - Long Range Planning	Invasive Species Management Plan Implementation	No change		15,000																		
49	842 - Public Transit	BC Transit - Three Year Expansion Initiatives	No change		71,000	5,100																	
TOTAL BELOW THE LINE - NEW OR INCREASED SERVICE LEVELS				\$	106,300	\$	2,240,900	\$	532,929	\$	672,360	\$	602,726	\$	600,409	\$	241,900	\$	-	\$	253,600	\$	-
TOTAL PROPOSED % TAX					0.29%		6.17%		1.47%		1.85%		1.66%		1.65%								

2023-2032 FINANCIAL PLAN
APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Mgr Index	Department	Service Name	Service Description	Service Justification
Taxation Funded				
1	630 - Police Protection	Forensic Video Services	Additional Forensic Video Services.	In November 2020 the federal government announced the implementation of a National Body-worn Camera Program for frontline RCMP officers to improve transparency and accountability, and more effectively respond to concerns about policing from racialized and Indigenous communities. The RCMP's target is to have body-worn cameras deployed to all divisions across the country by spring 2023. With the increased use of security cameras by businesses and homeowners, patrol-car dashboard cameras by law enforcement, CCTV cameras at various community locations, and smartphones by the general public, Campbell River RCMP's forensic video services has experienced a 75.3% increase since 2018 in video processing requests. The addition of approximately 30 body-worn cameras will exponentially increase the demand placed on the RCMP's forensic video services far exceeding the capacity of current budgeted resources. It is expected that video from these cameras will be required for all files with officer interactions that are submitted to Crown Counsel for charge approval, as well as any public complaints about officer behaviour, inappropriate use of force, etc.
2	610 - Bylaw Enforcement	Additional Bylaw Enforcement	Hire a full time 4th Bylaw Enforcement Officer.	To aide in the improvement of bylaw enforcement service levels/response times; help address public disorder caused by homelessness, mental health and addictions; help address public expectations that the City will do more to improve public safety (both real and perceived) and promote investment/business in the downtown core.
3	732 - Parks	Parks Manager Position	Full time Parks Manger position.	Additional resources required to supervise Parks department.
4	430 - Information Technology	Client Support Analyst	Full time Client Support Analyst positon to the IT Department.	The IT Department requires a 3rd Client Support Analyst to provide technology support and redundancy to City and RCMP staff. The City has an IT Service Level Agreement (ITSLA) with the RCMP to provide IT client support on a per FTE basis for 27 provincial and federal positions inclusive of rural RMs, a First Nations Policing position, RMs in the North Island BC Highway Patrol section that leases space in the Campbell River RCMP detachment, and provincial civilian support staff. The IT Department is requiring dedicated support for RCMP policing operations: - RCMP is funding the equivalent of 0.86 FTE client support position. - Focus of additional IT client support is solely on RCMP administrative and police operations, which allows existing IT client support to focus on other City departments. - Eliminates delays for RMs needing technical support so that they can be available to meet the demand for calls for service.
5	700 - Director of Operations	Asset Management Position	Full time Asset Management Position.	Additional resources required to coordinator the asset management program.
6	410 - Communications	Engagement Platform	Engagement platforms are designed to connect with communities in a variety of ways to suit a diverse public and a spectrum of issues. The platform would allow staff to easily ask questions, receive feedback and interact with desired audiences.	Each year, the City is required to meaningfully engage with the community, on various initiatives. From the Sustainable Community Plan to water restrictions or recreation opportunities, there is always a topic to engage with the public. An engagement tool streamlines engagement and provides residents with a consistent method of reviewing information and giving feedback across many issues. It allows the City to tailor engagement to the level needed at that moment; be that from inform to empower or anything in between. The City must update communications policies and practices in 2023 to meet new provincial accessibility legislation. One requirement is that municipalities need a tool to receive feedback on accessibility. An engagement platform would meet this new legislation, while the City website does not have the capacity to do this in an effective way.
7	510 - Development Services	Clerk Technician	Full time Clerk Tech staff position to support Development Engineering.	As per the recent Dillon Consulting report, which has been endorsed by Council, there is a need for additional staff positions to support the service levels in Development Engineering. Currently there is no administrative support for Dev Eng and the addition of adminstrative support (Clerk Tech) would shift workload from technical staff to increase technical capacity of existing staff to respond to permit applications and approvals, reducing wait times and delays.
8	510 - Development Services	Engineering Technician 3	Full time Eng Tech 3 staff position to support Development Engineering.	As per the recent Dillon Consulting report, which has been endorsed by Council, there is a need for additional staff positions to support the service levels in Development Engineering. The addition of an Eng Tech 3 would allow for an increase in technical staff to be able to respond to permit applications and approvals, reducing wait times and delays.
9	640 - RCMP	Increase Police Resources	Improve police protection resources.	Since 2001 Campbell River's population has grown by 28.6% representing an increase of approx. 8,280 additional residents, and the community continues to experience steady population growth. Recognizing that there had not been an increase in police protective services since 2002 at a ratio equal to population growth, Council approved an increase of one RCMP Member ("RM") in the 2018 Financial Plan, and a further increase of one RM in the 2019 Financial Plan. Notwithstanding, the steady population growth, fundamental changes in society, and profound changes within the policing profession has placed growing demands on already stretched police resources. This imbalance makes it increasingly difficult to implement necessary pro-active crime prevention initiatives designed to deter crime and keep residents safe. Further, it also poses an increased risk to both public and officer safety resulting from increased incidents with extremely violent offenders and volatile situations. It is prudent and necessary to fill existing gaps in immediate service delivery as well as regular incremental increases to meet the service delivery expectations as the population grows in years to come. The RCMP is recommending an increase in RMs as follows: two in 2023; one in 2024; two in 2025; one in 2026; two in 2027.
TOTAL TAX FUNDED NEW ONGOING SERVICE LEVELS				
Utility User Fees Funded				
10	780 - Sewer	Fiber Optic Service	Fiber Optic Service to be installed May 2023.	NWEC requires new telephones as the current system is failing and was due to be replaced this year. The finding was that the system we have is not capable of supporting the new phone system and this upgrade could not happen. We also suffer from spotty and slow internet coverage and require upgrades to the Radio Communications System in the near future. An opportunity arose where we could secure a 1Gig Fiber Optic line directly to the plant. and include a new phone system in the package. IT encouraged us to proceed and has provided a \$5,000 budget to aid in the transfer. The cost of the new system is \$1,000/mo Fiber + \$319.60/mo for 8 phones. Subtracting the existing cost of the system we have leaves a deficit of \$9,200/year.
11	790 - Water	Roads Snow Removal Service for Water	Increase in funding for the Roads Dept. servicing the Water Dept. with regards to snow removal at Water Facilities.	The Water Department currently handles a significant portion of snow removal at Water Facilities. This increased funding will help pay for the Roads Department to take on an increased amount of this work in a more efficient and effective manner.

2023-2032 FINANCIAL PLAN
APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Mgr Index	Department	Service Name	Service Description	Service Justification
Tax Funded Inflationary Adjustments				
12		Inflationary Funding Adjustment	Additional funding to non contractual items to offset inflationary increases.	Canadian CPI for 2022 was 6.8%. City base operating budgets are not immune to the impacts of inflation and as such to maintain service levels budgets need to receive annual inflationary adjustments. Amount represents the impact of inflation on non contractual items as contractual items receive annual increases as per Financial Stability & Resiliency Policy.
User Fee Funded Inflationary Adjustments				
13		Inflationary Funding Adjustment	Additional funding to non contractual items to offset inflationary increases.	Canadian CPI for 2022 was 6.8%. City base operating budgets are not immune to the impacts of inflation and as such to maintain service levels budgets need to receive annual inflationary adjustments. Amount represents the impact of inflation on non contractual items as contractual items receive annual increases as per Financial Stability & Resiliency Policy.
Below The Line (Excluded from Financial Plan) - New or Increased Services				
14	410 - Communications	Communications and Engagement	Full time Communications and Engagement Specialist.	Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications. The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and services. Campbell River continues to grow steadily, and as it does, so does the demand for this service. With major City projects planned for 2023, each with significant communications requirements, and legislative changes coming into effect, an additional communications professional is needed.
15	620 - Fire Protection	Staffing No. 2 Fire Station	Staffing plan for 24 hour coverage 7 days a week at No. 2 Fire Station.	<p>The Fire Department continues to experience challenges meeting regulatory compliance with WorkSafeBC Regulation Part 31 Firefighting "entry into buildings" outside of the current staffed daytime hours at No 2 Fire Station.</p> <p>The Fire Department is experiencing an increase in fire incidents and data illustrates a significantly higher dollar loss in the South end of the City. The department is experiencing staff resource challenges at structure fire incidents where the average number of firefighters on scene to mitigate the hazardous is below the recommended standard of 15 firefighters for a 2,000 sq ft residential home fire in the first alarm assignment.</p> <p>Response times from the No. 1 and No. 2 Fire Station paid on call (auxiliary) firefighters are a continuing and growing concern. Fire incident data indicates an ongoing gap in the ability for the paid on call firefighters to respond an apparatus in addition to the ongoing delayed response times after staffed hours that impact our ability to meet legislative requirements for entry into buildings.</p> <p>The recommendation is to staff the No. 2 Fire Station incrementally to achieve 24 hours a day, 7 days a week full time coverage.</p>
16	640 - RCMP	Increase Police Resources	Improve police protection resources.	Since 2001 Campbell River's population has grown by 28.6% representing an increase of approx. 8,280 additional residents, and the community continues to experience steady population growth. Recognizing that there had not been an increase in police protective services since 2002 at a ratio equal to population growth, Council approved an increase of one RCMP Member ("RM") in the 2018 Financial Plan, and a further increase of one RM in the 2019 Financial Plan. Notwithstanding, the steady population growth, fundamental changes in society, and profound changes within the policing profession has placed growing demands on already stretched police resources. This imbalance makes it increasingly difficult to implement necessary pro-active crime prevention initiatives designed to deter crime and keep residents safe. Further, it also poses an increased risk to both public and officer safety resulting from increased incidents with extremely violent offenders and volatile situations. It is prudent and necessary to fill existing gaps in immediate service delivery as well as regular incremental increases to meet the service delivery expectations as the population grows in years to come. The RCMP is recommending an increase in RMs as follows: two in 2023; one in 2024; two in 2025; one in 2026; two in 2027.
17	710 - Airport	FTE: Airport Operations Supervisor	Realignment of supervisor position and addition of Specialist position.	Changes to airport staffing to ensure operations oversight meets regulatory requirements.
18	100 - Mayor & Council	Vulnerable Population Drop-In Centre	Collaborate with existing community social services partners to support a basic drop-in centre response.	<p>In many communities, daytime support services are offered for people in vulnerable situations: those experiencing homelessness, food insecurity and/or challenges associated with substance use. Typical drop-in services can include:</p> <ul style="list-style-type: none"> • an indoor furnished space where people can get out of the elements • hygiene services – showers, bathroom, laundry • food service – snacks and/or meals • provision of supplies and clothing • health and wellness services – first aid, counselling, medical support, spiritual guidance, elder support, coordinated access to services • leisure activities, Wi-Fi, computer access, device charging • lockers to store belongings (short-term) <p>Each of the above noted services is a factor in establishing venue space needs, capital costs and overall operating costs. Drop-in centres are typically operated by a variety of non-profit organizations, friendships centres or faith-based organizations and funding sources vary – often consolidated from numerous sources. In addition to leasing/acquiring a facility (~\$36,000 for leasing), operating costs are estimated to be approximately \$225,000/year (staffing/utilities/maintenance). To encourage the development of a Day Centre in Campbell River, the City would need to collaborate with existing community social service partners, including the Coalition to End Homelessness. Next steps include:</p> <ul style="list-style-type: none"> • outreach and consultation with existing service providers • further researching existing service models in other communities • identifying a potential service provider to operate a facility or expand an existing service • identifying a potential facility (if necessary)

2023-2032 FINANCIAL PLAN
APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Mgr Index	Department	Service Name	Service Description	Service Justification
19	410 - Communications	Social Media Management Tool	A social media management tool allows businesses to manage and coordinate multiple social media platforms (including Facebook, Instagram and Twitter) across multiple business departments (for example, recreation, parks, roads and communications). Platforms, such as Hootsuite, allow organizations to tier the access provided to individuals. Individuals could have full access to post and approve posts or limited access that allows them to plan and write posts but requires approval to schedule.	The City currently manages social media directly through each social media platform. This means that anyone with the correct login information has limitless access to that social media account. This opens the City up to security vulnerabilities, as multiple people across multiple departments need access to the City's social media channels, and passwords are often shared. As there is currently no way to differentiate the access given to individuals, it also means that every member with access can post directly to the public, and the content goes through no review process. This means that there is a possibility of inconsistent branding, spelling and grammar inaccuracies, inappropriate language use, and more. Finally, the current process is cumbersome and inefficient. The communications team must take time to either review posts via email and give approval or go back and check posts, correcting them after the fact, when it is often too late. In today's digital world, where misinformation is a big issue, we must do what we can to manage this. By using a social media management tool, we can plan a social media strategy, train individuals on how to use it, and empower employees with the autonomy to post their own content while knowing it will be consistent with the City's voice, branding and standards.
20	420 - Human Resources	HR Coordinator	Full time HR Coordinator position.	Business Case submitted. Additional resources required to maintain HR Service level due to increased staffing needs.
21	430 - Information Technology	Network Security Monitoring	Outsourced network security monitoring.	The City has a very high risk for operational impact if the Senior Network Administrator were to leave or be unable to work. Given existing overtime requirements, there is a high risk of burnout creating a single point of failure that will impact operations of the entire organization. This request would initially fund an RFP for an outsourced vendor for 24/7 Network Security Monitoring, vulnerability and system patching, and troubleshooting and triage of network issues. This would build capacity and reduce the City's dependency on a single resource. Cost savings will be realized in future years by the elimination of on-premise security monitoring software (2022 cost of \$68,000) and potentially eliminating the vacant Network Technician position (approx \$80,000 annually).
22	430 - Information Technology	IT Business Analyst	Full time IT Business Analyst position.	The IT Department requires a net new FTE Business Analyst position to perform the following work: Support for all privacy impact assessments (PIA) and cyber security related assessments; - Support the IT & Information Security Manager in the requirements gathering and documentation of application, network technology, and cyber security planning; - Lead the requirements gathering and change initiatives related to the new Accessible British Columbia Act - Directly liaise with departments to identify and properly document IT requirements and future needs; - Development of change management framework and communication processes within the IT Department to improve the delivery of new IT services.
23	510 - Development Services	Administrative Support - Building Services/Development Engineering	Additional administrative resources for engineering and building services to align with the development community needs.	The recent Building Services Review recognized a gap between the expected service delivery in building permits and inspections compared to community expectations and best practices. This gap creates frustrations within the development community when the City is unable to respond to inspection requests and permit approvals as per industry standards. The review analyzed the City's present demand for permits and inspections as well as comparable communities. There were a number of small process improvements found, which included administrative staff assisting in foundation permit-only issuance. Overall, the review recognized a shortage in administrative support to Building Services. In order to adequately respond to the development community's activities, it is requested that services levels are increased by a half time (0.6) administrative position. Technical staff are taking time away from technical reviews and approvals and are performing administrative duties that are required. The proposed 0.6 position will allow for dedicated building services administration, which will increase our customer service, support the building inspectors, and align with the recommendations in our recent Building Services Review. It would also increase response times for counter inquiries and increase technical staff time for reviewing and processing applications by shifting the administrative workload from technical staff onto administrative staff. (Building Services Review Info available and could be turned into a separate business case if necessary.)
24	610 - Bylaw Enforcement	Bylaw Enforcement Manager	Hire a Bylaw Enforcement Manager	The Bylaw Enforcement Department is the only City department that does not have a dedicated manager. Along with managing day-to-day operations, there are large number of proactive initiatives that are not being undertaken because there is insufficient resources to address them. The Director of Community Safety provide the department with assistance however more needs to be undertaken to address issues of public disorder, public engagement and the needs of the downtown community.
25	610 - Bylaw Enforcement	Additional Bylaw Enforcement	Hire a full time 5th Bylaw Enforcement Officer.	A 5th officer would permit the department to provide early morning and evening bylaw enforcement coverage because the officers would be divided into 2 shifts (7am-3pm and 2-10pm). Proactive downtown foot patrols require officers to work in pairs for safety reasons and to address WorkSafe BC requirements. The 5th officer would also aid in the improvement of bylaw enforcement service levels/response times; help address public disorder caused by homelessness, mental health and addictions; help address public expectations that the City will do more to improve public safety (both real and perceived) and would encourage/promote investment/business in the downtown core.
26	610 - Bylaw Enforcement	Additional Bylaw Enforcement	Hire two part time Bylaw enforcement officers for weekends & evenings	Two parttime officers would provide weekend bylaw enforcement coverage
27	610 - Bylaw Enforcement	2 Part-time Bylaw Enforcements	Hire 2-4 seasonal bylaw enforcement officers May-October	2-4 seasonal parttime officers would provide additional coverage to address the higher numbers of homeless people who come to Campbell River during the summer season.
28	620 - Fire Protection	Flex Firefighter	Additional funding to add a flex firefighter to offset overtime.	The fire department is required to staff to a minimum level. This position will reduce the number of overtime hours being worked by our current staff, 4,200 in 2022. This will not be an increase to the number of staff working at any one time.
29	620 - Fire Protection	Deputy Chief	Additional funding to add a second Deputy Fire Chief.	The workload of the current administration staff far exceeds the available resources of the two operational fire chiefs. This second deputy fire chief is required to begin to address a more reasonable span of control and workload.
30	620 - Fire Protection	Increase to Fire Prevention Services	Recruitment of 1 FTE Fire Inspector / Firefighter.	The proposed addition of one Fire Inspector / Firefighter to the Fire Prevention Office will provide much needed support to the current FPO, and allow the office to begin to function to industry standards

2023-2032 FINANCIAL PLAN
APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Mgr Index	Department	Service Name	Service Description	Service Justification
31	620 - Fire Protection	FireSmart Coordinator	Grant funded FireSmart Coordinator.	The UBCM CRI grant stream can fund a permanent FireSmart Coordinator position. This position will be required by 2024 in order to access future funding. This position is in partnership with the We Wai Kai First Nation.
32	620 - Fire Protection	2nd Flex Firefighter	Additional funding to add a 2nd flex firefighter to offset overtime.	The fire department is required to staff to a minimum level. This position will reduce the number of overtime hours being worked by our current staff, 4,200 in 2022. This will not an increase to the number of staff working at any one time.
33	620 - Fire Protection	Paid-On-Call Firefighter Wage Increase	Wage increase for Paid-On-Call Firefighters.	The City's POC firefighters have not seen a wage increase since 2018. This proposal will realign their wages with the other employee groups within the City.
34	620 - Fire Protection	Administrative Support	Administrative clerk - front reception No. 2 Fire Hall.	To provide day to day clerical support to the fire department and the public at the new fire station reception area. Currently the fire dispatch staff handle all clerical support at the reception area at the fire department. With increasing call volume demands in the fire dispatch center, they are no longer able to provide this support and need to focus on emergency calls and dispatching.
35	710 - Airport	Airport Custodial Services	In-house cleaning of airport facilities during airport operational hours.	Custodial services at the Campbell River Airport are currently provided through a 3rd party contract service, and cleaning occurs overnight. Moving to a service delivery model where in-house staff provide custodial services during regular operational hours will lead to a significant improvement in cleanliness within public areas, the terminal building's public washrooms in particular.
36	732 - Parks	Integrated Pest Management Program	Maintenance to trees, grass, blvds and centre median along road.	current FPO, and allow the office to begin to function to industry standards.
37	732 - Parks	Vandalism Account	Vandalism account to cover cost that are being incurred to parks/roads assets throughout the City.	The five year average from 2017 to 2021 for vandalism cost was \$31,000. In 2022 cost as of Oct 31 is \$75,000. This cost are being offset by the parks operation base budget which is in turn reduces the service level standards in parks.
38	732 - Parks	Boulevard and resident landscape maintenance at Jubilee Heights	Maintenance to trees, grass, blvds, resident grass blvd and landscape pathway.	Jubilee heights development has a main entrance blvd. that now needs to be maintained by City staff. The blvd has grass, irrigation and street trees that will need to be maintained. As part of phase one development, the grass, irrigation system and street trees in the resident area is to be maintained by the City also. The area is between the curb and sidewalk. There is also a landscape pathway that will need to be maintained by the City.
39	732 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	<p>The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 400 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The City overspends its hazard tree management budget by an average of \$30,000 per year. The City currently only responds reactively to hazard tree complaints. This exposes the City to potential liability costs due to an unmaintained urban forest. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.</p> <p>The next phase projected items are:</p> <ul style="list-style-type: none"> • \$30,000 for park/street tree maintenance (falls under tree maintenance program section) • \$20,000 for a co-op student to update tree inventory (falls under tree bylaw/tree policy section) • \$20,000 for tree planting to continue with tree canopy for the City of Campbell River (falls under tree planting program section) • \$5,000 for outreach program with Greenways Land Trust (falls under outreach program section)
40	782 - Storm Drains	Storm Drain R&M	Repair and maintenance of the existing linear assets, storm manholes and outfalls.	A comprehensive inspection of the underground Storm system is required to determine the full scope of the issues. This process will take approximately 5 years to complete and is separate budget item from the ditch R&M required.
41	782 - Storm Drains	Culvert R&M	Replacement of existing culverts as required.	There are an unknown number of culverts in the City that require repair due to structural condition and/or capacity upgrades. The scope of the issue will become clearer as inspections and the ISMP modeling data is completed. Significant costs are incurred for contracted services, supplies and paving/cement work when the culverts are replaced. This account covers the supplies and contracted services.
42	782 - Storm Drains	Catch Basin Cleaning	Annual sediment removal from catch basins.	The City has over 3600 catch basins and we rely on them to collect the road debris from City streets. If they are not cleaned regularly the CB's can plug off and cause localized flooding. Vactor truck rate \$190/hr x 15 days = \$22,800, \$2500 in misc supplies added to cover wear and tear on equipment.
43	782 - Storm Drains	Storm Detention Pond Maintenance	Routine maintenance, invasive species control, silt removal and access maintenance activities.	The detention ponds require constant ongoing maintenance if they are expected to work when needed. Their primary role is to act as a flow protection between the upstream storm water collection system and the receiving waters. This does not happen if they are blocked with material, full of sediment or choked with weeds and other vegetation. The issue is further complicated by aquatic life and bird nesting windows. This limits the time we can spend on the ponds. Ongoing maintenance will lessen the frequency and overall cost of the major operating projects currently required to re-establish the ponds as operating City infrastructure. Account covers labour, supplies and contracted services required to maintain a minimum level of pond functionality.
44	782 - Storm Drains	Storm Drain Cleaning	Routine preventative maintenance cleaning.	Routine cleaning of storm lines will ensure ongoing capacity in the system and prevent flooding from blockages. In order to inspect the lines they must be free of debris. Vactor Truck = \$190/hr x 15 days = \$22,800.

2023-2032 FINANCIAL PLAN
APPROVED ONGOING NEW ENHANCED SERVICE LEVELS

Mgr Index	Department	Service Name	Service Description	Service Justification
45	782 - Storm Drains	Ditching Program	Annual ditch clearing required .	The drainage system has approximately 5km of ditched to clear each year on a 3 year cycle. The pervasive blackberry bushes, willows and other sucker trees restrict water flow in the drainage system, cause debris to plug of inlet pipes and make basic ditch maintenance hazardous and difficult. This program has been shared 50/50 with the Roads department who need approximately 100km of mowing done in difficult to reach places. This program does not address the ditch network unaccusable by the heavy equipment.
46	782 - Storm Drains	Environmental Monitoring	Additional funding for annual qualified environmental professional (QEP) contracted services.	As a result of the environmentally sensitive areas where drainage assets are located (i.e. drainage ponds, ditches, outfalls and dispersion structures), QEP services are required. This will mitigate internal concerns as well as any regulatory issues that arise from the disruption of these areas by cleaning and maintenance tasks.
47	782 - Storm Drains	Catch Basin R&M	Repair of catch basins as required.	Catch basins are routinely damaged and require ongoing maintenance. This account covers the labour and materials required to complete this ongoing annual task.
48	810 - Long Range Planning	Invasive Species Management Plan Implementation	Implementation of the Invasive Species Management Plan (adopted by Council in July 2015).	This request includes \$25,000 for the creation of a part-time five year contract Invasive Species Coordinator position to advance education and outreach to retailers that sell invasive plants, for communications, coordinating inventory/treatment/monitoring, coordinating volunteer events, data entry to the provincial reporting system, and disposal management. Ideally, this position would work through Greenways Land Trust, where the coordinator can work closely with the volunteer base and ongoing events and restoration projects. The remaining \$5,000 is to help offset the costs of outstanding data entry to the Provincial Invasive Alien Plant Program database and for anticipated extra disposal fees. The focus is on addressing environmentally sensitive areas along the marine foreshore, the estuary, and in riparian areas. Not proceeding with these actions could lead to invasive species taking over environmentally sensitive areas and choking out native species in riparian areas. This would likely result in increased restoration costs in the long run (as has been the experience of other communities).
49	842 - Public Transit	BC Transit - Three Year Expansion Initiatives	Expansion opportunities for both Conventional and HandyDART services for the Campbell River Transit system.	BC Transit, working with local government partners, looks at opportunities to expand or realign transit services with the community in order to resolve and improve changes. The Province & BC Transit are once again looking to provide expansion opportunities for Campbell River over a three year period.
TOTAL BELOW THE LINE - NEW OR INCREASED SERVICE LEVELS				

Index	Department	Project Name	Operating Costs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
General Capital Projects (Funded)													
3	430 - IT	Internet Security	5,000			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
6	430 - IT	Data Storage Upgrade & Primary File Server Replacement	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900
10	510 - Development Services	Building Permit Process Modernization	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
12	610 - Bylaw Enforcement	Bylaw Officer Electric Vehicle	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
85	730 - Roads	Intersection Improvements	1,000		1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000
90	730 - Roads	South Peterson Improvements	10,000						10,000	10,000	10,000	10,000	10,000
125	782 - Storm Drains	Flow Monitoring Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
130	782 - Storm Drains	City Wide Storm Water Modelling Program	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL INCREASE IN OPERATING COSTS			\$ 48,900	\$ 32,900	\$ 33,900	\$ 38,900	\$ 38,900	\$ 39,900	\$ 49,900	\$ 49,900	\$ 49,900	\$ 49,900	\$ 49,900
Sewer Capital Projects (Funded)													
30	780 - Sewer	Operations Management Software Planning and Replacement	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
110	780 - Sewer	Norm Wood Environmental Centre Upgrades	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
113	780 - Sewer	NWEC Blower Intake Air Filtration	2,000		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
119	780 - Sewer	NWEC Oxidation Ditch Diffuser - Upgrade	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
120	780 - Sewer	Biosolids Field Crop Implements	10,000		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
123	780 - Sewer	NWEC Biosolids Dewatering	480,000						480,000	480,000	480,000	480,000	480,000
TOTAL INCREASE IN OPERATING COSTS			\$ 526,500	\$ 34,500	\$ 46,500	\$ 46,500	\$ 46,500	\$ 46,500	\$ 526,500	\$ 526,500	\$ 526,500	\$ 526,500	\$ 526,500



**2023-2032 FINANCIAL PLAN
APPROVED OPERATING COSTS OF CAPITAL**

Index	Department	Project Name	Operating Costs	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water Capital Projects (Funded)													
30	790 - Water	Operations Management Software Planning and Replacement	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
136	790 - Water	John Hart Reservoir	30,000		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
144	790 - Water	Backflow Management Software Repacement	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
TOTAL INCREASE IN OPERATING COSTS			\$ 49,500	\$ 19,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500	\$ 49,500

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Category	Department	Project Name	Risk Level	Dept Ranking	Changes from 2022 Approved Operating Projects	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Funding Source
Funded Projects																		
Mayor & Council																		
1	Funded	105 - Mayor & Council	Council Contingency - Annual Allocation			No change	43,014	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Gaming Reserve
2	Funded	105 - Mayor & Council	Coastal Communities Social Procurement Initiative			No change		4,000										Gaming Reserve
3	Funded	105 - Mayor & Council	Ishikari Anniversary Celebration	Low		Moved from Below the Line by Council		25,000					25,000					Ishikari Anniversary
4	Funded	820- Recreation & Culture	Canada Day Fireworks			Approved during budget deliberations		5,500										Gaming Reserve
City Manager																		
5	Funded	110 - City Manager	Corporate Business Analyst	High	1	New project		115,000	115,000	115,000								Financial Stabilization
6	Funded	110 - City Manager	Revenue Study	Low	2	Moved from Below the Line by Council		150,000										Financial Stabilization
Economic Development																		
7	Funded	112 - Economic Development	Airport Marketing / Investment Attraction	High	1	Moved from Ongoing Service Level plan		30,000										Financial Stabilization
Finance																		
8	Funded	310 - Finance	Asset Retirement Obligations PSA 3280 Implementation	High	1	No change; CFWD from 2022	237,618	130,000										Financial Stabilization
9	Funded	310 - Finance	Financial Systems/Accounting Software (Vadim Replacement)	High	2	Project in progress - in conjunction with Capital Project; moved from 2022/2023 to 2023/2024		148,500	21,891									Financial Stabilization
10	Funded	310 - Finance	Fee Review	High	3	New project		75,000										Financial Stabilization
Reserves																		
11	Funded	312 - Reserves	Centennial Pool and Operating Budget Funding			No Change		56,000										Gaming Reserve
Risk Management																		
12	Funded	330 - Risk Mgmt.	Property Appraisal Services	Medium		Precaution for late invoicing	35,830					75,000					75,000	Financial Stabilization
Director of Corporate Services																		
13	Funded	400 - Director of Corporate Services	Accessibility Committee and Accessibility Plan	Medium	1	New project		15,000										Financial Stabilization
14	Funded	400 - Director of Corporate Services	Corporate Workplace Culture Initiatives	Medium	2	New project		30,000										Financial Stabilization
15	Funded	400 - Director of Corporate Services	Corporate Training Requirements	Medium	3	New project		20,000										Financial Stabilization
Communications																		
16	Funded	410 - Communications	Communications and Engagement	High	3	Included on Ongoing Service Level plan. Included if not approved.		56,000										Financial Stabilization
17	Funded	410 - Communications	Media Training	Medium	2	New project		12,000										Gaming Reserve
18	Funded	410 - Communications	Statistically Valid Community Survey	High	1	No Change		12,500		13,000		13,500		14,000		14,500		Financial Stabilization

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Teal Text - Planned Date Change

Index	Category	Department	Project Name	Risk Level	Dept Ranking	Changes from 2022 Approved Operating Projects	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Funding Source	
Human Resources																			
19	Funded	420 - Human Resources	Certificate of Recognition (COR) - Safety Achievement	High	1	New project		15,000	15,000									Financial Stabilization	
20	Funded	420 - Human Resources	Workplace Culture - Survey	Medium	2	New project		5,000										Financial Stabilization	
21	Funded	420 - Human Resources	CUPE Agreement Renewal	High		No Change			15,000			15,000				15,000		Financial Stabilization	
22	Funded	420 - Human Resources	Exempt Salary Survey	High		Moved from 2023 to 2024 and 2027 to 2028			15,000			15,000					15,000	Financial Stabilization	
Information Technology																			
23	Funded	430 - IT	Network Security Audit	High	2	No change; CFWD from 2022	16,310	25,000		25,000		25,000		25,000		25,000		IT Reserve	
24	Funded	430 - IT	Software Licenses Increase	High	1	Moved from Ongoing Service Level plan		68,500										Financial Stabilization	
Legislative Services																			
25	Funded	440 - Legislative Services	Records & Information Management (RIM) Program Project	High	1	New project		35,000										Gaming Reserve	
26	Funded	440 - Legislative Services	Municipal Election	High		No Change					61,000					63,000		Financial Stabilization	
Development Services																			
27	Funded	510 - Development Services	Façade Revitalization & CPTED Improvements	Low	3	Moved \$40K CFwd allocation from Downtown Initiatives project	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Gaming Reserve
28	Funded	510 - Development Services	Building Inspector In Training	High	1	Position filled start date 13-Feb-23; Moved from 2022/2023 to 2023/2024		85,500	87,000									Financial Stabilization	
29	Funded	510 - Development Services	Development Process Update	High	2	Delayed due to staff vacancies; moved from 2022 to 2023		20,000										Financial Stabilization	
Director of Community Safety																			
30	Funded	600 - Director of Community Safety	Community Safety Plan	High	1	New project		50,000										Gaming Reserve	
Bylaw Enforcement																			
31	Funded	610 - Bylaw Enforcement	Downtown Safety Office Lease	High	1	3 year pilot project 2018-2020; Extended	736	40,000										Gaming Reserve	
32	Funded	610 - Bylaw Enforcement	Overnight Security Patrols	Medium	2	New project		70,000										Financial Stabilization	
33	Funded	610 - Bylaw Enforcement	Increase Downtown Security Patrols			Moved from Ongoing Service Levels as per Coucil resolution		50,000	50,000	50,000								Financial Stabilization	
Fire Protection																			
34	Funded	620 - Fire	Paid On Call (POC) Recruitment	High	1	Changed from \$30,000 biennially to \$25,000 annually		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Financial Stabilization
Airport																			
35	Funded	710 - Airport	Update Airport Land Use & Development Strategy	High	3	Moved from 2022 to 2023		100,000										Airport Reserve / Gaming	
36	Funded	710 - Airport	Airport Business Plan	High	4	New project		75,000										Gaming Reserve	
37	Funded	710 - Airport	Runway Line Painting	High	1	Moved from 2022 to 2023; biennial budget increased from \$20,000 to \$35,000		35,000		35,000		35,000		35,000		35,000		Airport Reserve	
38	Funded	710 - Airport	Safety Management System review	High	1	New project		20,000										Gaming Reserve	
39	Funded	710 - Airport	Fire Safety Plan	High	2	New project		20,000										Gaming Reserve	
40	Funded	710 - Airport	Wings & Wheels Event	Low	5	No Change		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Airport Reserve
41	Funded	710 - Airport	Crack Sealing	High		Biennial budget increased from \$20,000 to \$35,000			35,000		35,000		35,000		35,000		35,000	Airport Reserve	
42	Funded	710 - Airport	Flight Way Clearing	High		No change			30,000			30,000						Airport Reserve	

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Facilities																			
43	Funded	724 - Facilities	EV Charging Station - Sportsplex Maintenance costs	Low		No change										7,500		Carbon Neutral Reserve	
Roads																			
44	Funded	730 - Roads	Bridge Inspections	High		No change			20,000		20,000		20,000			20,000		20,000	Financial Stabilization
Parks																			
45	Funded	732 - Parks	Urban Forest Management Plan Implementation	high	2	Changed funding source from CVF to Gaming due to labour; CFWD from 2022	51,308	75,000	75,000										Gaming Reserve
46	Funded	732 - Parks	Willow Point and Nunn's Creek Ball Relocation	High	3	No change; CFWD from 2022	21,847	65,000											Gaming Reserve
47	Funded	732 - Parks	Continue With Downtown Cleanliness Program	High	1	New project		83,000	88,000	91,000									Financial Stabilization
Long Range Planning & Sustainability																			
48	Funded	810 - Long Range Planning	Official Community Plan and Zoning Bylaw Update	High	1	\$150,000 moved to 2024		200,000	150,000										Gaming Reserve
49	Funded	810 - Long Range Planning	Environmentally Sensitive Areas Policy	Medium	2	Moved from 2022 to 2023 due to staff vacancies		25,000											Financial Stabilization
50	Funded	810 - Long Range Planning	Bald Eagle/Blue Heron Monitoring Contract Fees	Medium	4	No change		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	Gaming Reserve
51	Funded	810 - Long Range Planning	Canada Goose Management	Medium	5	No change		5,000	5,000	5,000									Gaming Reserve
52	Funded	810 - Long Range Planning	Enviro Monitoring - Big Rock Boat Ramp	Medium	6	No Change		11,000											Financial Stabilization
53	Funded	810 - Long Range Planning	Energy Rebate & EV Programs	Medium	7	No Change		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Carbon Neutral Reserve
54	Funded	810 - Long Range Planning	Beautification Grants	Low	9	No Change		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	Gaming Reserve
55	Funded	810 - Long Range Planning	Downtown Small Initiatives Fund	Low	10	No Change		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	Gaming Reserve
56	Funded	810 - Long Range Planning	Public Art	Low		Cancel 2023 due to staff shortages					25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	Gaming Reserve
57	Funded	810 - Long Range Planning	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP)	Low		Moved from 2023 to 2024			25,000										Carbon Neutral Reserve
Recreation & Culture																			
58	Funded	820 - Recreation & Culture	CR Live Streets	Medium	2	Increased from \$100K	20,205	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	Gaming Reserve
59	Funded	820 - Recreation & Culture	Parks and Rec Strategic Plan	high	1	Project to start summer of 2023; Moved from 2022 to 2023		150,000											Financial Stabilization
60	Funded	820 - Recreation & Culture	Enhanced Skate Park Environment	Medium	3	No change		22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	Financial Stabilization
61	Funded	820 - Recreation & Culture	PLAY Campbell River	low	4	No change		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Financial Stabilization
62	Funded	820 - Recreation & Culture	Bus Rentals	low	5	Annual budgets decreased from \$25,000 to \$15,000		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	Gaming Reserve
Solid Waste																			
63	Funded	830 - Solid Waste	Organics Program Communications/Coordination	High	1	No change; CFWD from 2022	25,000	25,000											Gaming Reserve
TOTAL FUNDED PROJECTS							\$ 491,868	\$ 2,673,000	\$ 1,207,391	\$ 794,500	\$ 576,500	\$ 624,000	\$ 585,500	\$ 534,500	\$ 578,500	\$ 557,500	\$ 605,500		

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Funded Utility Projects																		
Sewer																		
64	Funded	780 - Sewer	Sewer Right of Way Clearing	High	2	No change; CFWD from 2022	47,767	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	Sewer Reserve
65	Funded	780 - Sewer	Sewer Infrastructure Maintenance & Monitoring	High	3	No change		20,000		25,000	5,000	5,000	35,000	5,000		30,000		Sewer Reserve
66	Funded	780 - Sewer	Lift Station 11 Transformer Inspection	High	1	No change		5,000		5,000		5,000		5,000		5,000		Sewer Reserve
Water																		
67	Funded	790 - Water	Confined Space Entry Alternate Procedures	High	1	CFWD from 2020 & 2021 & 2022; \$30,000 added in 2023	11,708	30,000										Water Reserve
68	Funded	790 - Water	Water Conservation Program	High	3	No change; CFWD from 2022	33,339	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	Water Reserve
69	Funded	790 - Water	Source Water Assessment	Medium	2	New Project		55,000										Water Reserve
70	Funded	790 - Water	Brewster Lake Road Snow Removal	Medium	4	New Project		30,000										Water Reserve
71	Funded	790 - Water	Leak Detection Equipment Pilot	Medium	5	New Project		60,000										Water Reserve
TOTAL FUNDED UTILITY PROJECTS							\$ 92,814	\$ 325,000	\$ 125,000	\$ 155,000	\$ 130,000	\$ 135,000	\$ 130,000	\$ 105,000	\$ 95,000	\$ 130,000	\$ 95,000	
UNFUNDED PROJECTS																		
72	Unfunded	410 - Communications	Merchandise	Low	3	New project		10,000										TBD
73	Unfunded	420 - Human Resources	Job Evaluation for CUPE Positions	Medium	2	No change		20,000	20,000									TBD
74	Unfunded	420 - Human Resources	Leadership Development Program	Low		Moved from 2022 to 2024			10,000									TBD
75	Unfunded	430 - IT	Unified Communications Audit	Medium	3	New project		30,000										TBD
76	Unfunded	710 - Airport	Airport Auxiliary Staffing	Medium	3	New project		52,000	54,000									TBD
77	Unfunded	710 - Airport	Enhanced regulatory training	Medium	5	New project		12,000										TBD
78	Unfunded	810 - Long Range Planning	Downtown Signage Incentive Program	Low		Moved from 2022 to 2023		35,000										TBD
79	Unfunded	810 - Long Range Planning	Natural Asset Planning	Medium	3	Moved from 2023/2024 to 2024/2025			50,000	50,000								TBD
80	Unfunded	810 - Long Range Planning	Social Grants	Low	8	No Change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	TBD
81	Unfunded	810 - Long Range Planning	5 Year Visioning for BIAs/Pier Street Beautification	Low		No change			30,000									TBD
82	Unfunded	810 - Long Range Planning	Agriculture Plan Update	Low		No change					20,000							TBD
TOTAL UNFUNDED PROJECTS							\$ 3,128,000	\$ 1,471,391	\$ 974,500	\$ 701,500	\$ 734,000	\$ 690,500	\$ 614,500	\$ 648,500	\$ 662,500	\$ 675,500		

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Index	Category	Department	Project Name	Risk Level	Dept Ranking	Changes from 2022 Approved Operating Projects	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Funding Source
CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL																		
83	Funded	105 - Mayor & Council	Downtown Initiatives	High		No change; CFWD from 2022	50,000											Gaming Reserve
84	Funded	112 - Economic Development	Industry Analysis and Investment Attraction	High		No change; CFWD from 2022	17,551											Gaming Reserve
85	Funded	112 - Economic Development	CR Restart - Economic Development Resources	High		No change; CFWD from 2022	26,896											Gaming Reserve
86	Funded	112 - Economic Development	Economic Development Strategic Planning	High		No change; CFWD from 2022	19,607											Financial Stabilization
87	Funded	510 - Development Services	Zoning Updates	High		CFWD from 2019 & 2020 & 2021 & 2022	48,699											Financial Stabilization
88	Funded	442 - Properties	Remediation of Contamination at the Airport	High		No change; CFWD from 2022	194,316											Gaming Reserve
89	Funded	710 - Airport	Airport Governance and Management Study	High		No change; CFWD from 2022	45,066											Covid-19 Restart
90	Funded	732 - Parks	Tree Protection Bylaw	High		No change; CFWD from 2022	8,660											Gaming Reserve
91	Funded	732 - Parks	Downtown Cleanliness	High		No change; CFWD from 2022	31,155											Covid-19 Restart
92	Funded	810 - Long Range Planning	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	High		No change; CFWD from 2022	136,167											Financial Stabilization
93	Funded	810 - Long Range Planning	Housing Growth Review	High		CFWD from 2020 to 2022	21,563											Gaming Reserve
94	Funded	780 - Sewer	Confined Space Entry Alternate Procedures	High		CFWD from 2020 & 2021 & 2022	11,552											Sewer Reserve
TOTAL CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL							\$ 611,232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Index	Department	Project Name	Project Description	Project Justification
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Funded Projects

Mayor & Council

1	105 - Mayor & Council	Council Contingency - Annual Allocation	Annual allocation for future Council Contingency items. \$150K per year.	Required to ensure funding is available for annual Council projects and community grants that arise during the year.
2	105 - Mayor & Council	Coastal Communities Social Procurement Initiative	The CCSPI supports local governments and First Nations on Vancouver Island and the Sunshine Coast Region in implementing social procurement to improve the health of their communities and the strength of their economies by changing the culture of public sector procurement.	Renewing and funding the City's membership for the next year will enable the City to continue to work with the CCSPI government members and partners to continue to develop social procurement initiatives, which align with Council's Strategic Plan.
3	105 - Mayor & Council	Ishikari Anniversary Celebration	Ishikari Twinning anniversary celebrations.	2023 and 2028 are milestone years for the City's twinning relationship with Ishikari.
4	105 - Mayor & Council	Canada Day Fireworks	Provide operating costs for Canada Day Fireworks celebration.	The Canada Committee puts on a large Canada Celebration in the City. To support this event the Committee requires operating funds for Fireworks and portable toilets.

City Manager

5	110 - City Manager	Corporate Business Analyst	Full time process and continuous improvement position.	This position will lead efforts to reduce costs, improve efficiencies to meet planned objectives and provide scorecard reporting of continuous improvement activities and progress.
6	110 - City Manager	Revenue Study	Engage 3rd party to examine ways the City can better align current revenue streams as well as diversify and take advantage of new revenue sources	The City continues to face challenges with costs rising at rates in excess of inflation. Should the City want to lower tax increases in future years the City needs to consider how it can appropriately diversify its revenue streams to ensure that residents continue to receive a high level of service.

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Economic Development				
7	112 - Economic Development	Airport Marketing / Investment Attraction	Promote the Campbell River Airport to ensure its viability.	The airport is a valuable asset for existing primary industries and is an asset to help attract new industry to Campbell River. Currently there is no budget for marketing the airport. By providing funding, the department will be able to implement action items to promote the Campbell River Airport and achieve goal 3-8 of the June 2021 Council approved economic development's 5-year rolling strategy "Innovative by Nature".
Finance				
8	310 - Finance	Asset Retirement Obligations PSA 3280 Implementation	<p>The Public Sector Accounting Standards Board (PSAB) have issued a new accounting standard called PSAS 3280 (Asset Retirement Obligations). The purpose of this accounting standard is to recognize liabilities associated with assets in the period in which the liability is identified. This is a change from current standards which recognizes the retirement costs of assets (whether capitalized or expensed) to be recognized when the legal cost is incurred.</p> <p>This new section will shift the recognition of the liabilities associated with the retirement of assets to current periods to provide the users of the financial statements with a full view of the total obligations that the City faces. In advance of the effective date the City will need to evaluate all of its assets and assess whether the City has a future liability which must be accounted for in the current period.</p>	<p>This project needs to be completed so that the City of Campbell River's financial statements are prepared in accordance with Public Sector Accounting Standards. Failure to complete this project will result in the City of Campbell River's financial statements for the year ended December 31, 2023 being materiality misstated and a modified audit opinion being issued, which can be costly to the City resulting in lost current and future grants.</p>

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9	310 - Finance	Financial Systems/Accounting Software (Vadim Replacement)	SaaS ERP hosting and support fees for the replacement of the City's current financial reporting software (Vadim).	The City's financial reporting software is over 12 years old and lacks the functionality that is necessary to meet the financial planning and reporting requirements of the City of Campbell River. This project will focus on innovating City processes and maximizing efficiencies. This project, which began in 2021, will replace the current financial reporting system (Vadim) as well as, enhance current capabilities through modules for budgeting, capital asset management, procurement management, human resource management, financial document retention, and payables management. This implementation is a multi year project.
10	310 - Finance	Fee Review	To hire a consultant to review current City fees/rates, assist the Finance department with coordination of a fee review, and to develop associated policy.	Many City fees have not been updated for a number of years. This project will provide resources and capacity to assist with the coordination of a fee review, assistance with review, and development of policy to assist Council in achieving their strategic priority.
Reserves				
11	312 - Reserves	Centennial Pool and Operating Budget Funding	Annual transfer from the Gaming Reserve to fund Centennial Pool and balance the operating budget.	This transfer has been in place since 2012. For the past decade, Centennial Pool has averaged a net operating deficit of approximately \$170,000. Funds allocated from the Gaming Reserve have been used to offset this loss and balance the City's general operating budget. In 2019 Financial Planning, Council provided direction to gradually eliminate this transfer, with 2023 being the final year.
Risk Management				
12	330 - Risk Mgmt.	Property Appraisal Services	Insurance appraisal services are required for the purposes of determining insurance values of the City's properties and assets.	Insurable asset appraisals are required to ensure that the City has adequate insurance coverage is in place. This should be conducted at least every 5 years. This has not been done since 2015.
Director of Corporate Services				
13	400 - Director of Corporate Services	Accessibility Committee and Accessibility Plan	Hiring of a consultant to coordinate the development of an Accessibility Committee and Accessibility Plan.	Legislative changes, associated with the BC Assessable Act, requires municipalities to implement a an Accessibility Committee and Accessibility Plan for review by September. Funding is required to hire a consultant to assist in the launching of an accessibility work plan for the City.

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Index	Department	Project Name	Project Description	Project Justification
14	400 - Director of Corporate Services	Corporate Workplace Culture Initiatives	Funding for implementation of workplace culture initiatives.	The City has embarked on a plan to measure, evaluate and improve the workplace culture. This began in 2022 and will continue indefinitely to ensure ongoing growth and progress towards being a great place to work. An initial action plan, including the launch of an employee recognition taskforce, has been developed to address areas for improvement. A funding source is required to implement recommendations brought forward by the taskforce, as well as other initiatives such as all-staff social events that may be scheduled by management.
15	400 - Director of Corporate Services	Corporate Training Requirements	Funding for corporate training requirements.	Investment in training and development is key for employee engagement, retention and attraction, as well as to address organization-wide training needs or requirements. This includes indigenous awareness training, cybersecurity training, privacy impact training, and other future training that may need to be offered or rolled-out to all employees. A dedicated corporate training budget will allow effective planning and prioritizing of annual training.

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Index	Department	Project Name	Project Description	Project Justification
Communications				
16	410 - Communications	Communications and Engagement	Full time Communications and Engagement Specialist.	Corporate communications efforts require continuous improvement in an ongoing race for public attention. Aligning currently-decentralized resources supports more efficient, strategic, planned and consistent City communications. The most recent citizen satisfaction survey notes growing demand for more and different corporate communications materials and services. Campbell River continues to grow steadily, and as it does, so does the demand for this service. With major City projects planned for 2023, each with significant communications requirements, and legislative changes coming into effect, an additional communications professional is needed.
17	410 - Communications	Media Training	Media training looks to assist and prepare participants to represent their organization within the world of media. Traditional media includes print, television and radio, while new media includes blogs, social networks and much more. This training helps spokespeople anticipate and prepare for questions, focus on delivering and reinforcing key messaging, and avoid going off topic or speaking to issues that are not relevant or helpful at that time.	With a newly elected Mayor and Council, and many new members of staff, it is an ideal time for the City to undergo media training. First impressions count, and it is important to start off on the right foot as confident, informative speakers. With a lot of noise in today's world, we are constantly vying for audience attention, it is easier to captivate the public when messages are delivered clearly and concisely. By taking media training at the start of the four-year term, Mayor and Council can maximize their impact by becoming expert speakers, sharing key messaging that the public needs to hear, and bringing the community together through storytelling.
18	410 - Communications	Statistically Valid Community Survey	A statistically valid community survey is timed to occur twice (end of year one and three) during each Council term.	By surveying citizens using a statistically valid method, the City and Council are better able to understand community needs and sentiments on City services.
Human Resources				
19	420 - Human Resources	Certificate of Recognition (COR) - Safety Achievement	COR preparation - business case to be developed.	Additional resources and consulting fees to prepare health & safety management system to meet Certificate of Recognition (COR) requirements.
20	420 - Human Resources	Workplace Culture - Survey	Culture assessment as part of ongoing organizational development.	Culture surveys. Collect and analyze data and insights from employees to assess and improve organizational effectiveness and productivity.
21	420 - Human Resources	CUPE Agreement Renewal	Bargaining costs related to CUPE contract renewal.	In bargaining years, there are additional legal and other contract bargaining related costs incurred. Preparation will commence prior to Dec 31, 2023 expiration.

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22	420 - Human Resources	Exempt Salary Survey	Market comparison of exempt compensation levels using benchmark positions.	In February 2020, Council approved a policy to review exempt compensation every four years (Q1 of 2nd year of Council term).
Information Technology				
23	430 - IT	Network Security Audit	An independent review of the City of Campbell River's technology network to identify security vulnerabilities, preventative requirements, and payment system compliance.	<p>With ongoing risk of security intrusions, a mandatory requirement for a network security audit has been identified. Compounding this issue is the additional requirement to support a growing demand for online payment processing as provided by the City's Tempest e-commerce interface (for dog licenses, parking tickets, etc.), and recreation registration software (CLASS) which will feature online registration and payment processing. Recent legislation for Payment Card Interface compliance requires that a network security audit take place on a scheduled basis. The City's technology network undergoes a security audit by an independent certified agency every two years to ensure that the risks to the system are low.</p>
24	430 - IT	Software Licenses Increase	Increase in annual licensing costs for Microsoft products and implementation of Qwhery and health & safety software.	<ul style="list-style-type: none"> - The City uses Microsoft software for workstation operating systems, corporate email, server infrastructure and cloud solutions. As The City migrates to more Microsoft cloud infrastructure, The cost of licensing will increase. The cost of licensing covers virus detection/removal, security vulnerability and patch management, and mobile device management solutions. These are all critical to protection of The City network from outside intrusion. - Qwhery software will allow The City to integrate GIS and other open data sets with Google, SIRI, and Alexa. Staff and citizens of Campbell River can requesting zoning information, bylaw, and other open data information through The voice activated searches on their smart device. This will further integrate with website information if a more modern website is developed. - Utilizing software will streamline H&S processes that are currently being done manually. This will allow us to response to workplace hazards proactively and focus initiatives targeted toward trends identified through real-time data. Automation of repetitive tasks will also save managers across The City time while increasing The quality of data.

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Legislative Services				
25	440 - Legislative Services	Records & Information Management (RIM) Program Project	<p>There is currently \$35K budgeted in the capital plan for 2023 for the consulting and legal fees to that will be involved in the improvement of the City's RIM program by implementing policies and improvements where possible without the purchase of software. This will include the adoption of a Records bylaw, creation and implementation of a Records policy, and the development of City-wide training and data cleaning. Staff also anticipate beginning the preliminary research and evaluation of potential EDMS options for the organization through the IT/IM steering committee in 2023, with the bulk of this process taking place in 2024. In addition to the \$35K for this portion of the RIM Program project, there is \$200K (unfunded) included for 2024 for the purchase of an EDMS. The completion of the above work will enable staff to decide on whether the City can proceed with the use of SharePoint and OneDrive as an EDMS or if the purchase of a separate EDMS will be required in 2024.</p>	<p>The business of recordkeeping for local government is a mandate legislated responsibility, any ongoing changes in best practices/requirements creates a need for constant review. The City is currently operating with its existing Classification Manual that was developed in 2000 and has only undergone minor updates back in 2003. LGMA provides guidance and training to local governments on records and information management and includes the adoption of a records bylaw and policy as part of their best practices. The City does not have either in place at this time and will require these to be implemented prior to the development of training for staff and data cleaning (this includes data cleaning for both the OMS and FMS projects). Records management is a critical program for the City, but has not been prioritized accordingly.</p>
26	440 - Legislative Services	Municipal Election	<p>City costs to run the municipal general election.</p>	<p>In election years, additional expenses are incurred for preparation, administration, election worker wages, etc.</p>

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Development Services				
27	510 - Development Services	Façade Revitalization & CPTED Improvements	<p>This program is one of the core programs in the City's Downtown Revitalization Initiative. The Downtown Façade Improvement Program is for commercial storefronts located within a target area of Downtown. The program encourages commercial building owners to invest in façade renovations and storefront upgrades by providing matching grants to cover a portion of renovation costs up to a maximum amount. These grants provide an incentive to conduct building improvements that make streets a more interesting and appealing environment and attract people and businesses to the area. This program is intended to make city streets a more inviting and interesting place to walk and shop, help building owners attract and retain tenants, build civic pride among the local business community, contribute to the quality of life of residents, workers, and visitors, and promote the marketability of the local business area.</p>	<p>One of Council's strategic priorities is the Downtown Revitalization. To date, Council has implemented several strategies to this end. The City's "main street" or primary shopping streets (Shopper's Row and Pier Street) have a collection of tired looking storefronts that impact the shopping experience, which in turn impacts tenant attraction and the overall feeling of vitality and public draw. After a successful launch in 2014, the City is well positioned to build upon the momentum and interest of the Downtown Façade Improvement Program to "freshen" the store fronts and improve the overall feel and messaging of this primary business area of the City. The grants are currently valued at 50% of project costs or a maximum contribution of \$10,000.</p>
28	510 - Development Services	Building Inspector In Training	<p>A new position alignment with Building Act qualification designation.</p>	<p>The alignment is part of the CBO's plan to restructure the Building Function with job qualification roles/duties that align with the BC Building Act. The province has recognized the shortage of qualified Building Inspectors, and in an effort to support the many municipalities that have not been able to meet the legislation which came into effect February 2021, have created guidelines in conjunction with BOABC that allows municipalities to hire train and mentor a Building Inspector in Training.</p>

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29	510 - Development Services	Development Process Update	Development Permit Guideline update for Form & Character.	Review and update to City’s development permit guidelines to ensure consistency, clarity and improve standards for form and character development permit guidelines (specifically for village centres/downtown and commercial/multi-family/industrial developments). This will ensure that our development permit guideline process is clear for developer/staff interpretation and the standards reflect the community’s desire to celebrate our unique character and coastal geography.
Director of Community Safety				
30	600 - Director of Community Safety	Community Safety Plan	A community safety plan is a multi-year action plan focused on proactive actions to reduce risk, vulnerability and harm in our community.	The Plan would provide a framework to engage local systems leaders, including First Nations, Campbell River RCMP, Island Health, the Ministry of Children & Family Development, the Ministry of Social Development & Poverty Reduction, the Ministry of Mental Health and Addictions and School District #72. The CSP would reflect a shared vision and collective commitment to actions that will improve community safety and sense of safety. CSPs have become increasingly common in Canada since 2017, when Ontario legislated municipalities in that province to develop and implement them. There is no single approach or format that CSPs must take, though all seek to engage a cross-section of government and non-governmental leaders to establish a shared vision and a shared action plan for change.
Bylaw Enforcement				
31	610 - Bylaw Enforcement	Downtown Safety Office Lease	Lease of the Downtown Safety Office.	A three-year trial program (2018-2020) to operate and staff a downtown safety office. Additional funding is required to temporarily extend the lease while staff prepares a report with an analysis on the effectiveness of the operation of the Downtown Safety Office for Council discussion and a determination on next steps.
32	610 - Bylaw Enforcement	Overnight Security Patrols	The Downtown BIA is currently billing the City \$5,000 per month for downtown overnight security. The program has been successful and needs to continue.	The overnight security patrol program serves both public and private property. It is administered by the Downtown BIA (Heather Gordon Murphy), through a contract with Footprints Security. The City participates along with private property owners. The program has been successful in monitoring the activities of the street population and displacing it into areas that have the least impact on the downtown.

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
33	610 - Bylaw Enforcement	Increase Downtown Security Patrols	Increased downtown security foot patrols and responding to rising security costs.	The City's 5-year contract with Footprints Security has expired. An RFP is being prepared and it is anticipated that the City will need to pay more for downtown security patrols. It is also anticipated that Council will want to increase the level of downtown security patrols to address requests to improve downtown public safety (both real and perceived).
Fire Protection				
34	620 - Fire	Paid On Call (POC) Recruitment	Paid on Call firefighters recruitment.	As part of the 2021 cost saving measures, \$30,000 for "POC recruitment" was cut from Fire's operating budget. The value has been reduced to 25K, but is required annually in order to recruit and train our POC firefighters.
Airport				
35	710 - Airport	Update Airport Land Use & Development Strategy Infrastructure	The Airport Masterplan serves as a critical planning tool that depicts both existing facilities and planned development for the airport. The Master Plan includes a section on Land Development, but requires a review and updating as per the timeline identified in the 2016 document.	The Airport is an essential piece of public infrastructure. It can generate significant social and economic benefits to our community. Proper long term planning is required to realize these benefits and ensure safe and efficient operation.
36	710 - Airport	Airport Business Plan	The Campbell River Airport requires a strategic plan that captures a vision for the airport 5-10 years in the future, based on Community and Council input.	The Campbell River Airport is looking for business attraction, airside land development, and expansion of passenger airline services. A strategic plan would allow the airport to consider broad input and build future work plans based on community and Council input.

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Index	Department	Project Name	Project Description	Project Justification
37	710 - Airport	Runway Line Painting	Line painting on Runway 12-30 to ensure Transport Canada regulations on runway lines are met.	Runway line markings are used by aircraft on approach for visual aid in identifying the runway threshold, centreline and touchdown point. Annual winter maintenance scrapes and dulls the markings to a point where they may not meet Transport Canada contrast requirements. Bi-Annual painting of the runway lines ensures continued compliance with the airport's operating certificate.
38	710 - Airport	Safety Management System review	Engage 3rd party review of existing Safety Management System.	The Airport's Safety Management System, a Transport Canada requirement, was last reviewed in 2018. Transport Canada Regulations require an audit of the system every three years. The current system is entirely paper-based with no software or databasing of reports/hazards/analysis. A 3rd party review will ensure that the airport's approach to airside safety is current and effective, as well as updated to incorporate new software tools to ensure continued compliance with Transport Canada's operating certificate.
39	710 - Airport	Fire Safety Plan	Create a "Fire Safety Plan" for airport facilities.	The BC Fire Code requires a published fire safety plan, on file with the local fire department for public assembly facilities. The airport does not currently have any published fire safety plans. This project would engage a contractor to prepare the necessary fire safety plans to ensure compliance with fire codes.
40	710 - Airport	Wings & Wheels Event	Annual contribution towards the Wings & Wheels event at the Campbell River Airport.	This event brings together aviation and vehicle enthusiasts for a combined aircraft and car show. It highlights the airport's presence in the Campbell River area and draws thousands of visitors to the airport.
41	710 - Airport	Crack Sealing	Preventative maintenance crack sealing of asphalt surfaces (runway, taxiways, and apron).	The airport must provide Transport Canada evidence showing regular maintenance on infrastructure to ensure future contributions of up to 95%.
42	710 - Airport	Flight Way Clearing	Selectively remove trees that penetrate into the airport's approach path as per Transport Canada regulations.	Trees growing up into the airports approaches are a significant hazard to aircraft operations. Without a program to remove trees that grow too tall, regulations will shift the airport approaches to higher minimums, restricting aircraft operations in lower visibility conditions.

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Index	Department	Project Name	Project Description	Project Justification
Facilities				
43	724 - Facilities	EV Charging Station - Sportsplex Maintenance costs	Operations and maintenance of the EV charging station at Sportsplex once every 10 years.	Installation of a Level 2 EV charger in the south of the City as part of Mid-Island EV Charging Network collaboration, with approximately 73% of project costs provided by grant funding through the collaboration. Part of the agreement is that the City provides funding for the required O&M every 10 years. Council resolution # 19-0096 in support of joining this collaboration.
Roads				
44	730 - Roads	Bridge Inspections	Safety inspection of City's bridge infrastructure.	Safety inspections every two years ensures the City's bridge infrastructure remains safe for use and identifies any safety issues that must be addressed for continued safe operation.
Parks				
45	732 - Parks	Urban Forest Management Plan Implementation	Funding for implementation of the Urban Forest Management Plan.	The Urban Forest Management Plan (UFMP) was completed in late 2015 and given approval in principle by Council in 2016. The plan deals with all areas of the City's urban forest including danger trees, street trees, trees on City-owned property, policy development, and long term asset management of the urban forest. Satellite imagery between 2000 and 2012 demonstrates that substantial canopy loss has occurred in Campbell River's urban areas. Existing treed areas are being cleared for development without any replacement of trees. The City is at risk of seeing its canopy cover reduced from 33% to 20% without proper maintenance and management of the urban forest. This has negative consequences for storm water control, carbon sequestration, and the City's ability to meet its environmental goals. Lack of maintenance of the City's street tree inventory (of over 600 trees) is damaging the long term health of this important neighborhood asset. This has negative consequences for neighborhood ambience and community livability. The urban forest is an important component of the City's green infrastructure. Investing in management and maintenance of this asset will reduce the long term costs of storm water management. The urban forest is also an important component in the livability of the community, and it makes significant contributions to carbon sequestration and the City's Community Energy and Emissions Plan.

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
46	732 - Parks	Willow Point and Nunn's Creek Ball Relocation	A new .67 FTE Parks position.	With relocating Campbell River Minor Baseball (CRMBA) to Willow Point Park starting in 2022 and moving some of slo-pitch games to Nunn's Creek, this move will require ongoing annual maintenance to support baseball at WWP as well as cleanup and maintenance at Nunn's Creek Park thus needing to create a .67 FTE position. With CRMBA and slo-pitch sharing the fields by slo-pitch playing after CRMBA, this position will be moving portable mounts as well doing maintenance to the infield at WWP. This position would also perform a cleanup/sweep for needles at Nunn's Creek prior to games as requested by the slo-pitch group.
47	732 - Parks	Continue With Downtown Cleanliness Program	Increase City staff/resources needed to increase the level of cleanliness in the downtown area.	Providing 1 FTE to cover 5 days a week for one year would increase the cleanliness of the downtown area.
Long Range Planning & Sustainability				
48	810 - Long Range Planning	Official Community Plan and Zoning Bylaw Update	Comprehensive OCP update.	The OCP is 10 years old and due for a comprehensive update. Focus areas will include vision & goals; review of commercial, industrial, recreational, institutional land use needs (housing needs completed with Housing Growth Review); demographic trends; neighbourhood plans; DP guideline updates; review of climate change & sustainability goals and targets; accessibility; equity & inclusion; Indigenous Partnerships; Youth & Age Friendly City policies.
49	810 - Long Range Planning	Environmentally Sensitive Areas Policy	Moved to 2022 due to work plan priorities. Develop a City policy for the management of Environmentally Sensitive Areas.	Develop a City policy for the management of Environmentally Sensitive Areas.
50	810 - Long Range Planning	Bald Eagle/Blue Heron Monitoring Contract Fees	Increase to contracted services for Bald Eagle/Blue Heron monitoring contract fees.	The contracted services budget was decreased in 2021 due to Covid cost savings. However, with an increase in Bald Eagle/Blue Heron monitoring contract fees, an increase in budget is required.
51	810 - Long Range Planning	Canada Goose Management		

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Index	Department	Project Name	Project Description	Project Justification
52	810 - Long Range Planning	Enviro Monitoring - Big Rock Boat Ramp	5 year enviro monitoring for Big Rock Boat Ramp habitat compensation.	As part of the requirements by DFO for the habitat compensation project for Big Rock Boat Ramp, the City is required to engage an environmental monitor for 5 years to measure the success of the eel grass planting in the estuary.
53	810 - Long Range Planning	Energy Rebate & EV Programs	Funding to leverage EV charging station funding & energy rebate incentives.	Continue to provide matching funding for provincial rebate programs - oil to heat pump, home energy retrofits, and potentially EV charging stations.
54	810 - Long Range Planning	Beautification Grants	Grant-in-aid program of \$10,000 with a matching fund policy for the four area associations (Willow Point BIA, Pier Street Association, Downtown BIA, and Campbellton Neighbourhood Association).	This program enables the four area associations to undertake beautification initiatives to improve each of these areas. Projects include banners, flower baskets, landscaping, decorative lighting, pressure washing in the downtown, utility box wraps, and other special projects.
55	810 - Long Range Planning	Downtown Small Initiatives Fund	The Small Initiatives Fund for downtown projects enables the City to deliver downtown revitalization programs in partnership with the community. Delivery of Campbell River Live streets, parklets, bistro seating, art projection, new street furniture, lighting, and wayfinding have generated positive community support for the improvement of streetscapes and public realms in the downtown. The funding for the Downtown Small Initiatives Fund will permit this program to continue to operate in 2020 and support implementation of Downtown Refresh by testing streetscape elements and space programming within the community, as well as building the City's relationship with the community, business owners, Downtown BIA, arts culture, and heritage organizations.	Downtown revitalization is one of Council's strategic priorities. This funding enables the City to undertake small initiatives to improve the streetscape and community spaces in the downtown. Examples of projects may include: seating, utility box wrapping with photos, developing parklets, wayfinding signage, lighting, implementing public art, and other initiatives that align with the implementation of Downtown Refresh. At the September 19, 2017 COW meeting, Council allocated \$65K to this initiative for the next ten years.

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Index	Department	Project Name	Project Description	Project Justification
56	810 - Long Range Planning	Public Art	Funding for Public Art.	The City is in the process of developing a Public Art Master Plan. These funds will allow the City to pursue public art installations in the community, under the guidance of the Public Art Master Plan.
57	810 - Long Range Planning	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP)	Develop a short strategy which establishes baseline data about E-bike use and attitudes in Campbell River, and which sets out future needs, opportunities, costs and locations in which to install E-Bike and bike-sharing infrastructure, along with identifying potential regulatory changes - e.g. to include E-Bike consideration in development permit guidelines.	Promoting active transportation is a key priority in the City's OCP and MTP, and results in numerous health benefits. It also responds directly to the OCP and CEEP's CO2 emissions reductions targets in shifting a greater proportion of local trips away from hydrocarbon engines and towards electric and human power. E-Bikes are emerging as a significant solution, particularly for commuters in steep or hilly locations. At present, E-Bike uptake, implementation barriers and parking/charging needs are poorly understood. A short study and strategy is therefore recommended to examine the potential to create E-Bike-friendly infrastructure at City facilities and public lands, and promote uptake elsewhere in the community, and recommend funding to do so.
Recreation & Culture				
58	820 - Recreation & Culture	CR Live Streets	To provide additional Live Streets events in the summer and throughout the rest of the year	The Live Street events in 2022 were very successful in helping to attract people to come back into the downtown core, feel safe and encourage businesses to be involved. This extra funding would allow for a full time downtown activation, including a full time coordinator, that sees events outside the summer season.
59	820 - Recreation & Culture	Parks and Rec Strategic Plan	To create a strategic plan for the Parks, Recreation & Culture Departments.	A strategic plan will help to set direction, develop and prioritize action plans, and guide responsible and targeted investment for the Parks, Recreation & Culture Departments.

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Index	Department	Project Name	Project Description	Project Justification
60	820 - Recreation & Culture	Enhanced Skate Park Environment	Addition of programs, events, and the Youth Ambassador Program to promote youth leadership development to enhance culture, safety, and security at youth facilities.	<p>The Recreation & Culture Department provides programs, services, and a youth leadership development, which includes the skate park outdoor facilities. Youth feedback from the public consultation conducted in 2014 expressed the need for free, drop[1]in, unstructured activities at outdoor facilities that are well-maintained and safe environments. Unfortunately, multiple recorded incidents and feedback from parents and youth, indicating that at times the skate park is not a safe and welcoming environment, with drug smoking, drug selling, and aggressive behaviors being the types of incidents most often complained about. A skate park ambassador program would help to alleviate some of the negative behaviours and provide the opportunity for leadership and skill development, both for the ambassadors and for patrons who could benefit from instruction in skateboarding and BMXing from the ambassadors. This is a key step to creating a positive culture, especially prior to the bike skills park being added into the same area. In 2022 with the Sportsplex closed for renovations, Recreation hired a security presence to patrol the skatepark area and be the ambassadors. In 2023, we are going to use a combination of skate park ambassadors and a security presence.</p>
61	820 - Recreation & Culture	PLAY Campbell River	The PLAY Campbell River working group was formed in early 2018 and the group has been working on a physical literacy strategy for Campbell River. This is an inter-agency group with members from the school, sport, recreation and health sectors. Initially, working with Pacific Sport, a grant of \$30,000 was obtained to get this project off the ground.	Funding will provide support for the PLAY Campbell River working group until additional grant funding is obtained.

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Index	Department	Project Name	Project Description	Project Justification
62	820- Recreation & Culture	Bus Rentals	Rental of one passenger bus to support transportation for a summer camp for children living with special needs.	With the budget cuts to fleet in 2021, Recreation lost one 23 passenger bus and one 8 passenger van. To date, the buses and vans are used daily in July and August to transport 4 camps to off site field trips and the Summerside Express travelling teen program. Summerside Express is funded through the Ministry of Children and Family and supports youth living with special needs. The contract stipulates that it is specifically funding the Summerside Express travelling teen group; having access to buses are critical to the success of this funding. In the summer of 2021, there were 2,300 passengers transported in the recreation vehicles for summer camps.
Solid Waste				
63	830 - Solid Waste	Organics Program Communications/Coordination	Curbside organics collection program coordination/communication.	The regional organics facility is slated for development in 2022 & the curbside collection program is expected to commence in late 2022. A temporary program coordinator/communications material is required for the development of a curbside organics program.
TOTAL FUNDED PROJECTS				
Funded Utility Projects				
Sewer				
64	780 - Sewer	Sewer Right of Way Clearing	To gain vehicle access to critical infrastructure by clearing and widening sewer right of ways.	Many critical sewer mains do not have vehicle access for preventative and emergency maintenance. Lack of access for preventative maintenance and video assessment will result in failures that will have negative environmental and human health impacts, and potential for infrastructure damage. This task is more expensive than first anticipated due to environmental sensitivity of the areas to be cleared. This will need to recur until at least 2029.
65	780 - Sewer	Sewer Infrastructure Maintenance & Monitoring	Periodic maintenance & monitoring of sewer infrastructure.	Environment monitoring program every 3 years, NVEC outfall inspection every 5 years and IPL outfall inspection every 5 years.
66	780 - Sewer	Lift Station 11 Transformer Inspection	Periodic inspection of lift station 11 transformer.	The transformer at lift station 11 is inspected on a bi-annual basis for safety and operational reasons.

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Index	Department	Project Name	Project Description	Project Justification
Water				
67	790 - Water	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for water confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. vaults). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety.
68	790 - Water	Water Conservation Program	Water conservation program throughout the community.	Water conservation programs create demand side management to allow our water system to continue to serve the community.
69	790 - Water	Source Water Assessment	Creation of a Source Water Assessment for the Campbell River Drinking Water Protection Zone	A summary report that describes the spatial analysis, including relevance to drinking water quality and identification of areas that potentially pose high risk of impacting water quality. This report will evaluate the need for field data collection to ground-truth results. This document will help guide action items in a Watershed Management Plan. It is also a foundational document for a Source-to-Tap Assessment.
70	790 - Water	Brewster Lake Road Snow Removal	Elk Falls Park Road Maintenance	The Water Department has infrastructure in Elk Falls Park that is subject to a Park Use Permit. A condition of the permit is to provide basic summer and winter maintenance in the form of pothole filling and snow plowing. The requested funds will be used to have a contractor perform these works without using existing contractor services budget. Only 1 year of funding is being asked for at this time until it can be determined if these activities can be completed internally by the Roads Dept.
71	790 - Water	Leak Detection Equipment Pilot	Pilot modern leak detection equipment	Current leak detection equipment is becoming out-of-date. Modern approaches to leak detection involve in-stream sensors backed by machine learning analysis. The utilization of these new types of sensors are different enough that a pilot project is prudent to ensure the equipment's utility in our system.
TOTAL FUNDED UTILITY PROJECTS				

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
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UNFUNDED PROJECTS

72	410 - Communications	Merchandise	City-branded clothing for City staff to purchase, including but not limited to t-shirts, sweaters, caps, jackets and pants.	City-branded SWAG or merchandise can be team building for those wearing the goods, assist with the identification of departments and divisions, and emphasize branding /or the overall City brand at events around town and further afield.
73	420 - Human Resources	Job Evaluation for CUPE Positions	Develop job evaluation framework for unionized positions.	Objective compensation tool to measure internal value of jobs.
74	420 - Human Resources	Leadership Development Program	Leadership development program.	Learning & development program for emerging leaders as part of overall retention strategy.
75	430 - IT	Unified Communications Audit	Assessment on improving telecommunications for City staff	Funding to audit and provide recommendations to modernize the City's phone systems. The current desk phone technology is expensive and becoming obsolete. Newer technology allows for integration with cell phones, Microsoft Teams and boardrooms to allow for an enterprise-level solution that will reduce hardware and maintenance costs. A modern VOIP integration will support flexible work and remote work arrangements by integrating cameras and Microsoft Teams into boardrooms so remote attendees can connect seamlessly regardless of location. Cost savings will be realized by decommissioning legacy phone hardware.
76	710 - Airport	Airport Auxiliary Staffing	Funding for auxiliary coverage of key operations & maintenance positions in summer and winter.	At current state, airport staffing is inadequate to ensure fully staffed shifts during peak summer and winter seasons. In order to meet regulatory requirements for airfield security and maintenance, auxiliary staffing at 0.6FTE is recommended until a proper business case can be made to determine permanent positions and secure funding.

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Index	Department	Project Name	Project Description	Project Justification
77	710 - Airport	Enhanced regulatory training	Provide enhanced training to airport operations staff	<p>During the COVID pandemic, many training opportunities were unavailable due to restrictions on gatherings and the inability to deliver in a virtual environment. As a result, many certifications are either expired or near expiration. Current annual training budgets are inadequate to catch up from past years. This initiative would restore many of the certifications that are necessary for airport operations staff including:</p> <ul style="list-style-type: none"> -First Aid OFA Level 1 -Pesticide and Herbicide application -Forklift Operator training -Transportation of Dangerous Goods -Wildlife Control
78	810 - Long Range Planning	Downtown Signage Incentive Program	Amend and revise City Sign Bylaw to support and encourage City initiatives such as the Downtown Façade Improvement program, Downtown Small Initiatives Fund program, and Public Art initiatives to generate investment in downtown and village centres, which will align with the revised Sustainable Official Community Plan and Downtown Refresh. Develop signage incentive program to encourage businesses to meet the new standards.	Building upon the Downtown Refresh, the revised Sustainable Official Community Plan initiative, and to support 112 - Economic Development, the City's sign bylaw requires amendment to allow initiatives to meet a higher standard of design. This includes developing guidelines for various preferred sign types and materials along with the wayfinding program, addressing murals, and other public art initiatives. Following amendment of the sign bylaw, staff will develop a signage incentive program, similar to the Downtown Façade Improvement program, to encourage signage improvements throughout the community.
79	810 - Long Range Planning	Natural Asset Planning	Develop a natural- or eco-assets strategy as a component of the City's overall asset management work.	Eco-Asset management is increasingly seen as a tool for local governments to use, building on pioneering work by the Town of Gibsons. Incorporating natural and semi-natural areas into asset management can save significant infrastructure cost over the long term, while simultaneously providing a greater variety of ecological habitats and green spaces within the urban area. This also builds on the City's Sea Level Rise planning work, representing implementation of recommended strategies to increase flood resilience while improving our built environment - the foreshore being a key natural asset.
80	810 - Long Range Planning	Social Grants	A new grant-in-aid program for community social initiatives.	Council approved initiative starting in 2019.

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Index	Department	Project Name	Project Description	Project Justification
81	810 - Long Range Planning	5 Year Visioning for BIAs/Pier Street Beautification	In 2019, Campbellton Neighbourhood Association was given \$10k to partner with VIU to develop specific beautification proposals to deliver its 5 year beautification action plan.	There exists interest among the three other associations in developing longer-term beautification plans, following on from the CNA's experience. The purpose of developing such plans is to maximise the utility of the annual \$10k beautification grants, and allow the associations to develop potentially larger, multi year proposals if they wish, as opposed to annual ad-hoc improvements.
82	810 - Long Range Planning	Agriculture Plan Update	Update to the City's Agriculture Plan as per Council Resolution to bring forward potential updates.	This would see the Agriculture Plan undergo a significant overhaul. The SOCP has target outcomes for food systems and agriculture that were anticipated to be met by 2020. The AP plan revision would evaluate any progress to date, and determine a method for tracking and monitoring progress going forward. The economic feasibility of pursuing the agriculture plan, and the return on investment will be more thoroughly explored in the update, utilizing expertise from finance and 112 - Economic Development. The focus of the revision will highlight food security issues and opportunities, include more detailed research on the technical aspects of agricultural feasibility and food growing opportunities, including a focused look at opportunities for agricultural-themed development beyond the City's urban containment boundary, (particularly in the event that the "Estate" designation is removed from Quinsam Heights). An action implementation plan and budget considerations will result in an updated Agricultural Plan "v2" for consideration of adoption by Council (as an OCP amendment) and may also entail other OCP land use amendments.

TOTAL UNFUNDED PROJECTS

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APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL				
83	105 - Mayor & Council	Downtown Initiatives	Funding for Downtown Safety Initiatives.	This budget was created by Council to fund various downtown safety initiatives.
84	112 - Economic Development	Industry Analysis and Investment Attraction	Industry analysis and investment attraction. Goal 3, item 9 of the June 2021 Council approved economic development's 5-year rolling strategy "Innovative by Nature".	Undertaking an industry analysis to identify a list of industries to target in an investment attraction initiative. The analysis would involve taking into account community values and desires; existing industry base; regional resources and assets; area economic trends; and forecasted industry trends to build a clear roadmap to specific opportunities that hold the greatest promise for success. Analysis would include: <ul style="list-style-type: none"> • Industries currently in Campbell River and their local impact • Industries in competing locations and an overview of their relationship to local economy • Identify industries that are emerging in competing locations • Identify industries that could emerge due to ongoing or proposed projects within Campbell River's existing key sectors. This project can only be undertaken if Economic Development secures a matching grant of an additional \$15,000.
85	112 - Economic Development	CR Restart - Economic Development Resources	Additional support for Economic Communications Department.	Economic Development is a key function during the CR Restart phase of the COVID-19 Pandemic.
86	112 - Economic Development	Economic Development Strategic Planning	Economic Development requires a strategic plan that would capture a vision for Campbell River 5-10 years into the future based on community and Council's input. Economic Development would hire a consultant through an RFP to undertake the process.	Campbell River is a growing community and many different opportunities have been presented to the Economic Development department that are exciting and would help to leverage networks, funding, and collaboration. A Strategic Plan would allow Economic Development to evaluate opportunities, drive organizational alignment and build work plans based on Council and community input.
87	510 - Development Services	Zoning Updates	Update of the City's Zoning Bylaw.	Continuation of updates to the City's Zoning Bylaw, which included legal changes in 2018, and will include tackling a range of issues such as building height and view corridors, shipping containers, secondary suites, commercial zoning, electric vehicle charging stations and the City's growth patterns in the estuary and Quinsam Heights.

**2023-2032 FINANCIAL PLAN
APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
88	442 - Properties	Remediation of Contamination at the Airport	The City has identified residual contaminated soil and groundwater (PFAS contamination) on a portion of the airport lands associated with the former fire training area operated by Transport Canada.	The residual contamination now exceeds the provincial allowances of the Environmental Management Act, and presents an ongoing impairment on the city's ability to develop the airport lands. The City requires a certificate of compliance, upon the successful remediation of the lands and wishes to fund this work, and seek compensation from Transport Canada.
89	710 - Airport	Airport Governance and Management Study	Funding for a comprehensive analysis of the airport.	As directed by Council, funding is required to engage a consultant to undertake a comprehensive analysis of the City's airport to determine the best governance and management structure.
90	732 - Parks	Tree Protection Bylaw	Development and implementation of a tree protection bylaw.	An early step towards the adoption of the Urban Forest Management Plan.
91	732 - Parks	Downtown Cleanliness	Increase City staff/resources needed to increase the level of cleanliness in the downtown area.	Providing 1 FTE to cover 5 days a week for one year would increase the cleanliness of the downtown area.
92	810 - Long Range Planning	Quinsam Heights Neighbourhood Plan & Land Use with First Nations	Neighbourhood plan and joint planning exercise around Willis Rd corridor area with We Wai Kai & Wei Wai Kum.	The Plan will include a summary of baseline conditions, including demographics, land use, housing, employment and environment. It will also include a land use scenario to support a future growth strategy focusing in infill development to support a diversity of housing options, including affordable housing. It will include form and character development guidelines, recommendations for street design standards (consistent with the MTP), recommendations for stormwater management (consistent with the area's ISMP), and a review of land use designations and recommended changes.
93	810 - Long Range Planning	Housing Growth Review	Carry out and commission various analyses associated with options for expanding the City's Urban Containment Boundary and for infill development.	To provide a full assessment of the opportunities and constraints associated with potential new growth locations, it is necessary to examine the infrastructure implications of such growth. Expenses associated with this have largely been incurred in 2020; however the funding approved by Council did not get carried forward from 2019.

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APPROVED OPERATING PROJECTS**

Index	Department	Project Name	Project Description	Project Justification
94	780 - Sewer	Confined Space Entry Alternate Procedures	Development of alternate confined space procedures for wastewater confined spaces.	WorkSafeBC regulations require that alternate confined space procedures be developed and approved for all confined spaces that cannot be isolated through typical procedures (i.e. lift stations, manholes). The City is at risk of being non-compliant, so having these plans developed is a regulatory requirement and will decrease risks to operator safety. It was determined in 2017 that this process is far more involved than first anticipated and may require additional effort than originally planned.

TOTAL CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL

2023-2032 FINANCIAL PLAN APPROVED CAPITAL PROJECTS

Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source
Funded Projects																						
Finance																						
1	Funded		310 - Finance	Systems Upgrade Project (Replacement of Accounting and HR Software)	Multi year project; CFWD from 2022	8012	High	1	Received	1,629,532	413,025	349,531	140,651	147,684	155,068	162,822	170,963	179,511	188,486	197,911		Capital Lending Reserve / IT Reserve
Director of Corporate Services																						
2	Funded		400 - Director of Corporate Svcs	City Web Site Update	New Project	2042	High	1	Received		82,500	137,500										IT Reserve
Information Technology																						
3	Funded		430 - IT	Internet Security	CFWD from 2022; added \$35K in 2028 & 2031	2019	High	4	N/R	16,058			35,000			35,000				35,000	5,000	IT Reserve
4	Funded		430 - IT	Printer/Photocopier Replacement	No change	2001	Medium	5	N/R	18,629	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000		IT Reserve
5	Funded		430 - IT	GIS Orthophotos	CFWD from 2022	2016	Low	6	N/R	25,000		17,000		17,000		17,000			17,000			IT Reserve
6	Funded		430 - IT	Data Storage Upgrade & Primary File Server Replacement	Merged with Data Storage Upgrade; increased from \$15K	2023	High	1	N/R		70,000					75,000					3,900	IT Reserve
7	Funded		430 - IT	Workstation/Laptop Replacement	No change	2002	High	2	N/R		78,000	46,000	46,000	46,000	46,000	78,000	46,000	46,000	46,000	46,000		IT Reserve
8	Funded		430 - IT	City Hall WiFi Replacement	New Project	2041	High	3	Received		25,000											IT Reserve
9	Funded		430 - IT	Dogwood DOC Phone System	No change	2012	Low		N/R							40,000						IT Reserve
Development Services																						
10	Funded		510 - Development Services	Building Permit Process Modernization	New Project	2043	Medium	1	Received		16,000										1,000	IT Reserve
11	Funded		510 - Development Services	Building Inspector Electric Vehicle	Budget increase from \$40K	2039	Medium	2			50,000											CWF
Bylaw Enforcement																						
12	Funded		610 - Bylaw Enforcement	Bylaw Officer Electric Vehicle	New Project	4096	Low	1	Received		45,000										8,000	CWF
Fire Protection																						
13	Funded		620 - Fire Protection	Small Fire Fleet Replacement	No change; CFWD from 2022	1015	High	4	N/R	179,000	89,500			89,500		89,500						Fire Reserve
14	Funded		620 - Fire Protection	FIT Testing Machine	New Project	1016	High	1	Received		25,000											Gaming Reserve
15	Funded		620 - Fire Protection	Downtown Fire Station #1 Server Room Fire Suppression System	New Project	1017	High	2	Received		69,630											Financial Stabilization
16	Funded		620 - Fire Protection	Gas Detector Renewal	New Project	1018	High	3	Received		36,300											Fire Reserve
17	Funded		620 - Fire Protection	Small Equipment Replacement	No change	1004	High	5	N/R		27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000		Fire Reserve
18	Funded	CP	620 - Fire Protection	New Fire Station Headquarters - Public Engagement/Detail Design	Combined \$100K from 2022 with design work in 2023; moved \$66,760 to 2024	1006	High	7	N/R		300,000	64,322										Fire Reserve
19	Funded		620 - Fire Protection	Decontamination Unit	\$200K moved from 2022 to 2023; \$70K added due to inflation of costs	1012	High	8	N/R		270,000											Covid Restart
20	Funded		620 - Fire Protection	SCBA Replacement	No change	NEW	High		N/R					1,000,000								Fire Reserve
Director of Operations																						
21	Funded	CP	700 - Director of Operations	Erickson Road Renewal	Moved from 790-Water; budget allocated from Water reserve to appropriate funding sources	7804	High	1	N/R	83,021	2,472,891	1,753,484										CWF/Future Roadworks/Gaming /Storm/Water
22	Funded	CP	700 - Director of Operations	Design/Construction for 325 Beech Street	CFWD from 2022; add'l \$600k budget for 2023	4094			N/R	3,247,670	600,000											Capital Lending Reserve / Capital Capital Lending Reserve
23	Funded	CP	700 - Director of Operations	Seagull Walkway Design - North	CFWD from 2021 to 2022	6009			N/R	181,081	1,175,072											Capital Works / Sewer / Water
24	Funded	CP	700 - Director of Operations	Capital Works Project Management	Increase due to restructuring of labour allocation	8006			N/R		525,246	535,751	546,466	557,395	568,543	579,914	591,512	591,512	603,343	615,409		Capital Works / Sewer / Water
25	Funded		700 - Director of Operations	Seagull Walkway Surface Improvements - South	No change	8011			N/R		464,064											CWF
26	Funded	CP	700 - Director of Operations	Cheviot Road Rehabilitation	Scope change from Sidewalk Infill - Cheviot from Peterson West; project re-budgeted for design work in 2023	8014			Required		100,000											CWF
27	Funded		700 - Director of Operations	Corporate Asset Management	No change	2020			N/R		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Capital Works Reserve
28	Funded		700 - Director of Operations	Asset Management Service Levels	No change	8015			N/R		50,000											CWF
29	Funded		700 - Director of Operations	Asset Management Risk Assessments	No change	8016			N/R		25,000											CWF
Utilities Manager																						

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Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source
30	Funded		Utilities Manager	Operations Management Software Planning and Replacement	Moved 2022/2023 to 2023/2024; budget increase of \$110,400; split funding with Sewer & Water 25% each	2030	High	1	N/R	226,092	450,000	254,400	180,000								33,000	IT / Sewer / Water
Airport																						
31	Funded	CP	710 - Airport	Runway Rehabilitation	No change	3027	High	1	N/R	80,000		8,000,000										AIF / ACAP Grant
32	Funded	CP	710 - Airport	Expansion of Jet Fuel Storage	New Project; \$300K City funding and \$800K BC Aviation funding	3030	High	2	Received		100,000											Airport Reserve
33	Funded		710 - Airport	Airport Condition Assessment	Budget increased from \$10K to \$20K	3024	Medium		N/R			20,000										Airport Reserve
34	Funded		710 - Airport	General Aviation Entrance Shelter	No change	3028	Low		N/R			25,000										Airport Reserve
35	Funded		710 - Airport	Aircraft Viewing Lookout Area	Moved from 2023 to 2025; budget increased from \$20K to \$40K	NEW	Low		Received				40,000									Airport Reserve
36	Funded		710 - Airport	Airport Drive Upgrade	Increase from 550K to \$800K	NEW	Low		N/R								800,000					Airport Reserve
37	Funded		710 - Airport	Expand Airport Terminal Building Parking	Moved from 2026 to 2031; increased from \$500K to \$900K	NEW	Low		N/R										900,000			Airport Reserve
Fleet																						
38	Funded		720 - Fleet	Fleet Replacement Plan	CFWD from 2022; revised budget numbers	4009	Medium	1	N/R	625,000	1,210,000	625,000	705,000	905,000	1,205,000	700,000	675,000	715,000	560,000	580,000		Fleet & Heavy Equipment Reserve
39	Funded		720 - Fleet	ACAP Replacement Airport Unit A544	New Project - ACAP Funded	NEW	Low					450,000										Grants - Federal
Facilities																						
40	Funded		724 - Facilities	Discovery Pier Structural Repairs	CFWD from 2022; increase \$25K in 2024/2026 & \$50K in 2028/2030/2032; moved out one year	4038	Medium		N/R	135,000			150,000		150,000		175,000		175,000			Facilities Reserve
41	Funded		724 - Facilities	RCMP Building Roof Replacement	Budget increase from \$485K	4092	High	1	N/R	476,196	524,000											Facilities Reserve
42	Funded		724 - Facilities	CRCC Roof Replacement	Moved from 2022 to 2023; budget increase from \$958K	4091	High	2	N/R		1,500,000											Facilities Reserve / Lending / Financial Stabilization
43	Funded		724 - Facilities	Police & Public Safety Building Lot Security Upgrade	Split \$200K in 2023 to \$50K in 2023; increase to \$500K in 2024	4097	High	3	N/R		50,000	500,000										Facilities Reserve
44	Funded		724 - Facilities	Haig Brown House Roof Replacement	Moved from 2025 to 2023; increased from \$35K to \$65K	4098	High	4	N/R		65,000											CWF
45	Funded		724 - Facilities	Forensic video services workstation upgrade	New project	4099	Medium	5	No		7,000											Facilities Reserve
46	Funded		724 - Facilities	Workstations for RCMP Members	New project	4100	Medium	6	No		12,000		12,000									Facilities Reserve
47	Funded		724 - Facilities	Big House Pavilion Preservation	No change	4039	High	7	N/R		50,000											CWF
48	Funded		724 - Facilities	Colocation Room Air Conditioning	Originally under 430-IT	2038	High	8	N/R		45,000											Gaming Reserve
49	Funded		724 - Facilities	Fire Panel - RCMP Building	New project	4101	High	9	Required		30,000											Facilities Reserve
50	Funded		724 - Facilities	Museum Humidifier	New project	4102	High	10	Required		42,000											Facilities Reserve
51	Funded		724 - Facilities	Energy and Water Consumption Reduction Projects	No change	4052	Low		N/R		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Carbon Neutral Reserve
52	Funded		724 - Facilities	Council Chambers Accessibility Improvements	No change	4064	Low		N/R		33,120											Gaming Reserve
53	Funded		724 - Facilities	Small Equipment	No change	4050	Low		N/R		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000		Furniture & Equipment Reserve
54	Funded		724 - Facilities	RCMP HVAC DDC, Chiller & Controls	Moved \$150K from 2023; split \$25K in 2023 & \$250K in 2024	4103	Medium		N/R		25,000	250,000										Facilities Reserve
55	Funded		724 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Increased \$5K in 2024-2028 & \$10K in 2029-2032	4065	Medium		N/R		25,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000		Facilities Reserve
56	Funded		724 - Facilities	Structure Demolition & Land Clearing	No Change	4104	Low		N/R		60,000											Capital Works Reserve
57	Funded		724 - Facilities	Food Truck Servicing Infrastructure	New project	4105			Required		20,000											Capital Works Reserve
58	Funded		724 - Facilities	Centennial Pool Changehouse Renovations Design	CFWD from 2022 moved to 2024	4078	Low		N/R			347,607										Facilities Reserve
59	Funded		724 - Facilities	City Hall Renovations	Increased budget from \$175K; moved from 2023 to 2024; added \$50K to 2025 & 2026	NEW	Low					260,000	50,000	50,000								Facilities Reserve
60	Funded		724 - Facilities	MHC Heat Pump / Fan Replacement & Building Automation	Increase 2024 from \$25K to \$35K & 2025 from \$200K to \$250K	NEW	Medium		N/R			35,000	250,000									Facilities Reserve
61	Funded		724 - Facilities	Enterprise Centre Backup Generator	Moved \$150K from 2023; split \$25K in 2024 & \$175K in 2025	NEW	Medium		N/R			25,000	175,000									Facilities Reserve
62	Funded		724 - Facilities	CRCC Gym Wall Partition Replacement	Moved from 2023 to 2025	NEW	Medium		N/R				250,000									Facilities Reserve
63	Funded		724 - Facilities	City Hall/Enterprise Centre Repaint	Moved from 2023 to 2025	NEW	Low		N/R				55,000									Facilities Reserve

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Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source
64	Funded		724 - Facilities	City Hall HVAC Upgrade	\$35K added in 2024; moved from 2024/2025 to 2025/2026	NEW	Medium						35,000	925,000								Facilities Reserve
65	Funded		724 - Facilities	Tidemark Theatre Envelope Rehabilitation	Moved from 2024 to 2026	NEW	Low		N/R					450,000								Facilities Reserve
66	Funded		724 - Facilities	City Hall Seismic Upgrades	Moved from 2023 to 2026; increased from \$130K to \$140K	NEW	Low		N/R					140,000								Facilities Reserve
67	Funded		724 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Moved from 2023 to 2026	NEW	Low		N/R					125,000								CFW
68	Funded		724 - Facilities	CRCC Cooling Tower Replacement	Moved from 2025 to 2026	NEW	Medium		N/R					100,000								Facilities Reserve
69	Funded		724 - Facilities	Tidemark Theatre Foundation Repairs	Moved from 2023 to 2026	NEW	Low		N/R					45,000								Facilities Reserve
70	Funded		724 - Facilities	Tidemark Theatre Window Replacement	Moved from 2024 to 2026	NEW	Low		N/R					30,000								Facilities Reserve
71	Funded		724 - Facilities	MHC Aluminum Window Replacement Allowance	Increased from \$60K to 100K	NEW	Low		N/R						100,000							Facilities Reserve
72	Funded		724 - Facilities	Sportsplex/Willow Point Park Entrance Signage	No change	NEW	Low		N/R						100,000							Facilities Reserve
73	Funded		724 - Facilities	Sportsplex Court Floor Replacement	No Change	4088	Low		N/R						75,000	75,000						CFW
74	Funded		724 - Facilities	City Hall Façade Improvements & Window Replacement	Façade and Window Rplcmt projects merged; moved from 2025/2026 to 2027/2028	NEW	Low		N/R						40,000	800,000						Facilities Reserve
75	Funded		724 - Facilities	MHC Roof Replacement	Budget increase from \$250K to \$400K; moved from 2028 to 2029	NEW	Low		N/R								400,000					Facilities Reserve
76	Funded		724 - Facilities	Enterprise Centre Roof & Skylight Replacement	Moved from 2028 to 2029	NEW	Low		N/R								275,000					Facilities Reserve
77	Funded		724 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	Moved from 2029 to 2030	NEW	Low		N/R									1,000,000				Facilities Reserve
Roads																						
78	Funded		730 - Roads	Asphalt Overlays	CFWD from 2022; annual \$50K increase; \$375K to Erickson Rd for 2023 & 2024	6025	High	2	N/R	360,517	275,000	275,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	Capital Works / CWF
79	Funded		730 - Roads	Traffic Control Upgrades - Replacement	No change; CFWD from 2022	6020	High		N/R	217,355		220,000		230,000								Capital Works Reserve
80	Funded	CP	730 - Roads	Sidewalk Infill	No change; CFWD from 2022; \$125K allocated to Erickson Rd for 2023) CFWD from 2022; \$100K to Erickson Rd for 2023 & 2024; funding split with Carbon Neutral	6006	High	7	N/R	202,009	125,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	CWF / Roads DCC
81	Funded		730 - Roads	Cycling Infrastructure	No change; CFWD from 2022	6001	Medium	8	N/R	180,686	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	CWF / Carbon Neutral
82	Funded		730 - Roads	Transit Bus Shelters	No change; CFWD from 2022	6007	High	8	N/R	47,537	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	CFW
83	Funded		730 - Roads	Willow Creek Road Permanent Connection	Moved Above the Line	6054			REQUIRED		325,000											Capital Works Reserve
84	Funded		730 - Roads	Argonaut Bridge Upgrades/Repairs	New project	6047	High	1	Received		140,000											CFW
85	Funded		730 - Roads	Intersection Improvements	No change	6002	Medium	5	N/R		20,000	235,000		20,000	245,000						1,000	Capital Works Reserve
86	Funded		730 - Roads	Street Light Infill	No change	6024	Medium	6	N/R		90,000		90,000		90,000		90,000		90,000			CFW
87	Funded		730 - Roads	Parking lot Improvements	No change	6046	Medium		N/R			35,000										Capital Works Reserve
88	Funded		730 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	No change	6012	Medium		N/R			30,000										CFW
89	Funded		730 - Roads	Ferry Terminal Access Improvements	No change	6016	Low		N/R			200,000										Capital Works Reserve
90	Funded	CP	730 - Roads	South Petersen Improvements	No change	NEW	Low		N/R						400,000	2,250,000					10,000	Capital Works Reserve
Parks																						
91	Funded		732 - Parks	Parks Infrastructure Renewal Fund - Pathways	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9080	High	1	N/R		50,000											Parks Reserve
92	Funded		732 - Parks	Baseball Infield Mix	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9081	High	1	N/R		25,000											Parks Reserve
93	Funded		732 - Parks	In Ground Garbage Receptacle	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9082	High	1	N/R		15,000											Parks Reserve
94	Funded		732 - Parks	Ken Forde Park Irrigation	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9083	Low	1	N/R		50,000											Parks Reserve
95	Funded		732 - Parks	Garden Beds	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9084	Low	1	N/R		20,000											Parks Reserve

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Legend

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96	Funded		732 - Parks	Trees	No change; breakout from 2023 Asset Management - Park Infrastructure budget	9085	Low	1	N/R		20,000											Parks Reserve	
97	Funded		732 - Parks	Asset Management - Park Infrastructure Renewal Fund	No change	9048	High	1	N/R			180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	Parks Reserve	
98	Funded		732 - Parks	Willow Point Park Ball Field Netting	New project	9086	High	2	Received		200,000											Parks Reserve	
99	Funded		732 - Parks	Willow Point Field Drainage Upgrade	Budget increase from \$100K	9087	High	3	N/R		125,000											Parks Reserve	
100	Funded		732 - Parks	Marine Foreshore Restoration	No change	9008	High	4	N/R		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	CWF	
101	Funded		732 - Parks	Cambridge Park Drainage System	New project	9089	Medium	8	Yes		35,000	200,000										Capital Works Reserve	
102	Funded		732 - Parks	Mclvor Lake Electrical Gate Entrance	New project	9088	Medium	9	Yes		150,000										18,000	Parks Reserve	
103	Funded		732 - Parks	Washroom Facility at Nunn's Creek	Moved from 2023 to 2024	NEW	Medium		Received			294,000										Parks Reserve	
104	Funded		732 - Parks	Hwy 19A Cemetery Improvements	Moved from 2023 to 2025; budget increase from \$150K	NEW	Medium		N/R				170,000									Parks Reserve	
105	Funded		732 - Parks	Ostler Park Rubberized Surface Replacement	No change	NEW	High		N/R				90,000									Parks Reserve	
106	Funded		732 - Parks	Mclvor Lake Upgrades	Moved from 2023/2024 to 2025/2026	NEW	Medium		N/R				50,000	200,000								Parks Reserve	
107	Funded		732 - Parks	Robron Artificial Turf Replacement	No change	NEW	High		N/R						1,000,000							Parks Reserve	
108	Funded		732 - Parks	Splash Park Renewal	New project	NEW	High		No							200,000						Parks Reserve	
109	Funded		732 - Parks	Entrance Sign Jubilee	Moved from 2023 to 2028; budget increase from \$145K	9029	Low		N/R							165,000						Parks Reserve	
Sewer																							
110	Funded	CP	780 - Sewer	Norm Wood Environmental Centre Upgrades	Multi year project; CFWD; \$368K added in 2023 for SCADA upgrade	5006	High	1	N/R	5,362,622	368,000										8,000	Sewer / DCC	
111	Funded	CP	780 - Sewer	Campbellton Sewer Upgrade	Moved from 2022/2023 to 2023/2024	5040	High	2	N/R		250,000	1,500,000										Sewer Reserve	
112	Funded	CP	780 - Sewer	Sewer Main Replacement	No change	5800	High	3	N/R		1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Sewer Reserve	
113	Funded		780 - Sewer	NWEC Blower Intake Air Filtration	New project	5042	High	4	Received		20,000	150,000									2,000	Sewer Reserve	
114	Funded	CP	780 - Sewer	NWEC Solids Handling Study and Process Construction	New project	5043	High	5	Received		150,000											Sewer Reserve	
115	Funded		780 - Sewer	Sewer Asset Registry	Moved from \$25K from 2022 to 2023	5023	Medium	6	N/R		50,000											Sewer Reserve	
116	Funded		780 - Sewer	Lift Stations Electrical Assessment	No change	5044	Medium	7	N/R		100,000											Sewer Reserve	
117	Funded		780 - Sewer	NWEC Grizzly Contaminated Solids Dumping Site	New project	5045	Medium	8	Received		20,000	150,000										Sewer Reserve	
118	Funded		780 - Sewer	Sewer Facility Renewal	No change	5024	Medium	9	N/R		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	Sewer Reserve	
119	Funded		780 - Sewer	Norm Wood Environmental Centre Oxidation Ditch Diffuser - Upgrade	No change	5046	Low	10	N/R		150,000											10,000	Sewer Reserve
120	Funded		780 - Sewer	Biosolids Field Crop Implements	New project	NEW	Medium		Received			300,000										10,000	Sewer Reserve
121	Funded	CP	780 - Sewer	Foreshore Force Main & Lift Station 5 & 6 Abandonment	Moved from 2023 to 2024	NEW	Medium		N/R			500,000										Sewer Reserve	
122	Funded		780 - Sewer	Lift Station #11 Biofilter Reconstruction	Moved from 2022 to 2025; increased to \$134,150	5035	Low		N/R				134,150									Sewer Reserve	
123	Funded	CP	780 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	No change	NEW	High		N/R						150,000	2,250,000					480,000	Sewer Reserve	
124	Funded	CP	780 - Sewer	NWEC - Secondary Clarifiers 1 & 2 Refurbishment	No change	NEW	High										100,000	400,000	400,000			Sewer Reserve	
Storm Drains																							
125	Funded		782 - Storm Drains	Flow Monitoring Equipment	Operating costs for prior year purchase	5036	High		N/R												10,000	Storm Water Reserve	
126	Funded	CP	782 - Storm Drains	Downtown Storm Mitigation	CFWD from 2021 & 2022	6502	High	3	N/R	50,000	200,000											Storm Water Reserve	
127	Funded	CP	782 - Storm Drains	Storm System Renewals	CFWD from 2022	6600	High	5	N/R	39,192	225,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	Storm Water Reserve	
128	Funded		782 - Storm Drains	Dogwood Detention Pond Rehabilitation	New Project	6048	High	1	No		100,000											Storm Water Reserve	
129	Funded	CP	782 - Storm Drains	Homewood Road Pipe Arch	New Project	6049	High	2	Received		75,000	750,000										Storm Water Reserve	
130	Funded		782 - Storm Drains	City Wide Storm Water Modelling Program	Reduced from \$200K	6050	High	4	N/R		60,000										10,000	Storm Water Reserve	

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Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source		
131	Funded		782 - Storm Drains	ERT Detention Study	New Project	6051	High	6	Received		50,000			500,000								Storm Water Reserve		
132	Funded		782 - Storm Drains	Flail Mower Purchase	New Project	6052	Medium	7	No		70,000											Storm Water Reserve		
133	Funded		782 - Storm Drains	Detweiler Culvert Replacemnt	New Project	6053	Medium	8	No		75,000											Storm Water Reserve		
134	Funded		782 - Storm Drains	14th - Spruce to Redwood (Construction listed Below the Line)	No change	NEW	Low		N/R				350,000									Storm Water Reserve		
135	Funded	CP	782 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	No change; project eligible for DCC funding	NEW	Medium		N/R				200,000	1,740,000								Storm / Storm DCC		
Water																								
136	Funded	CP	790 - Water	John Hart Reservoir	CFWD from 2022	7047	High	2	N/R	98,230	400,000	6,000,000									30,000	Water / Water DCC		
137	Funded		790 - Water	Water System Strategic Action Plan Update	\$134K added in 2024	7049	High	3	N/R	133,342	134,000											Water Reserve		
138	Funded	CP	790 - Water	Wei Wai Kum/CCR Water Improvements	Moved \$1.35M to 2024	7034	Medium	9	N/R	142,550	150,000	1,350,000										Water Reserve		
139	Funded		790 - Water	Water Asset Registry	CFWD from 2022	7035	Medium	12	N/R	24,624	25,000											Water Reserve		
140	Funded		790 - Water	Water Cathodic Protection Survey	CFWD from 2022; budget of \$45K added in 2023	7052	Medium	13	N/R	30,000	45,000											Water Reserve		
141	Funded		790 - Water	Water Facility Renewal	No change	7500	High	4			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	Water Reserve	
142	Funded		780 - Sewer/790 - Water	Meter Renewal	No change	8002	High	5	N/R		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	Sewer / Water
143	Funded		790 - Water	Cross Connection Control Program Update	New Project	7053	High	6	Received		75,000											Water Reserve		
144	Funded		790 - Water	Backflow Management Software Replacement	New Project	7054	High	7	Received		100,000										3,000	Water Reserve		
145	Funded		790 - Water	Water Service Renewal	\$10K allocated from CC1# 7026	7027	Medium	8	N/R		60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Water Reserve	
146	Funded		790 - Water	Water Condition Assessments	Increased from \$55K	7055	Medium	10	N/R		75,000											Water Reserve		
147	Funded	CP	790 - Water	Watermain Replacement Designs	New Project	7056	Medium	11	Received		400,000											Water Reserve		
148	Funded	CP	790 - Water	Watermain Renewal	\$400K allocated to Watermain Replacement Designs project	7800	Medium	14			1,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Water Reserve	
149	Funded		790 - Water	Fire Hydrant Renewal	\$10K reallocated to CC1# 7027	7026	Low	15	N/R		40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	Water Reserve	
150	Funded	CP	790 - Water	Rockland Road Transmission Main	Moved from 2023/2024 to 2026/2027	NEW	Medium		N/R					100,000	875,000							Water Reserve		
Long Range Planning																								
151	Funded		810 - Long Range Planning	Master Transportation Plan Update	No change; CFWD from 2022	6039	High	1	N/R	24,879	62,500											Capital Works Reserve		
152	Funded		810 - Long Range Planning	Nunns Creek Master Plan	Moved from 2022 to 2024	9015	Medium		N/R			8,773										Parks Reserve		
Recreation & Culture																								
153	Funded		820 - Recreation & Culture	Recreation Equipment	CFWD from 2022	9900	High	2	N/R	17,163	47,300	19,700	55,300	32,200	29,400	27,450	23,700	37,600	10,400	36,300		Furniture & Equipment Reserve		
154	Funded		820 - Recreation & Culture	Acoustic Baffles in the Sportplex	New Project	9910	High	1	Yes		56,000											Financial Stabilization		
155	Funded		820 - Recreation & Culture	Weight Room Floor	Moved from 2024 to 2025	NEW	Low		N/R				50,000									Facilities Reserve		
Solid Waste																								
156	Funded		830 - Solid Waste	Organics Facility	Moved from 2022 to 2023	4053	High	1	N/R		1,000,000											Grants / Capital Works Reserve		
TOTAL FUNDED PROJECTS										13,852,985	21,377,148	32,148,068	11,845,567	11,696,779	13,957,011	14,533,686	10,342,175	9,982,623	10,005,229	8,490,620	642,900			

2023-2032 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS

Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source
UNFUNDED PROJECTS																						
157	Unfunded	CP	105 - Mayor & Council	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Moved from 2023/2025/2027 to 2024/2026/2028	8007						30,000		1,877,000		10,190,000					19,070	TBD
158	Unfunded	CP	105 - Mayor & Council	Pier Street South (Refresh)	No change	NEW								260,000	2,600,000							TBD
159	Unfunded	CP	105 - Mayor & Council	Pier Street North (Refresh)	No change	NEW									340,000	3,400,000						TBD
160	Unfunded		310 - Finance	Separate Utility Billing	No change; was under 430-IT	NEW	Low							55,000							52,000	TBD
161	Unfunded		400 - Director of Corporate Services	Staffweb Intranet Upgrade	No change; was under 430-IT	NEW	Medium	2				64,000										TBD
162	Unfunded		440 - Legislative Services	Records Management Software	\$35K moved to Operating Projects; was under 430-IT	NEW	Medium						200,000									TBD
163	Unfunded		510 - Development Services	Building Services Software Upgrades / Online Applications	Moved from 2023 to 2024; was under 430-IT	NEW	Low	3				150,000									5,500	TBD
164	Unfunded		620 - Fire Protection	Mobile Cascade System	New Project	NEW	Medium	10	Received		54,500											TBD
165	Unfunded		620 - Fire Protection	Washer / Dryer #1 & #2 Firehalls	Moved from 2022 to 2023	NEW	Medium	9			20,000											TBD
166	Unfunded	CP	620 - Fire Protection	New Fire Station Headquarters Construction	No change	NEW	High					2,100,000	18,900,000									TBD
167	Unfunded		620 - Fire Protection	Downtown Fire Station #1 - Relocation Out Of Flood Inundation Area	No change	NEW	Medium					500,000										TBD
168	Unfunded		620 - Fire Protection	Portable Radio Replacement	No change	NEW	High	2	Received		165,000											TBD
169	Unfunded		620 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	Moved from 2023 to 2026; increased from \$588,500 to \$750,000	NEW	Low		No					750,000							15,000	TBD
170	Unfunded		620 - Fire Protection	Aerial Apparatus Replacement	No change	NEW	High		No						2,000,000							TBD
171	Unfunded	CP	620 - Fire Protection	Fire Station No. 3 North Campbell River	No change	NEW	Low		No						500,000	2,000,000						TBD
172	Unfunded		620 - Fire Protection	Fire Engine Replacement	No change	NEW	High		No								1,500,000					TBD
173	Unfunded	CP	700 - Director of Operations	Erickson Rd Renewal - Section 2 & 3	Moved from 790-Water; New project dependant on grant funding	NEW						2,364,472										TBD
174	Unfunded		724 - Facilities	Theatre/Library Boulevard Works	Moved from 2022 to 2023	NEW	Low				750,000											TBD
175	Unfunded		724 - Facilities	Library Redevelopment	Moved BTL; VIRL put project on hold	4087	Low		N/R		723,000											TBD
176	Unfunded		724 - Facilities	Dogwood Operations Centre Master Plan	Moved from 2022/2023 to 2023/2024 and 2026 to 2027	NEW	Medium				500,000	500,000			3,000,000							TBD
177	Unfunded		724 - Facilities	Fire Station #1 Security	New Project	NEW	Medium	6	Received		27,500											TBD
178	Unfunded		724 - Facilities	City Hall Main Building Signs	Moved from 2022 to 2023	NEW	Low				60,000											TBD
179	Unfunded		724 - Facilities	Facility Level Condition Assessments	No change	NEW	Low				60,000					75,000						TBD
180	Unfunded		724 - Facilities	City Hall Foyer Accessible Washroom	Moved from 2022 to 2023; budget increase from \$40K	NEW	Low				45,000											TBD
181	Unfunded		724 - Facilities	MHC Energy Assessment / Design Engineering	Moved from 2022 to 2023	NEW	Low				25,000											TBD
182	Unfunded		724 - Facilities	Fire Hall 1 Rehabilitation Works	No change	NEW	Low					750,000										TBD
183	Unfunded		724 - Facilities	Council Chambers Accessibility Improvements	No change	NEW	Low					370,000										TBD
184	Unfunded		724 - Facilities	Pound Replacement	No change	NEW	Low										900,000					TBD
185	Unfunded	CP	710 - Airport	Expansion of Jet Fuel Storage	New Project; \$300K City funding and \$800K BC Aviation funding; \$100k design work moved above the line	NEW	High	2	Received			1,000,000										TBD
186	Unfunded		710 - Airport	Overhead door replacement	New Project	NEW	Medium	3	Received		80,000	80,000										TBD
187	Unfunded		710 - Airport	Grader	New Project - ACAP Funded	NEW	Low		Received			75,000										TBD
188	Unfunded		710 - Airport	Administration Office repairs/furnishings	New Project	NEW	Low				20,000											TBD
189	Unfunded		710 - Airport	Airport Drive Extension to PAL Aerospace	Moved from 2023 to 2024	NEW	Medium	5	Received		340,000											TBD
190	Unfunded	CP	710 - Airport	Diesel/Gasoline Fuel System	New Project	NEW	High	4	Received			180,000										TBD
191	Unfunded		710 - Airport	ATB Apron Expansion (North)	Moved from 2024 to 2025; increased from \$1.8M to \$2M	NEW	High	7					2,000,000									TBD
192	Unfunded		710 - Airport	Extend Taxi B	Increased from \$1.2M to \$2.5M	NEW	Low	10						2,500,000								TBD
193	Unfunded		710 - Airport	ATB HVAC	Moved from 2024 to 2027	3025	Medium	9	N/R						500,000							TBD

**2023-2032 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS**

Teal Text - Change to Planned Date

Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source	
194	Unfunded		710 - Airport	NW Development Area Construction	No change	NEW	Medium	6	Received							8,200,000						TBD	
195	Unfunded		710 - Airport	Public Parking Lot Lighting Upgrade	Moved from 2022/2023 to 2029; increased to \$400K	3022	Low	11	N/R								400,000					TBD	
196	Unfunded		730 - Roads	Pavement Management Plan	New project	NEW	High	4	Yes			110,000				100,000						TBD	
197	Unfunded		730 - Roads	Driveway Entrance and Sidewalk Replacement	New project	NEW	High	3	Yes			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		TBD	
198	Unfunded		730 - Roads	Alder Street Upgrades	No change	NEW	Low	11			300,000											TBD	
199	Unfunded		730 - Roads	Snow Removal Equipment	New project	NEW	Medium							400,000								TBD	
200	Unfunded		730 - Roads	Willis Road Connector	Budget increased from \$31M	NEW	Low								1,500,000	20,000,000	24,500,000					TBD	
201	Unfunded		732 - Parks	East Walkway Construction at Robron Park	Moved from 2022 to 2023; budget increase from \$151K	NEW	Low	10	Yes		200,000											TBD	
202	Unfunded		732 - Parks	New Park/Playground - Maryland Green Space	Merged with Trail Extension project; \$180K moved to 2024	NEW	Medium	5	Yes		70,000	300,000									4,800	TBD	
203	Unfunded		732 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	No change	NEW	Medium					250,000										TBD	
204	Unfunded	CP	732 - Parks	Nunns Creek Park Enhancements	No change	NEW	Medium					175,000	6,000,000									TBD	
205	Unfunded		732 - Parks	Maryland to Jubilee Greenway Loop	No change	NEW	low						400,000									TBD	
206	Unfunded		732 - Parks	Maritime Heritage Park Construction	Moved from Funded; 2023/024 to 2025/2026	NEW	Low		N/R				75,000	275,000							25,000	TBD	
207	Unfunded		732 - Parks	Quinsam Park Open Space	Moved from 2022 to 2025	NEW	Medium		No				32,000									TBD	
208	Unfunded		732 - Parks	Centennial Park Tennis Court Renovation	Moved from 2022 to 2026	NEW	Medium							570,000								TBD	
209	Unfunded		732 - Parks	Quinsam Park Development	Moved from 2022 to 2026	NEW	Medium		No					475,000								TBD	
210	Unfunded		732 - Parks	Frank James Park Detailed Design and Construction Phases	Moved from 2022-2025 to 2026-2030	9027	low		No					156,000	200,000	313,000	720,000	238,000			TBD	TBD	
211	Unfunded		732 - Parks	Playground Renewal Program	New project	NEW	High		No					100,000	250,000	100,000	100,000	350,000		100,000		TBD	
212	Unfunded		780 - Sewer	Collection System Chemical Addition Station	New project	NEW	High		Received		34,500	345,000									50,000	TBD	
213	Unfunded	CP	780 - Sewer	NWEC Solids Handling Study and Process Construction	New project; study Above the Line	NEW	High		Received					300,000	5,000,000							TBD	
214	Unfunded		782 - Storm Drains	Nunns Creek Outfall Improvements	Moved from 2022-2024 to 2023-2025	NEW	Medium				150,000	150,000	150,000								250	TBD	
215	Unfunded		782 - Storm Drains	2nd and 4th Ave Outfall Upgrades	Moved 2022 to 2023	6506	Low		N/R		150,000											TBD	
216	Unfunded	CP	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	Moved BTL: moved from 2022-2024 to 2024-2026	6504	Medium		N/R			25,000	125,000	1,500,000								TBD	
217	Unfunded	CP	782 - Storm Drains	Petersen Road Drainage Rehabilitation	New Project	NEW	High		Yes				100,000	500,000								TBD	
218	Unfunded	CP	782 - Storm Drains	Redwood - 14th to 19th (Design listed Above the Line)	No change	NEW	Low									1,200,000						TBD	
219	Unfunded	CP	782 - Storm Drains	16th Ave Box Culvert Replacement	New Project	NEW	High		Yes										75,000	750,000		TBD	
220	Unfunded	CP	790 - Water	Transmission Main Renewal	Moved \$50K from 2025 to 2026; increased to \$600K	NEW	Medium							600,000	6,000,000							TBD	
221	Unfunded		790 - Water	Water Filtration Facility	No change	NEW	Medium											70,000,000			500,000	TBD	
222	Unfunded		820 - Recreation & Culture	Sportsplex Chairs and Dollies	Moved from 2022 to 2023	9909	Medium	3	N/R		125,000											TBD	
223	Unfunded		820 - Recreation & Culture	Spirit Square Enhancements	New Project	NEW	Medium	4	Yes		25,000	50,000	25,000									TBD	
224	Unfunded	CP	820 - Recreation & Culture	Sportsplex Detailed Design and Construction	No change	NEW	High						300,000	6,300,000								TBD	
TOTAL UNFUNDED PROJECTS											-	3,419,500	10,173,472	28,407,000	16,718,000	21,990,000	45,678,000	28,220,000	70,688,000	175,000	950,000	671,620	
Carry-forward Projects																							
225	Funded		430 - IT	Norm Wood Phone System	New Project	5039	Medium		N/R	5,000												Sewer Reserve	
226	Funded		440 - Legislative Services	Council Chambers Sound System	CFWD from 2021 & 2022	2033	High		N/R	54,461												IT Reserve	
227	Funded	CP	700 - Director of Operations	6th Ave - Thulin Utility Renewal	Multi year project; CFWD from 2021 & 2022	6501			N/R	2,776,026												Storm / Sewer / Water	
228	Funded	CP	700 - Director of Operations	Highway 19A - Phase 3	Multi year project; CFWD from 2021 & 2022	8008	Medium		N/R	35,000												Grant / Capital Lending / Roads	
229	Funded	CP	700 - Director of Operations	Highway 19A Sewer Upgrade - Twillingate to Bartlow (DCC Eligible)	CFWD from 2022	5037			N/R	385,670												Sewer Reserve	

2023-2032 FINANCIAL PLAN APPROVED CAPITAL PROJECTS

Index	Category	Capital Projects	Department	Project Name	Change from Approved 2022 Capital Plan	CC#1	Risk Level	Dept Rank	Capital Project Plan	2022 CFwd at 31-Dec	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Operating Costs	Funding Source
230	Funded	CP	710 - Airport	Airport Lighting, Visual Aids and Taxiway Rehabilitation	Multi year project; CFWD from 2021 & 2022	3018	High		N/R	3,591,944												AIF / ACAP Grant
231	Funded		724 - Facilities	Dogwood Operations Centre Master Plan	CFWD from 2021 & 2022	4085	High		N/R	50,000												Facilities Reserve
232	Funded		724 - Facilities	EV Charging Stn - Sportsplex	CFWD from 2021 & 2022	4093	Low		N/R	285												Carbon Neutral Reserve
233	Funded		730 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	No change; CFWD from 2022	6034	Medium		N/R	318,605												Capital Works Reserve
234	Funded		730 - Roads	Snow Clearing Equipment	No change; CFWD from 2022	6045	Medium		N/R	150,735												Capital Works Reserve
235	Funded		730 - Roads	Bike Lanes on Hilchey Road	No change; CFWD from 2022	6044	Medium		N/R	35,785												CWF
236	Funded		732 - Parks	Baikie Island Bridge	CFWD from 2022	9068	High		N/R	263,410												Parks Reserve / CWF
237	Funded		732 - Parks	Pathways renewal -Dogwood Extension Walkway and Simms Creek Path	CFWD from 2022	9072	High		N/R	56,997												Parks Reserve
238	Funded		732 - Parks	New Park/Playground - Maryland Green Space	CFWD from 2022	9071	High		N/R	32,297												CWF
239	Funded		732 - Parks	Robron Fieldhouse Irrigation & Landscaping	CFWD from 2022	9073	High		N/R	36,151												Parks Reserve
240	Funded		732 - Parks	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island	CFWD from 2022	9079	High		N/R	17,695												Parks Reserve
241	Funded		732 - Parks	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	CFWD from 2022	9075	High		N/R	9,396												Parks Reserve
242	Funded		780 - Sewer	Lift Station #4 Slope Stabilizatin & Repairs	No change; CFWD from 2022	5041	High		N/R	656,795												Sewer Reserve
243	Funded	CP	780 - Sewer	Waterfront Sewer Forcemain	Multi year project; CFWD from 2021 & 2022	5002	High		N/R	245,567												Sewer Reserve / Parkland
244	Funded	CP	780 - Sewer	2021 Sewermain Replacement	No change; CFWD from 2021 & 2022	5802	High		N/R	172,792												Sewer Reserve
245	Funded	CP	780 - Sewer	2022 Sewermain Replacement	No change; CFWD from 2022	5803	High		N/R	128,185												Sewer Reserve
246	Funded		780 - Sewer	City Wide Sewer Modelling Program	No change	5038	Medium		N/R	200,000												Sewer Reserve
247	Funded		780 - Sewer	Lift Station #7 Pump and Controls Upgrade	CFWD from 2021 & 2022	5033	High		N/R	22,597												Sewer Reserve
248	Funded		780 - Sewer	Sewer Condition Assessments	CFWD from 2022	5030	Medium		N/R	6,580												Sewer Reserve
249	Funded		780 - Sewer	NWEC Shower and Locker Room Renovation	CFWD from 2021 & 2022	5034	High		N/R	11,376												Sewer Reserve
250	Funded		782 - Storm Drains	Quinsam Heights Integrated Storm Water Management Plan	CFWD from 2022	6508	High		N/R	190,306												Storm Water Reserve
251	Funded		782 - Storm Drains	Midport Rd Storm Drain Upgrade	CFWD from 2022	6507	High		N/R	20,000												Storm Water Reserve
252	Funded	CP	790 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	CFWD from 2022	7803	Medium		N/R	524,551												Water Reserve
253	Funded		790 - Water	Water Dept Temporary Location	CFWD from 2021 & 2022	7033	High		N/R	176,255												Water Reserve
254	Funded		790 - Water	Dogwood Operations Centre Backflow/Meter	CFWD from 2022	7021	Low		N/R	125,000												Water Reserve
255	Funded		790 - Water	Small Water System Improvements	CFWD from 2022	7051	Medium		N/R	83,150												Water Reserve
256	Funded		790 - Water	Pressure Reducing Valve Abandonment	CFWD from 2021 & 2022	7038	Low		N/R	43,037												Water Reserve
257	Funded	CP	820 - Recreation & Culture	Sportsplex Rehabilitation & Addition	CFWD from 2021 & 2022	4080	High		N/R	307,598												CWF / Capital Works Reserve
TOTAL CARRY-FORWARD PROJECTS										10,733,246	-	-	-	-	-	-	-	-	-	-	-	-

**2023-2032 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS**

Index	Category	Department	Capital Project Name	Capital Project Description	Capital Project Justification
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Funded Projects

Finance

1	Funded	310 - Finance	Financial Systems/Accounting Software (Vadim Replacement)	Replacement of the City's current financial reporting software (Vadim).	The City's financial reporting software is over 12 years old and lacks the functionality that is necessary to meet the financial planning and reporting requirements of the City of Campbell River. This project will focus on innovating City processes and maximizing efficiencies. This project will replace the current financial reporting system (Vadim) as well enhance current capabilities through modules for budgeting, capital asset management, procurement management, human resource management, financial document retention, and payables management.
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Director of Corporate Services

2	Funded	400 - Director of Corporate Svcs	City Web Site Update	Development and implementation of a new City website to replace the existing site, along with other ancillary sites that the City currently maintains.	The website server needs to be replaced to meet current-day functional and cyber-security needs and the website content needs to be rewritten and reformatted to meet new provincial accessibility legislation and best practices. The current outdated server technology presents significant risks, and website application errors and optimization issues have resulted in an unreliable site that lacks information integrity and user functionality. With website failures expected to continue to increase as the site ages, resulting in ongoing periods without public and staff access to the website, it is necessary that this project move forward now.
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Information Technology

3	Funded	430 - IT	Internet Security	This is the City's primary network security protection hardware. This device must be updated every 3 years to ensure the integrity of the network is maintained. Operating costs are required to support continuous software upgrades and hardware failure.	Replacement for the City's primary security appliances which protects the City network from outside intrusion. These security appliances are required for primary network security functions, and may need replacement at regular intervals based on vendor "end of life" requirements.
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**2023-2032 FINANCIAL PLAN
APPROVED CAPITAL PROJECTS**

Index	Category	Department	Capital Project Name	Capital Project Description	Capital Project Justification
4	Funded	430 - IT	Printer/Photocopier Replacement	Scheduled replacement of photocopiers and printers.	Tech equipment has a useful life of 5 - 7 years, and needs continual replacement to maximize staff productivity.
5	Funded	430 - IT	GIS Orthophotos	10cm and 30cm orthophotos (aerial photos).	Funding is required to update orthophotos every 2 years. The Geographic Information Systems section of the Information Technology department is under increasing pressure to provide accurate and current information. The high usage of orthophotos, which is a reflection of the rapid changes we are seeing in the City, is one such requirement. These aerial photos are a key base layer in GIS and support both the development process and daily activities in utilities, fire and RCMP. All departments, contractors and the public via our interactive web maps utilize these orthophotos. A two year funding cycle will provide current imagery, better resolution and support projects that are outside of the Urban Containment Boundary.
6	Funded	430 - IT	Data Storage Upgrade & Primary File Server Replacement	Replacement of primary storage server at City Hall.	The primary file server is at it's end-of-life and has been identified as a security and operational risk. It has reached 90% storage capacity, with no further ability to increase storage space. The server is showing multiple error logs resulting in small outages impacting all staff at City Hall. This should be replaced every 4 years to reduce impact to
7	Funded	430 - IT	Workstation/Laptop Replacement	Annual renewal of City wide IT equipment.	Tech equipment has a useful life of 5 years and needs continual replacement to maximize staff productivity. Risk of failure to replace devices includes increased security vulnerabilities and failure rates.
8	Funded	430 - IT	City Hall WiFi Replacement	Replace all WiFi Access Points at City Hall	The WiFi at City Hall is using technology that is no longer supported by the vendor, and also cannot be configured with a modern security configuration leaving the City vulnerable to risk of a cyber incident. This project will provide funding for IT to purchase current Access Points, and includes funding for contracted resources to assist the Network Administrators with installation and modern security configuration.
9	Funded	430 - IT	Dogwood DOC Phone System	Dogwood Operations Centre phone system upgrade.	The Dogwood Operations Centre phone system was upgraded in 2018; however, it will require replacement by 2029.

Development Services

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10	Funded	510 - Development Services	Building Permit Process Modernization	Purchase of hardware and software to complete digital conversion of the Building Permitting process.	During the outbreak of the pandemic the building department was forced to immediately develop a contactless system to process building permits. The traditional paper based process was modified to the extent possible but has left some process shortcomings. To truly complete the paperless permit processing digital hardware/software will be required to review and mark up digitally submitted drawings, support additional large format monitors and view digital plans in the field.
11	Funded	510 - Development Services	Building Inspector Electric Vehicle	Purchase of a vehicle for building inspector use.	Inspection demands have increased over the last two years resulting in all inspectors being required to be out inspecting at the same time. To manage the demand, one inspector frequently uses their own vehicle to travel to various locations. An additional City vehicle will reduce liability risk and omit mileage reimbursement costs. To remain as 2023 project due to current supply chain delays for vehicles.
Bylaw Enforcement					
12	Funded	610 - Bylaw Enforcement	Bylaw Officer Electric Vehicle	Purchase of a vehicle for bylaw enforcement use.	Currently, the Bylaw Enforcement Department has 2 vehicles that are shared by 3 officers. A request has been made to hire a 4th officer. If the Department get a 4th officer then it is recommended that the Department get a 3rd vehicle to provide officers with the ability to investigate calls for service and conduct proactive patrols. Having only 2
Fire Protection					
13	Funded	620 - Fire Protection	Small Fire Fleet Replacement	Replacement of small fleet emergency response vehicles that have met their useful life cycle in accordance to City Policy.	The fire department utilizes its small vehicle fleet for emergency response, whether responding as the on duty officer, transporting our career and paid on call firefighters to emergency incidents or for transporting essential firefighting equipment to and from emergency scenes. It is essential that our response vehicles be in a reliable and ready state for any emergency incident.

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14	Funded	620 - Fire Protection	FIT Testing Machine	Replacement of the Fire Department's FIT testing machine.	Legislation requires fire personnel to be fit tested for SCBA and N-95 masks. This requirement is through WorkSafeBC and is done for any new members annually and for all existing members at least every two years. The current unit owned by the City that was used to perform this testing is no longer working and is unrepairable due to its age and obsolescence. Cost sharing options with mutual aid partners are currently being explored.
15	Funded	620 - Fire Protection	Downtown Fire Station #1 Server Room Fire Suppression System	Purchase and installation of a clean agent fixed fire suppression system for the server room at Fire Hall #1 to meet NFPA standards and satisfy contract	Critical IT infrastructure for the North Island 911 system and the City is left unprotected from fire in the basement of fire station #1. As part of the contract with NI911 the City is obligated to install a clean agent fire suppression system.
16	Funded	620 - Fire Protection	Gas Detector Renewal	Replace end-of-life fleet of five multi-gas detectors.	The fire department's current fleet of multi-gas detectors are no longer supported by the manufacturer, and have reached end-of-life. These are needed to support confined space rescue and other emergency responses with IDLH atmospheres.
17	Funded	620 - Fire Protection	Small Equipment Replacement	Replacement of firefighting equipment that has reached its useful life cycle.	To ensure a replacement plan is in place for firefighting equipment that reaches its useful life cycle (eg.: portable fire pumps, ventilation fans, fire hose, firefighting nozzles).

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18	Funded	620 - Fire Protection	New Fire Station Headquarters (Jubilee) - Public Engagement/Detail Design	Conceptual design of new fire hall headquarters (replacing No. 2 Fire Hall).	The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecommunication equipment for the NI911 Fire Dispatch center, and critical telecommunications equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecom equipment located in the fire hall. With the City experiencing significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community for the future. The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Emergency Management, Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure in the downtown No. 1 Fire Hall.
19	Funded	620 - Fire Protection	Decontamination Unit	Procurement of a mobile decontamination unit, capable of decontaminating two firefighters at the same time, as well as providing personal hygiene amenities to all genders.	Firefighters have abnormally high rates of cancer due to exposure to toxins in smoke. These toxins must be cleaned from the skin as soon as possible after a fire. This decontamination unit will significantly reduce the time that the toxins are being absorbed into their bodies. This unit will also provide washroom facilities and some privacy for all genders working on the fire ground.
20	Funded	620 - Fire Protection	SCBA Replacement	Replacement of Self Contained Breathing Apparatus (SCBA).	The replacement of SCBA is a predictable capital expense and should be planned for operationally in order to meet regulatory replacement requirements. The replacement cycle on SCBA cylinders is 15 years.

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Director of Operations					
21	Funded	700 - Director of Operations	Erickson Road Renewal	Replacement of aged watermain on Erickson Road.	Upfront design costs are required to take advantage of the opportunities for synergies involved in replacing the water, storm and road upgrades on Erickson Road.
22	Funded	700 - Director of Operations	=F52	Renewal of the section of Beech Street from Alder Street to 10 Avenue.	In conjunction with a potential development of an adjacent property, this renewal project includes the provision of new and renewed sub surface city services and 3rd party utilities.
23	Funded	700 - Director of Operations	Seagull Walkway Design - North	In the 2011 bridge and culvert inspection, the pilings associated with the Pier Street walkway (near the fisherman's wharf) were identified as needing replacing in 3-5 years. A follow-up inspection was performed in 2013 that identified a number of immediate and significant issues that will need to be dealt with over the next year to two years (this is required for public safety and extend the useful life of this structure). Some basic remedial work was done in 2014 and 2015, but major work is required to insure the walkway does not fail as the substructure is being washed away.	The Seagull Walkway is an important part of our downtown infrastructure. In its current condition, the asset will fail and increasing potential for liability if remedial work on this walkway structure is not undertaken. There is potential for underground infrastructure and the adjacent building foundations to be adversely affected without a substantial amount of work done on this walkway. Design works will provide project scope and total costs; project budget will be included in future budgets.
24	Funded	700 - Director of Operations	Capital Works Project Management	Reallocation from Capital Works operating budget to capital.	70% of Capital Works department charges need to be reallocated to capital project that are actively managed by the Capital Works department to track capital costs of built infrastructure per accounting standards.

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25	Funded	700 - Director of Operations	Seagull Walkway Surface Improvements - South	Rehabilitation of surface walkway, lighting, safety railing, landscaping and street furnishings along the southern section of the Seagull walkway.	Project timing is being driven by coordination opportunities with adjacent development by Crown Pacific.
26	Funded	700 - Director of Operations	Cheviot Road Rehabilitation	Utility renewal along Cheviot Road.	This rehabilitation project is the result of need to improve pedestrian facilities and storm drainage along this section of Cheviot Road. The initial project was developed to just include minor storm water improvements and provide a sidewalk for pedestrian to have better access to from Petersen to the top of the hill. The initial design review identified potential conflicts with existing drainage, water lines and services to properties that front the roadway. In order to address those concerns and provide the needed asset renewal, this project has developed into the replacement of the watermains, & services, the storm drainage system and the improvements/upgrades to the road surface and the addition of pedestrian infrastructure. Design will begin in 2023 and construction is planned in 2024. Funding will come from the annual water renewal program, sidewalk infill program and storm drainage reserves. The budget for the project will be included in a future Financial Plan, once the scope and design for the project has been completed.
27	Funded	700 - Director of Operations	Corporate Asset Management	Ongoing Asset Management projects.	Annual allocation to undertake inventory and condition assessment for all general fund departments including roads, storm drain, fleet, parks, and airport. Prioritization within asset groups will occur under the AIM (Asset Infrastructure Management) team and the departmental capacity to take on the work. Annual funding for asset management ensures the City can implement asset management as part of securing ongoing Community Works Gas Tax Reserves.
28	Funded	700 - Director of Operations	Asset Management Service Levels	Development of Asset Management Service Levels.	Service Levels are a key component of asset management plans.

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29	Funded	700 - Director of Operations	Asset Management Risk Assessments	Development of Asset Management Risk Assessments.	Risk assessments are key components of asset management plans.
Utilities Manager					
30	Funded	Utilities Manager	Operations Management Software Planning and Replacement	Replacement of the City's end of life operations management software system, moving to a fully digital modern asset management program. This centralized system manages all asset infrastructure data of the City, as well as, manages work orders for community requests. This system is linked to the GIS mapping tool and is integral to maintaining the operations of the City's service levels. Service contracts have already been awarded and the transition to a new system is expected to run through early 2025.	The City's current operations and work order software system Cartograph Navigator that manages the City's infrastructure and integrates with the GIS system, the support for the current version ended in 2017 therefore the City must replace this software. This operating system is core to maintaining the operations of the City including management of parks, roads, facilities, fleet, storm water, sewer, and water departments and work flow/community service request management. Replacing it with Asset Management software will reduce administrative costs, improve service and will provide the City of Campbell River greater visibility into asset utilization, costs and maintenance.
Airport					
31	Funded	710 - Airport	Runway Rehabilitation	Refurbish existing runway pavement.	Last hot-in-place rehab was completed in 1995. The pavement has reached the end of its life cycle and is showing degradation and deformation; the last inspection by consultant rated pavement as poor.
32	Unfunded	710 - Airport	Expansion of the existing Jet Fuel storage system.	Expansion of the existing Jet Fuel storage system.	The current jet fuel storage system provides 60,000 L of above-ground storage of jet fuel for sale. With PAL Aerospace operating on a near daily basis, and strong demand in the summer, inadequate storage is available at peak times. Additional storage must be added to ensure the airport can always have an inventory of jet fuel available for sale. Jet fuel sales are the airport's single largest revenue source.

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33	Funded	710 - Airport	Airport Condition Assessment	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for airport assets.	The airport asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.
34	Funded	710 - Airport	General Aviation Entrance Shelter	Install a covered entryway for general aviation customers.	Currently we do not have a covered area for customers waiting on private aircraft arrivals. Some of these customers store their baggage outside in the elements for an extended period of time.
35	Funded	710 - Airport	Aircraft Viewing Lookout Area	Create a public aircraft viewing lookout adjacent to terminal building.	Opportunity for passengers and public to view airside operations.
36	Funded	710 - Airport	Airport Drive Upgrade	Upgrade to roadway servicing north development lots.	Last road upgrade completed in 1997, need to continue paving program to the North.
37	Funded	710 - Airport	Expand Airport Terminal Building Parking	Expand ATB Parking.	Projected increase in users, current summer parking runs 85-90% of capacity.

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Fleet					
38	Funded	720 - Fleet	Fleet Replacement Plan	Renewal of the City's Operations and Airport Fleet.	Staff undertake an annual assessment of all Fleet & Heavy Equipment Pool assets using a scoring algorithm to prioritize replacements based on condition, utilization rate, redundancy, and impact to community service. Vehicles up for replacement in 2023 include two snowplows trucks (one fully funded from the Federal Airport Capital Assistance Program), two heavy duty service trucks for the Utilities departments, a 4x4 tractor with flail used by multiple dept's for routine maintenance, the City's lone bucket truck and a mini-van.
39	Funded	720 - Fleet	ACAP Airport Plow Truck Replacement A544	Replacement of Airport plow truck unit A544.	Airport Unit A544 is a 1996 single axle dump truck which is used for snow and ice control at the Airport. Staff have submitted a request through the Federal Airport Capital Assistance Program (ACAP) for 100% replacement funding with announcements anticipated in April 2023. If the application is not funded the project will be re-submitted for 2024.
Facilities					
40	Funded	724 - Facilities	Discovery Pier Structural Repairs	Ongoing structural repairs to Discovery Pier.	An engineering level structural condition assessment is undertaken every two years and then recommendations for piling / structural member repair are undertaken in the following year. This structure is now 30 years old and due to its location receives significant water/wind exposure requiring continual maintenance. Increase in repair budget reflects cost escalation in market and the aging state of the structure.
41	Funded	724 - Facilities	RCMP Building Roof Replacement	Replacement of the roof at the Police and Public Safety building.	The membrane roof at the RCMP building is now at end of life and requires replacement. The project was tendered in 2022 with no bidders and staff were unable to find a suitable contractor through other means. Project has been re-budgeted for 2023 based on current market rates which saw substantial escalations in 2022.
42	Funded	724 - Facilities	CRCC Roof Replacement	Replacement of the roof at the Community Centre.	The roof is nearing the end of its serviceable life and is showing symptoms of premature failure including significant alligating and bubbling. Minor roof leaks have been experienced to date. Budget has been increased to include fall protection and Class A construction estimate based on severe cost escalations in roofing market.

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43	Funded	724 - Facilities	Police & Public Safety Building Lot Security Upgrade	Security enhancements and expansion of the rear lot at the Police & Public Safety Building.	The existing staff/RCMP parking lot to the rear of the Police and Public Safety Building is currently unsecured (open access to public) and severely undersized. Currently between 15-20 staff are parking at the adjacent Strathcona Gardens facility on a daily basis. This lot is used for the RCMP fleet, RCMP staff parking, as well as storage of auxiliary vehicles/equipment and impounded vehicles. City staff parking at SG has caused issues within the last years, particularly during large events held at SG. There is available City owned land immediately to the east of the current compound which could suit this purpose. Concurrently, in response to security concerns in recent years, the RCMP has requested the installation of automatic entry gates to the two lot entrances and replacement of the current perimeter fence to a high security 'E' Division standard.
44	Funded	724 - Facilities	Haig Brown House Roof Replacement	Replacement of the roof at the Haig Brown House.	The roof is nearing the end of it's serviceable life and beginning to show leakage in some areas. Based on the historic elements of the interior structure it is prudent to initiate a roof replacement before any significant leaking occurs.
45	Funded	Police Protection	Forensic Video Services workstation	Existing workstation upgrade	If second Forensic Video Technician position is approved, the existing workstation will need to be upgraded to accommodate two technicians
46	Funded	Police Protection	RCMP Member workstations	Expansion of workstations	If RCMP Members are approved, additional workstations will be required to accommodate an increased establishment strength.
47	Funded	724 - Facilities	Big House Pavilion Preservation	Stakeholder engagement and consultation for refurbishment of the Big House Pavilion structure in Ostler Park.	In 2016, the City undertook an assessment of the structure by a professional engineer and timber frame structure specialist. The report found that the structure requires a major refurbishment including replacement or repair to most of the columns and first nations carvings / totems. The report recommended that work not be extended beyond 2017. The next phase will require engagement with multiple stakeholders and a timber frame consultant to develop a scope of work for rehabilitation and determine a project plan.

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48	Funded	724 - Facilities	Colocation Room Air Conditioning	Air conditioning for CRAvantage Colocation Room Data Centre.	The City's CRAvantage colocation data centre is currently cooled by a portable air conditioner. This data centre hosts critical network hardware that supports our CRAvantage municipal broadband network and the SRD's entire network infrastructure. This equipment requires a constant operating temperature to eliminate the possibility of network shutdown or failure. Portable air conditioning units can not provide the sustained, reliable temperature control required. A long term solution is required to meet this demand.
49	Funded	724 - Facilities	Fire Panel - RCMP Building	Replacement of the FA panel at the Police and Public Safety building.	The FA panel is original to the building (1998) and has reached the end of its lifespan. To be code compliant, the panel needs to be replaced to ensure the system continues to operate and provide adequate protection.
50	Funded	724 - Facilities	Museum Humidifier	Replacement of the humidifier at the Museum.	The humidifier at the Museum is now at the end of its serviceable life and parts are obsolete. This equipment provides humidity to the in the exhibition rooms to preserve artifacts and artworks from damaging effects of low humidity. The unit needs immediate replacement before it completely fails and exhibits are ruined.
51	Funded	724 - Facilities	Energy and Water Consumption Reduction Projects	Utilized to fund projects which reduce energy and water use intensity throughout the City's facilities.	When equipment fails there is often an opportunity to replace equipment with high efficiency, modern technology which reduces energy and/or water use. This opportunity fund allows for available funds to ensure the City continues to reduce its overall internal energy and water consumption.
52	Funded	724 - Facilities	Council Chambers Accessibility Improvements	Finalize conceptual design and complete detailed design / engineering on improvements to Council Chambers focused on accessibility improvements.	There is limited access for delegates with mobility issues to present at or attend Council Chambers. This design exercise will result in a shovel ready capital project to complete accessibility / functional updates to Council Chambers (e.g. accessible ramps, presentation area, etc) once project funding can be secured, potentially through future grant funding.

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53	Funded	724 - Facilities	Small Equipment	Minor capital equipment budget for all City operating departments, utilized to cover minor capital purchases (\$5,000 - \$30,000) which fall outside the Fleet and Heavy Equipment replacement program as well as new purchases.	There are a number of pieces of equipment that operating departments require for their day-to-day operations that exceed the threshold of the TCA Policy but which are not covered by the Fleet and Heavy Equipment reserve schedule. Purchases from this minor capital fund are for new or replacement, non-fleet related pieces of equipment. This fund is also utilized to increase the efficiency of the operation and long term with the goal of reducing operation cost (rental fees, etc.).
54	Funded	724 - Facilities	RCMP HVAC DDC, Chiller & Controls	Replacement of the chiller at the Police and Public Safety Building. Recommissioning of Direct Digital Control (DDC) for entire HVAC system.	The chiller is original to the building and is nearing the end of its serviceable life. This equipment provides cooling to the building in the summer, including the cell block and is necessary to support proper indoor air quality. The building's HVAC controls have not been updated or re-commissioned since the building was constructed.
55	Funded	724 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Ongoing camera replacement plan for the City's extensive networked video surveillance system.	The City's extensive networked IP based surveillance system is now over 10 years old and requires routine annual camera replacements as equipment fails or reaches end of life. Annual software licensing updates are required to ensure new hardware is compatible with the existing system. Includes cameras at 13 facilities plus downtown
56	Funded	724 - Facilities	Structure Demolition & Land Clearing	Demolition of a residential house, garage, and other structures on City property in preparation for future land development.	Council has directed staff to begin the demolition planning process for a City owned residential house.
57	Funded	724 - Facilities	Food Truck Servicing Infrastructure	Provide Infrastructure for food trucks in downtown core.	Provide electrical and other servicing for food trucks in the downtown core to support the promotion of additional food services.

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58	Funded	724 - Facilities	Centennial Pool Changehouse Renovations Design	Renovation and modernization of the change house facility at the Centennial Outdoor Pool. 2023 funding is sufficient to complete design, construction would be subject to a financing strategy which may include senior government grants.	The existing change house design is dated and does not provide sufficient facilities for those with mobility issues. Additionally the universal/family change room functionality is severely limited and does not meet a modern standard for recreational pool facilities. The renovation design options have been finalized and will come back to Council early 2023. Construction will require a financing strategy however the project is likely to meet criteria for senior government grand opportunities in a number of categories including accessibility.
59	Funded	724 - Facilities	City Hall Renovations	Minor renovations at City Hall to make improved use of space on the 2nd floor and renovate building washrooms to a modern standard.	Reconfiguration of the open floor area in east quadrant on second floor of City Hall and renovation of building washrooms to a modern standard (current washrooms are original from 1982). Budget includes cost of new furniture and relocation of a critical network switch. Project will add a combination of private and semi-private work spaces intended
60	Funded	724 - Facilities	MHC Heat Pump / Fan Replacement & Building Automation	Replacement of the 6 heat pumps and exhaust fans / MUA at the Maritime Heritage Centre. Addition of building automation system for improved HVAC	The heat pumps will be at the end of their serviceable life and replacing them in conjunction with adding a building automation system will provide good efficiency. The MHC has requested the City look at upgrades to this equipment to reduce their costly heating and cooling bills.
61	Funded	724 - Facilities	Enterprise Centre Backup Generator	Addition of emergency back up power at the Enterprise Centre.	The Enterprise Centre now houses a number of City staff and is being utilized for low level EOC activations as it does not interrupt the use of Council Chambers for routine City business. The building also houses server connections supporting the CR Advantage utility. Currently the building has no back up emergency power provisions and the critical CR Advantage network gear is protected with battery backup UPS systems which have limited capacity before requiring a standby generator be brought on site during power interruptions to ensure fibre clients are not adversely impacted.
62	Funded	724 - Facilities	CRCC Gym Wall Partition Replacement	Replacement of the gymnasium partition at the Community Centre.	The partition greatly increases the functionality of the entire gymnasium allowing multiple programs/activities to be running concurrently.

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63	Funded	724 - Facilities	City Hall/Enterprise Centre Repaint	Envelope maintenance and painting around the City Hall / Enterprise Centre complex.	The City Hall / Enterprise Centre complex requires minor envelope maintenance and waterproofing including painting in several areas. The main City Hall entryway in particular requires a full repaint as it does not uphold the good image of the City.
64	Funded	724 - Facilities	City Hall HVAC Upgrade	Replacement of forced air furnace at City Hall.	Replacement of aging HVAC system which includes air handler, supply & return fan assemblies including the addition of building-wide cooling capacity which does not currently exist. In recent years interior building temperatures have exceeded 30 Celsius triggering humidex requirements through WorkSafe BC exposures for office staff.
65	Funded	724 - Facilities	Tidemark Theatre Envelope Rehabilitation	Refurbishment of the building envelope at the Tidemark Theatre including stucco.	The existing stucco rain screen has suffered failures in several areas resulting in leakage into the building interior. The rain screen is past its serviceable life and now requires a major repair.
66	Funded	724 - Facilities	City Hall Seismic Upgrades	Completion of seismic upgrades at City Hall as specified by a 2013 seismic assessment of the building.	City Hall was built in 1980. Damage to the building's exterior during the earthquake in Sept, 2011 have led to speculation as to the structural integrity of the building in a large earthquake. An assessment of the building's compliance with current building code requirements has recommended upgrades to the building to improve its seismic
67	Funded	724 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Addition of locker rooms and dormitories at Fire Hall #2.	This renovation seeks to add men's and women's locker rooms at Fire Hall #2 as well as a unisex washroom/shower area. Currently there is no dedicated locker room or segregated shower facilities for staff or volunteers. The current washroom/locker facilities do not allow the Fire Department to meet changing operational practices around handling fire affected turnout gear. Currently there are no dormitories on site however based on the increasing use of this facility, particularly in a community emergency requiring 24/7 operation, this function should be added at the same time as a moderately sized interior renovation to address the lack of locker rooms.
68	Funded	724 - Facilities	CRCC Cooling Tower Replacement	Replacement of the cooling tower at the Community Centre.	This equipment maintains air quality within the facility and is critical for maintaining air conditioning. It is approaching the end of its serviceable life.

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69	Funded	724 - Facilities	Tidemark Theatre Foundation Repairs	Repairs to the foundation of the Tidemark Theatre.	The foundation is showing minor failures and requires repair in order to ensure the overall integrity of building function including sanitary sewer lines.
70	Funded	724 - Facilities	Tidemark Theatre Window Replacement	Replacement of windows on the 2nd floor of the Tidemark Theatre.	Windows are of mixed age and use and are nearing the end of their serviceable life.
71	Funded	724 - Facilities	MHC Aluminum Window Replacement Allowance	Replacement of the main bay windows at the Maritime Heritage Centre.	The windows at the Maritime Heritage Centre are mixed aluminum and vinyl in varying stages of lifecycle.
72	Funded	724 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Replacement of the aging main entrance signs at the Sportsplex with two new signs.	The existing signage at the Sportsplex is not illuminated making it difficult to see at night and does not provide any information on the other amenities available on the site. The sign does not provide any ability to advertise current or upcoming events at any of the City's premier recreation destinations.
73	Funded	724 - Facilities	Sportsplex Court Floor Replacement	Replacement of the flooring within the squash/racquetball courts.	Lifecycle replacement of the heavily used squash/badminton court floors.
74	Funded	724 - Facilities	City Hall Façade Improvements & Window Replacement	Replacement of the windows at City Hall and overall facade improvements including replacement of the building signage.	City Hall was built in 1980 and there has been limited work to the façade since its construction. All exterior windows are original and require replacement soon. A facade upgrade could allow for improved energy efficiency and building aesthetics to a modern standard.
75	Funded	724 - Facilities	MHC Roof Replacement	Replacement of the shingle roof at the MHC.	The roof will be nearing the end of its serviceable life.
76	Funded	724 - Facilities	Enterprise Centre Roof & Skylight Replacement	Replacement of the roof at the Enterprise Centre.	The roof will be approaching the end of its serviceable life.

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77	Funded	724 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	Lifecycle rehabilitation and upgrades to the Enterprise Centre.	The Enterprise Centre was constructed in 1955 with a major renovation circa 2000. While much of the interior space has been renovated to a current standard, many of the building's core systems including HVAC, electrical distribution, domestic hot water, sanitary sewer, and others are at or beyond the end of their serviceable life. The building will require a wholesale rehabilitation to ensure ongoing functionality for staff and building tenants.
Roads					
78	Funded	730 - Roads	Asphalt Overlays	Asphalt overlays are required in a number of locations in the community. A review done in 2013 (updated review in 2015) identified nearly \$10 million in works that needs to be undertaken in the next few years. There are additional arterial, collector and local roadways not included in this inventory that will need to be addressed within the next 5 to 15 years.	There is currently over \$10 million in required overlay/road rebuilds required through out the community. A number of these road segments have already failed or are rapidly approaching the end of their serviceable lives. The Roads department had a pavement management plan developed in 2018 to better plan for road rehabilitation projects for future years.
79	Funded	730 - Roads	Traffic Control Upgrades - Replacement	City traffic lights have a serviceable life of 20 to 25 years before they need replacement or major upgrades. Currently the City has a number of intersections that are at the point of needing replacement.	Our infrastructure is aging and with this becomes challenges to maintain older technology and physical structures. A number of the older traffic lights in the community were installed by MoTI over 20 years ago and have come to the end of their useful life and are beyond repair without major component replacement. This program will see a regular replacement of the existing traffic lights to ensure continued operations of these critical pieces of infrastructure in the community.

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80	Funded	730 - Roads	Sidewalk Infill	Over the past number of years, the City has completed a number of projects to increase the conductivity of the pedestrian network in the Community. Cheviot was planned for 2020, but further engineering and expansion of the project was required.	There are a number of locations identified in the Master Transportation Plan (MTP). This year the goal will be to try to infill any obvious gaps in the system and provide better access to bus stops where an existing sidewalk may not be.
81	Funded	730 - Roads	Cycling Infrastructure	The Master Transportation Plan (MTP) has identified \$330,000 of worth of short term cycling infrastructure upgrades for the City. These upgrades will include the addition of cycling lanes, re-establishment of existing cycling lanes, introduction of way-finding signage and associated	The cycling infrastructure upgrades will assist the City in providing alternative forms of transportation. They will also help in the promotion of the reduction of the City's carbon emissions while promoting active transportation within the community.

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82	Funded	730 - Roads	Transit Bus Shelters	<p>The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 10 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2023 and possibly beyond). With this grant funding, the City can install up to 5 shelters per year.</p>	<p>The City continues to improve service levels for those using transit services. In order to assist with this the City has installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into future years.</p>
83	Funded	730 - Roads	Willow Creek Road Permanent Connection	<p>The Transit Master Plan indicates the need to evaluate and install shelters where required in the community. The City continues to improve services for those using transit services. In order to assist with this the City has, over the past 10 years, installed a number of shelters to provide protection from the weather. Currently, BC Transit offers a cost sharing program for the capital cost to install shelters (47%/53% -this program will continue into 2023 and possibly beyond). With this grant</p>	<p>The City continues to improve service levels for those using transit services. In order to assist with this the City has installed a number of shelters to provide protection from the weather. In 2012 and 2013, the City received partnership funding from BC Transit (47% of the cost). This program will continue into future years.</p>

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84	Funded	730 - Roads	Argonaut Bridge Upgrades/Repairs	In the 2022 bridge and culvert inspection, the Argonaut Bridge on the Quinsam Road needs upgrades to bridge structure. Work to be done is re-armouring the north abutment with riprap, geotechnical assessment of the existing slope erosion, removing debris around the piling and a seismic capacity assessment on the heavy corroded piles were identified as needing to be done in 1-5 years. There are a number of immediate and significant issues that will need to deal with in 2023(this is required for public safety and extend the useful life of this structure).	The Argonaut Bridge is an important part of road network and bridge infrastructure. In its current condition, the asset is going to fail and increasing potential for liability if remedial work on this Bridge structure is not undertaken. There is potential for the bridge being undermined by the River if substantial amount of work is not done on the bridge structure.
85	Funded	730 - Roads	Intersection Improvements	The Master Transportation Plan (MTP) identified a number potential locations for upgrades to traffic control at intersections.	As our community grows, so does our demand to improve the traffic control infrastructure. We have a number of locations that currently meet or will meet in the coming years the warrants to support traffic lights at those intersections. A number have been identified and will be reviewed regularly to ensure the need is there and the timing for the installations meets the demand.
86	Funded	730 - Roads	Street Light Infill	This is part of the street light infill program is to insure that areas that have been deemed to be deficient or lacking in adequate lighting are	The City has a number of areas that could use additional street lights to ensure safer public use, primarily along arterial and collector roadways.

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87	Funded	730 - Roads	Parking lot Improvements	<p>Council has identified areas for improvement for parking lot maintenance and some enhancements in the future. There are additional parking areas downtown and along the waterfront that could also use improvements and enhanced maintenance. Work planned for 2022 will include improvements to the parking areas at Rotary Beach Park. This budget line would allow for the continued improvement of City parking areas.</p>	<p>Council provided direction in 2015 to see improvements to Beech St, Cedar St and the Maritime Heritage Centre parking lots. Work has been completed on Cedar St., Maritime Heritage Centre and Cypress St. 2018 saw improvements to the parking lot on Beech St. 2019 saw improvements to the public parking at City Hall.</p>
88	Funded	730 - Roads	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	<p>This annual program supports public safety by providing enhanced safety features to assist pedestrians. Warrants and a preferred locations list will be updated annually.</p>	<p>This annual program supports public safety by providing enhanced safety features to assist pedestrians.</p>

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89	Funded	730 - Roads	Ferry Terminal Access Improvements	The Master Transportation Plan (MTP) has identified the need to address access issues with the ferry terminal that could include the addition/modification of the turning lanes and the addition of traffic lights. The design review started in 2017 and completed in 2018/19 with improvements to be undertaken in 2020, subject to MoTI and BC Ferries input. BC Ferries is currently undertaking a consultation/capital improvement planning process that the City may wish to partner with BCF and MoTI in future improvements at this location. This may require the capital funding to be moved forward into the future.	Access to the ferry terminal from Hwy 19A is very poorly set up and is confusing to users which increases potential for accidents at this location. The work will look at the design to provide options to reduce confusion and ultimately improve access to the entrance and from the exit of this site.
90	Funded	730 - Roads	South Peterson Improvements	Work to improve Petersen from Evergreen to Merecroft. Will include road, curb and gutter improvements as well as storm and water improvements.	This area is growing and the aged infrastructure requires improvements to accommodate this growth.
Parks					
91	Funded	732 - Parks	Parks Infrastructure Renewal Fund - Pathways	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.

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92	Funded	732 - Parks	Baseball Infield Mix	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.
93	Funded	732 - Parks	In Ground Garbage Receptacle	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.
94	Funded	732 - Parks	Ken Forde Park Irrigation	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.
95	Funded	732 - Parks	Garden Beds	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.
96	Funded	732 - Parks	Trees	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.
97	Funded	732 - Parks	Asset Management - Park Infrastructure Renewal Fund	Infrastructure Renewal Fund to fund annual repairs and upgrades to park infrastructure such as fencing, playgrounds, dugouts, and infields.	The parks system has aging infrastructure that needs repair. This would be an annual fund to repair and improve infrastructure such as infields, backstops, fencing, dugouts, washrooms. A list of items to be repaired would be submitted to Council annually for approval.

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98	Funded	732 - Parks	Willow Point Park Ball Field Netting	Provide netting around field 1 and 3 at Willow Point for protection of spectators and parks users.	With CRMBA moving their ball organization to Willow Point and using the fields for baseball it has causes a hazard to park users. Temporary backstop fencing was put into place until the move officially become permanent. With the installation of the lights system on field 1 and 3 it appears the decision will be permanent therefore the temporary fencing needs to be replaced with netting so baseball can hold provincial tournaments as currently the temporary backstop fencing would stop them from holding provincial tournaments.
99	Funded	732 - Parks	Willow Point Field Drainage Upgrade	To improve drainage in the south end of the soccer/slow-pitch playing fields at Willow Point.	Over the years the south end of the playing fields at Willow Point have become saturated with heavy rains. This has made the area difficult to maintain which could lead to injuries for the user groups that use the field.
100	Funded	732 - Parks	Marine Foreshore Restoration	Relocating gravel to damaged areas of the foreshore to proactively prevent or minimize future erosion damage by using soft shores approach. The majority of the material used for the restorations are sediments (beach gravels) collected and removed from Big Rock and Ken Forde boat Ramps.	Restoring and preserving the foreshore is critical to maintaining and upgrading City infrastructure, particularly Hwy 19a and Rotary Sea walk. The City's marine environment is integral to its community culture. The restoration plan provides a comprehensive and proactive management plan for the foreshore.
101	Funded	732 - Parks	Cambridge Park Drainage System	To provide a detail design and construction for a drainage system in Cambridge Park	Cambridge park is a very wet and is unusable for 8 mouths of the year. There are large volume of standing water puddles in the park and residents who are adjacent to park are being affected by the standing water. Water is entering their property and the residents feel that it may affect their perimeter drainage with the extra water coming from the park. As this park is adjacent to many homes and does have drainage issues, a drainage systems needs to be installed. The park is used by many of the residents when the ground is dry, therefore fixing the drainage system, will increase the use of the park.

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102	Unfunded	732 - Parks	Mclvor Lake Electrical Gate Entrance	Place a electrical gate entrance into Mclvor Lake	The entrance into Mclvor Lake has an old manual gate that has not be used for years as the gate was very cumbersome to open and close and not safe for the residents who need to access the gate to gain entrance to their property. Since the gate has been left open and the general public now has access 24 hours a day. Over the years parties, large fires and vandalism have steady increased. Residents are concerned about fires and the large amount of people at the three beach sites at night. By installation an electric gate, the residents can gain easy and safely access their property and this would stop the general public enter the Mclvor lake after hours.
103	Funded	732 - Parks	Portland Loo at Nunn's Creek Park	To Install a Portland Loo washroom at Nunn's Creek Park Adjacent to 16th Ave.	The existing washrooms were removed from the park as they were destroyed due to encampment of the vulnerable population at Nunn's Creek Park. A washroom is needed at the park for the user groups and the vulnerable population who travel through the area. The Portland Loo has been very successful at spirit square and vandalism is very low for these units.
104	Funded	732 - Parks	Hwy 19A Cemetery Improvements	Hwy19a Cemetery road and Plot improvements.	The Hwy 19a Cemetery was built in 1927 and is in need of some major repairs to the road and plots sections of the cemetery. The roads are now at a point where vehicle access is limited due to dips and tree roots in the roadway. The plot sites have sunken over time and minor repairs have left the site uneven, thus causing tripping hazards throughout the cemetery site. With these deficiencies it is hard to make the cemetery look attractive and to maintain throughout the year.
105	Funded	732 - Parks	Ostler Park Rubberized Surface Replacement	Replacement of rubber surface for Ostler Park Playground.	In 2016 Ostler Park Playground was built and a rubber surface was put in. The rubber surface life span is eight years and will need to be replaced to meet CSA standards.
106	Funded	732 - Parks	Mclvor Lake Upgrades	Upgrades to Mclvor Lake from the Master Plan.	Upgrades to Mclvor Lake from the Master Plan.
107	Funded	732 - Parks	Robron Artificial Turf Replacement	Replacement of the Artificial Turf at Robron Field.	The life expectancy of the artificial turf is 10 years and will need to be replaced for safety reasons as the turf was installed in 2016.

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108	Funded	732 - Parks	Splash Park Renewal	To replace the electrical hardware and components, resurface the area and replace existing water play apparatus features.	The splash park was built in June 2013 and after 15 years the park needs to be refurbish.
109	Funded	732 - Parks	Entrance Sign Jubilee	Development of a low maintenance City of Campbell River welcoming sign at the south entrance to the City.	In order to assist with reducing annual maintenance requirements, a new welcome sign with low maintenance landscape display will be created to replace the labour intensive annual floral display.
Sewer					
110	Funded	780 - Sewer	Norm Wood Environmental Centre Upgrades	Digester, air headers, generator and electrical system upgrades.	Upgrades required to address existing capacity, redundancy, operational and condition issues as identified in the NWECC Pre-design report and 2019 electrical assessment. The existing digester is at capacity, the air headers to the digester and oxidation ditch #1 have degraded beyond repair, critical electrical components are at end of life and are no longer supported by their suppliers, and the existing generator is at end of life and only able to support minimal process equipment operation and is not able to sustain lengthy outages. CFWD: Revised scope confirmed and engineering services being secured. Preparation work for the SCADA Upgrade has been completed in 2021. To reduce duplications in work it was recommended that the integration to Clear SCADA be done within the NWECC Phase III project. The CFwd value of the SCADA upgrade has been combined with the NWECC Phase III project.
111	Funded	780 - Sewer	Campbellton Sewer Upgrade	Sewer project related to the potential development of the WWK Quinsam reserve and the adjacent fee simple lands that are being considered for development.	Some sewer mains downstream of the We Wai Kai Reserve are currently operating over capacity. In order to accommodate anticipated development on WWK lands and the Campbellton Area these sections of sewer main must be upgraded.

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112	Funded	780 - Sewer	Sewer Main Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
113	Funded	780 - Sewer	NWEC Blower Intake Air Filtration	Year 1 design, Year 2 build a filtration system for the air blowers at NWEC	NWEC currently has 3 Turbo Blowers and a 4th is being installed in the NWEC Phase III upgrade (2023). These blowers operate at 24,000rpm and the internal bearings are created with high pressure airflow. Contamination (dust, pollen, moisture) in the airflow cause the gap to decrease which heats up the surfaces which causes the gap to decrease further. Catastrophic failure of the blower motor or "Core" results and the cost is approximately \$26,000-\$30,000 and 6 weeks of downtime for every occurrence. We routinely experience one failure each year which is far beyond the industry standard for these blowers. A key component to resolving this issue would be to better filter the air they take in. Extending the intakes vertically to draw and filter cleaner air from above the building is universally thought to be the best long term solution.

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114	Funded	780 - Sewer	NWEC Solids Handling Study and Process Construction	Commission a study to review options available to NWEC for the purpose of Solids Handling over the next 30 to 50 years.	NWEC will come to the end of its ability to land apply Biosolids onto the field in 8-10 years. The digester is in need of a significant overhaul in 1-5 years. The pH control system on the Digester requires a major overhaul in 0-2 years. The pivot and Biobasin will require a major overhaul in the next 5-10 years. Newer technologies are currently available that will eliminate the need for some or all of these assets. External organisations are also offering exceptionally large cost sharing opportunities which will significantly reduce the cost of new infrastructure. This study looks to explore the options available to the City for the long term solution to the Biosolids disposal problem. In doing so it will inform our short and mid term maintenance costs, provide a potential revenue source and eliminate the disposal costs of inert material.
115	Funded	780 - Sewer	Sewer Asset Registry	Asset Management Strategy - Gap 1, 2 & 6. Centralization and clean-up of sewer asset inventory, including calculating replacement values.	The sewer asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and has overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.

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116	Funded	780 - Sewer	Lift Stations Electrical Assessment	Asset Management - Assess the aging electrical components with our aging lift stations electrical kiosks to determine if they meet current code, and schedule replacement of critical components before end of life.	The sewer asset inventory list (registry) does not have adequate lift station electrical condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.
117	Funded	780 - Sewer	NWEC Grizzly Contaminated Solids Dumping Site	Year 1 design, Year 2 build a suitable dumping site for sani contaminated fill.	Collections work completed in the City generates a significant amount of fill material including silt, sand, small and large aggregate mixed with raw sewage. This material must be dewatered before being disposed of. Engineering a dewatering pad such that the solids remain behind for easier disposal would lower maintenance costs. Currently LWS is not billing for this material either which eventually needs to be disposed of in a landfill at great expense. The addition of a pad where a quantity of fill could be assessed and billed accordingly would create a modes revenue stream. ROI is expected to be 10+ years.
118	Funded	780 - Sewer	Sewer Facility Renewal	Lift station #1 kiosk replacement and Lift station #15 electrical upgrade scheduled for 2023.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, liability, and the risk of release of untreated sewage to the environment. Exact budget will fluctuate based on specific projects.
119	Funded	780 - Sewer	Norm vwood Environmental Centre Oxidation Ditch Diffuser - Upgrade	Addition of 1,000 new diffusers in each oxidation ditch.	As flows and planed loading increases, additional diffusers will be required to adequately process the wastewater.

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120	Funded	780 - Sewer	Biosolids Field Crop Implements	Purchase farm implements suitable for haying, seeding and bailing operations	LWS operates approximately 18.6 hectares of arable land which is currently used as a Biosolids application field. Managing the crop from this field is a critical part of the nitrogen reduction process which dictates the amount of Biosolids we can apply in the following year. We are currently paying in excess of \$40,000 in cash and exchange of hay, which has an approximate market value of \$37,500 (200 bales at \$150 each) for the removal of this crop, seeding and herbicide application. Bringing this work in house will allow a significant increase in the condition of the crop, the total removal of nitrogen and the long term viability of the field as a whole. The long term benefits will extend beyond the Biosolids application allowable under OMRR as we can change crops to suit environmental initiatives such as biodiesel production.
121	Funded	780 - Sewer	Foreshore Force Main & Lift Station 5 & 6 Abandonment	Decommissioning of abandoned pipes and removal of old lift stations.	Following the replacement of the foreshore forcemain and lift stations 5 and 6, the old infrastructure needs to be abandoned for safety, environmental, aesthetic, and financial reasons.
122	Funded	780 - Sewer	Lift Station #11 Biofilter Reconstruction	The existing structure will be dismantled and disposed of and reconstructed of materials that will stand the test of time.	The existing structure was identified as past life its useful life expectancy and recommended for renewal in the 2017 facility assessment. The current structure is rusted to the point that it is no longer structurally sound and poses to be a safety risk to City staff.

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123	Funded	780 - Sewer	Norm Wood Environmental Centre Biosolids Dewatering	Hold this entry pending the results of the NVEC Solids Handling Study and Process Construction project planned for 2023. As mentioned significant changes over the past decade in the industry have resulted in a wider range of potential solutions to the Biosolids disposal problem. Original comment LS. "Addition of biosolids dewatering at NVEC and new biosolids management process."	Dewatering of biosolids will be required once land application is no longer an option (Est. 2030). Including administration and potentially an electrical room to the dewatering building, this will provide significant long-term capital cost savings. The "temporary" administration trailer, installed in 2010 is overcapacity. Therefore, the administration and dewatering building is scheduled for construction in 2022 and will be ready for dewatering equipment when required. The management process for the dewatered biosolids is unknown at this time and operating costs are assumed to be \$300,000, based on tipping fees anticipated to be charged by the regional district. Operating costs for dewatering is estimated at \$180,000.
124	Funded	780 - Sewer	NVEC - Secondary Clarifiers 1 & 2 Refurbishment	Replace the internal metal components within secondary clarifiers 1 & 2.	The internal components of secondary clarifiers 1 & 2 are painted mild steel which started to rust and degrade the steel several years ago. In 2017 there was budget to repaint the components to extend the useful life of the components. Due to the complexity and costs associated with painting the components, it was determined that painting the components was almost the same cost as replacing them with stainless steel components which will have a significantly greater useful life. Therefore, it was decided to replace the internal components with stainless steel when the components reach end of life. Budget is for design in year 1, replace components of clarifier #1 in year 2, and replace components of clarifier #2 in year 3.

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Storm Drains					
125	Funded	782 - Storm Drains	Flow Monitoring Equipment	Purchase of flow monitoring equipment to measure pressures on both the sanitary and storm drainage systems. Annual licencing fee is approximately \$1,000 per unit X 20 units. 1/2 belong to Storm and 1/2 belong to Sewer	Currently, inline/flow rate monitoring in the City's sanitary and storm sewer systems is not being actively measured either in pipe or at manhole locations in the community. Flow monitoring equipment will assist in obtaining current data on areas of the community where concerns may already exist and in areas to assist with future system modeling to prepare not only for potential asset renewal but also upgrades to the existing system, as well as, assists in providing operators information to proactively plan for visual inspections, cleaning of lines and other maintenance.
126	Funded	782 - Storm Drains	Downtown Storm Mitigation	Further investigation and conceptual design of new underground storm sewer. Included in the review and design will be a review of storage capacity and outfall structures to limit inflow during storm and tide events. Surface storage options and sea level rise concerns will be investigated. This will be a multi year project that will look at dealing with some long term storm water issues in the downtown area. The planning and construction/mitigation work is ongoing. This is also being looked at as part of the Sea Level Rise work underway.	The downtown area has experienced a number of recent flooding issues that will continue to increase as we deal with more intense weather trends and sea level rise. The downtown system has a number of challenges to need to be further reviewed to determine if there are ways to reduce or eliminate future flooding issues in this area. Areas to be reviewed include surface storage, overland flood routes, underground storage and changes to the outfall system. Decisions and results from the Quinsam Heights ISMP, Homewood and 16th Ave culvert upgrade projects and the City Wide Storm Modeling Program will all contribute to resolving this issue.

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127	Funded	782 - Storm Drains	Storm System Renewals	Annual Drainage Improvements. 2021 has been used to review the projects and undertake preliminary engineering for projects being considered for the next few years. Focus will be on known areas on 6th Ave and connections to older outfall locations.	This is an ongoing annual program to deal with the replacement and repair to critical storm water infrastructure. Projects are based on ongoing evaluations of existing systems, Integrated Storm Water Management Plans and experience related to past storm events.
128	Funded	782 - Storm Drains	Dogwood Detention Pond Rehabilitation	Complete a complete pond sediment removal and vegetation control service on this pond. Additionally structures in the pond may require attention as will access points and signage.	Emergency work in 2022 has hopefully freed up enough space in this pond for it to function this winter. A complete rehabilitation is required as the pond has been allowed to deteriorate and is in exceptionally poor condition. Substantial winter flows may cause sediment to carry into the receiving stream which is fish bearing.
129	Funded	782 - Storm Drains	Homewood Road Pipe Arch	Replace culvert under Homewood Road at the Nunns Creek crossing	The 2022 Bridge and Culvert inspection report identified this culvert as having zero life left. Increased inspections over the next year plus engineering of the replacement culvert should occur in 2023 with construction starting in early 2024.
130	Funded	782 - Storm Drains	City Wide Storm Water Modelling Program	Develop and manage a City wide storm water model.	A storm water model is necessary to assist with long range planning as it relates to storm water asset management. By not having a storm water model, developers are forced to conduct storm water models to determine capacity availability downstream of their projects, and in some cases implement their own storm water retention systems to allow them to develop their lands. A storm water model will allow the City to stay ahead of development and design storm water management systems that meet the greater needs of the community.

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131	Funded	782 - Storm Drains	ERT Detention Study	Commission a study to investigate detention strategies along the West side of the ERT	A significant amount of development is occurring on Pederson Road and Old Pederson road which require storm water flow attenuation. The current proposals (future proposals will also follow precedence) all include a multitude of small detention ponds which become long term financial liabilities for the City. The study will investigate potential solutions for combining these on property detention ponds into a larger City owned underground detention system. If a successful solution can be found the City could work with developers to aid in funding the capital expense. Long term maintenance costs would be reduced, receiving stream health would result and the potential for environmental upset would be reduced.
132	Funded	782 - Storm Drains	Flail Mower Purchase	Working with other departments (Airport, Roads and possibly Parks and Water) to procure a flail mower attachment suitable for ditch clearing.	The essential ditch clearing activities completed each year are currently contracted out. Finding operators willing to do this work reliably is becoming harder to accomplish. Additionally the mower can be used by the Roads department for the work they require as well. Adequate labour related budget exists to complete the work required.
133	Funded	782 - Storm Drains	Detweiler Culvert Replacemnt	Replace the culvert under Detweiler Rd	This project was approved back in 2021 however supply issues and manpower shortages could not be overcome. The culvert is challenging as it is required to squeeze between Water and Sani services on Detweiler. The condition of the existing culvert is very poor.
134	Funded	782 - Storm Drains	14th - Spruce to Redwood (Construction listed Below the Line)	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated	Identified in the ISWMP, this is an area that requires upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.

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135	Funded	782 - Storm Drains	Nunns Creek (16th Ave) Creek Crossing	This project is to deal with the on going issue of flooding at the culvert and the area of Nunns Creek on 16th Ave. Design is required and other funding sources are required to complete this project.	16th Ave at Nunns Creeks floods multiple times a year. This is compounded by two locations downstream (Hwy 19A – MOTI and Old Hwy 19 – CRIB) that also require remediation. Without undertaking this work, the park on the sports field will continue to flood and there will be issues with all the storm systems that lead into the creek.
Water					
136	Funded	790 - Water	John Hart Reservoir	Construction of a new 10,000 m3 reservoir at the new water supply facility.	The existing system is lacking adequate reservoir storage. The new reservoir will provide storage for the entire water system as well as buffer the flows for the treatment and pumping system.
137	Funded	790 - Water	Water System Strategic Action Plan Update	Update to the Water System Strategic Action Plan.	The Water System Strategic Action Plan was last updated in 2017 and needs to be revised to capture the significant growth and system upgrades that have happened since. An updated action plan is essential to ensure clarity in expected short term and long term improvements and their timelines.
138	Funded	790 - Water	Wei Wai Kum/CCR Water Improvements	Separation of CRIB/CCR water systems. Includes meters, backflow prevention, and watermain upgrades. Related to CRIB agreement.	Full separation of CRIB and CCR water systems will protect CCR water quality by installing backflow prevention at all points of connection to CRIB water system. Project will also allow for adequate billing for water and sewer as well as a financial incentive for water conservation within CRIB lands. Estimated construction costs included; updated budgets will be available after design works.

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139	Funded	790 - Water	Water Asset Registry	Asset Management Strategy - Gap 1, 2, & 6. Centralization and clean-up of water asset inventory, including calculating replacement values.	The water asset inventory list (registry) used for making asset maintenance and renewal decisions is missing assets, has inaccurate data and overlapping and inconsistent information. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and based on Asset Management BC's Roadmap, having an asset inventory is sound business management. Improving asset data will reduce costly emergency repairs, reduce public and business complaints and improve the City's financial ability to improve infrastructure.
140	Funded	790 - Water	Water Cathodic Protection Survey	City wide testing and inspection of the existing cathodic protection system.	It's been four years since the last wholistic look at the water systems cathodic protection. This inspection will be a foundation of a Cathodic Protection Program. Cathodic protection helps maintain the integrity of metal watermains that are subject to corrosive attack due to a wet environment. Lack of cathodic protection on metal pipes can result in corrosion which could lead to an increase in watermain breaks and decreased life of these critical transmission watermains.
141	Funded	790 - Water	Water Facility Renewal	Annual allowance for renewal of water facility infrastructure (pressure reducing valves, pumps, disinfection, etc.) due to condition.	Aging infrastructure has a high risk of failure resulting in increased maintenance costs , service disruptions, and liability. 2022 to involve design and installation of waterproof membrane system for the Evergreen and Beaver Lodge reservoirs. Evergreen reservoir was found to have small leaks in the roof during the liner project and both were identified for replacement during a facility condition assessment done in 2021.
142	Funded	780 - Sewer/790 - Water	Meter Renewal	Replacement of existing water meters (aging infrastructure) to ensure accuracy in water and sewer billing.	Failing meters underestimate water consumption resulting in a loss of revenue.
143	Funded	Water	Cross Connection Control Program	Update of Cross Connection Control Program	The current Cross Connection Program was completed in 2006 and needs to be updated. A Cross Connection Control Program is required to be in compliance with the City's Permit to Operate. A Cross Connection Control Program addresses the backflow threat as a result of cross connections by establishing operating policies and procedures, and

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144	Funded	Water	Cross Connection Control Program	Backflow Management Software Replacement	Support for the City's current Backflow Management Software expires in April of 2024. To ensure ongoing support, replacement software will need to be purchased and existing data will need to be transferred from the current management software to the new one.
145	Funded	790 - Water	Water Service Renewal	Replacement of existing water services that are failing. This renewal program would enable the department to be proactive and change 5 to 7 water services a year.	Currently, the City is responsible for over 14,000 water services both residential and commercial. In the past few years the City has observed an increase in water services failing due to corrosion from pipe age, pipe material, surrounding soil conditions, and ground movement. If the City continues its current reactive approach and repairing all water service failures as they occur, the water department's overall operation and maintenance costs will increase as will the service interruptions.
146	Funded	790 - Water	Water Condition Assessments	Asset management strategy - Gap 11. Determine and record condition assessment levels for water assets.	The water asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.
147	Funded	Water	Watermain Renewal	Preparation of watermain renewal designs.	There have been a multiple delays in the current watermain renewal schedule due to archaeology permits, contractor shortages and funding applications. The intent of this project is to leverage utilize existing watermain replacement funding for the creation of replacement designs and allow for 'shovel-ready' projects that can be implemented beyond 2023.

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148	Funded	790 - Water	Watermain Renewal	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Water Renewal map for locations that will be constructed in 2020.	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
149	Funded	790 - Water	Fire Hydrant Renewal	Replacement of existing fire hydrants which have reached the end of their operational life (40 years).	Hydrant renewal will increase the reliability for emergency services thus decreasing the liability for the City. Increasing maintenance costs for aging hydrants will be avoided.
150	Funded	790 - Water	Rockland Road Transmission Main	Installation of a duplicate 350mm diameter watermain on Rockland Road from Simms Creek to South Alder.	Increasing water demands are resulting in high velocities in existing transmission mains which creates high pressure losses in the water system. Increasing pipe capacity will decrease velocities and mitigate pressure loss.

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Long Range Planning					
151	Funded	810 - Long Range Planning	Master Transportation Plan Update	Review the Master Transportation Plan and Dogwood Corridor to determine and plan future improvements that would include intersection improvements, additional turning lanes and bus pull outs.	The Master Transportation Plan was adopted by Council in 2012 and should be reviewed and updated every 10 years to ensure the plan is current and reflects work done and provides for the next 10 years. This includes a review of the Dogwood Corridor to look for and develop priorities for improvements which may include developing land acquisition plans, determining future intersection options/additions of turning lanes, the addition of bus pullouts and consideration for pedestrian movements along this route.
152	Funded	810 - Long Range Planning	Nunns Creek Master Plan	The creation of a Master Plan for Nunns Creek Park.	Given the location of the Creek and the size of the area, development of an overall project plan is warranted to ensure maximum benefits are achieved.
Recreation & Culture					
153	Funded	820 - Recreation & Culture	Recreation Equipment	Recreation equipment replacement.	This is a reserve fund for replacement of weight room and cardio equipment, custodial equipment, tables and chairs. The price of cardio equipment has risen recently due to currency exchange rates.
154	Funded	820 - Recreation & Culture	820 - Recreation & Culture	Installation of acoustic baffles in the gymnasium roof and program spaces.	Upon opening the Sportsplex after the renovations (which included a new roof), there is now very poor acoustics and the sound echos and bounces off the hard surfaces, making it very difficult to hear an instructor or even have a conversation in the spaces. The previous roof had more of a sound absorption property. The new roof has little to no sound absorption and as a result, the sound is not very clear. The CRCC gymnasium has sound baffles in the roof, and the new Sportsplex Roof design is going to need them as well. In the event that the current capital budget for the Sportsplex Renovations are unable to be fit into the capital budget for the renovation, we are requesting to have capital funding set aside to add the baffles into the gymnasium and rooms 1, 2, 3.

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155	Funded	820 - Recreation & Culture	Weight Room Floor	Replace weight room floor.	When new equipment was installed in 2018 it was discovered that the floor is uneven, worn and has holes from unbolting old equipment. The floor needs to be levelled and resurfaced with updated flooring. If we are going to be doing a Master Plan in 2023 which includes the likelihood of expanding the weight room / cardio and admin space, (part of the \$6.3M capital expansion) then the existing flooring can be changed out at that time.
Solid Waste					

156	Funded	830 - Solid Waste	Organics Facility	This \$1 Million is for the Organics Facility was based on the previous model prior to the CVRD receiving a funding grant. This budget will need to be re-evaluated once the design process has begun with the CVRD and will be confirmed as to the intended use in mid-2022. These funds will be needed to support the start up of the organics curbside program that may include the purchase of rolling totes for organics and curbside garbage.	This is to support the City's program or contribution to the Organics facility being built by the CVRD and still needs to be evaluated as to what this will entail as the scope of the project has now changed. The transition to curbside organics will see the City looking at a new solid waste collection program and possibly the requirement to purchase curbside roller totes for garbage, yard waste and organics
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UNFUNDED PROJECTS

157	Unfunded	105 - Mayor & Council	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, broadband, electrical, and surface improvements. Currently, there are no Fed/Prov. Funds to support the construction of this project.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown related to London plan trees, electrical capacity, and storm water flooding. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.
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158	Unfunded	105 - Mayor & Council	Pier Street South (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.
159	Unfunded	105 - Mayor & Council	Pier Street North (Refresh)	Refresh Downtown upgrades will include sewer, water, storm water, roads, sidewalks, electrical, and surface improvements.	The upgrades will replace aging infrastructure and deal with the ongoing issues in the downtown. These upgrades will also revitalize the downtown and promote livability, tourism and economic development in the City.
160	Unfunded	310 - Finance	Separate Utility Billing	The City's residential utility billings are currently included on the City's property tax notice and collected with general taxation by July 2nd annually. Most other municipalities manage their utility billing process on a separate billing cycle. The annual costs identified are for quarterly utility billings; the City could consider an annual (\$15K) or semi-annual (\$27K) billing cycle. The costs include the eBilling module in Tempest which would reduce postage costs, and communication to the community on billing changes.	The City has considered for many years separating the utility billings from the property tax notice. This would provide greater clarity to the community on the charges for general taxation funded City services versus City utilities including sewer, water, and solid waste. A separate billing cycle would also provide better cash flow management for the City by collecting cash to operate and fund the capital program early in the year.
161	Unfunded	400 - Director of Corporate Services	Staffweb Intranet Upgrade	Replacement of the City's internal intranet which was built in 2006.	The city's 17-year-old intranet website is scheduled for a long overdue upgrade. This website is currently hosted on an internal server and will be upgraded to a cloud solution. Upgrade for this website is critical to maintain effective internal communications. Please see the capital plan for detailed justification.

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162	Unfunded	440 - Legislative Services	Records Management Software	EDRMS application to facilitate records management.	<p>As the City of Campbell River body of information has grown and the mechanisms for record keeping have been decentralized, staff members have developed individual work group procedures to facilitate the creation, filing, saving and transfer or retention of information. The current working environment of the City is primarily in the electronic realm. Therefore, the most effective approach going forward is for the City to manage electronic records in an environment where sharing, collaboration and work flow management can occur. An ERDMS application functions as a secure electronic repository, providing structured records management processes, long term preservation, reporting and audit trails to preserve the integrity, authenticity, availability and reliability of the electronic records. An EDRMS application provides more assurance of control over the life cycle of electronic records than processes with records in a shared drive environment. It is recommended that the City budget for an EDRMS application, and undertake a detailed requirements analysis, develop a request for proposals, and implement an EDRMS.</p>

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163	Unfunded	510 - Development Services	Building Services Software Upgrades / Online Applications	Tempest - Building Services Software Upgrades for online building permit applications.	<p>This should be carried forward to 2024 due to Development Application Process Review currently underway that may affect the requirements of this project. (TS, 11-16-22) To provide excellent customer services to the building community and extend City Hall's availability and options of service, it is recommended to purchase software to implement online application of building permits. Builders would be able to submit building permit applications 24/7 online. The most successful application of this software is for smaller straight forward permits such as garages, demolitions and single-family dwellings. With the purchase and implementation of additional software, the building community will be offered online services for permit applications in addition to in person services, to eliminate frustration and time spent at City Hall. CPDS staff have submitted a SLCR for 2018 to review the option for digital permits with the building community to ensure that this application would be readily used by the building community.</p>
164	Unfunded	620 - Fire Protection	Mobile Cascade System	This project will add the ability to fill air bottles (self contained breathing apparatus bottles) on scene, by installing a cascade filling station on our mobile decontamination unit.	<p>During firefighting operations SCBA bottles are utilized to provide safe air for the firefighters to breath. Each air pack has a bottle installed on it, and has one spare bottle carried on the fire truck. As this air is consumed, the department is required to allocate precious resources to begin the 'shuttling' of empty bottles back to the fire station, have them filled, and driven back to the fire scene. This not only takes a firefighter away from the scene, it also can take significant time to get air bottles back if the fire is a large distance from the station.</p>
165	Unfunded	620 - Fire Protection	Washer / Dryer #1 & #2 Firehalls	Procurement of two clothing washers and dryers, one set for each fire station, including installation.	<p>Currently our staff take their station wear (uniform) home to launder. The pandemic has highlighted the need to provide staff with the ability to clean their uniform 'in-station', and not bring contaminates home to their families. These washers and dryers will be used to wash uniform and station laundry only, not our firefighting gear, which have their own dedicated machines. Covid restart funding should be considered as a funding source.</p>

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166	Unfunded	620 - Fire Protection	New Fire Station Headquarters (Jubilee) - Detailed Design & Construction	Replacement of Fire Hall #2.	<p>The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. No 1 fire hall is home to Fire Administration including Emergency Management, Fire Prevention, fire suppression and Fire Dispatch services. The fire hall has critical telecom equipment for the 911 Fire Dispatch center, and critical telecommunications equipment for the City. No 1 fire hall currently sits within the flood inundation zone which poses a risk to the critical telecommunications equipment located in the fire hall. With the City experiencing significant growth in the South and a need to replace the aging fire stations, the City completed a comprehensive Feasibility Study on fire station locations to meet the needs of the community for the future.</p> <p>The feasibility study recommends the construction of a new Fire Headquarters in the South end of the City to replace the old No. 2 Fire Hall that would be home to Fire Administration including Emergency Management, Fire Prevention, Fire Suppression and Fire Dispatch. The new Headquarters in the South will improve response coverage in the South end of the City and reduce the risk to critical infrastructure in the downtown No. 1 Fire Hall.</p>

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167	Unfunded	620 - Fire Protection	Downtown Fire Station #1 - Relocation Out Of Flood Inundation Area	Feasibility Study to relocate No. 1 Fire Hall out of Flood Zone.	<p>The City is protected by two fire stations, the No. 1 Fire Hall, built in 1978 located downtown and No. 2 Fire Hall built in 1968, located on Larwood Rd. Neither fire hall are post disaster constructed. Plans are in place to construct a new Fire Station Headquarters in the South end of the City in the Jubilee Heights Subdivision to replace the No. 2 Fire Station. This replacement fire station will house Fire Administration including Emergency Management, Fire Prevention, Fire Dispatch services which are currently operating out of No. 1 Fire Hall downtown and relocation of the fire suppression staff operating out of the current No. 2 Fire Station on Larwood Rd. During the feasibility study for the new Fire Headquarters, it was recommended that due to both fire stations not meeting post disaster standards, that the City also relocate the current No. 1 Fire Station out of the flood zone within 5-7 years after the new Fire Headquarters is completed.</p>
168	Unfunded	620 - Fire Protection	Portable Radio Replacement	Replacement of emergency portable radios to industry technology standards with digital/analogue capability.	<p>Radio communications during emergency situations are critical particularly when staff enter IDLH (Immediately Dangerous to Life and Health) situations. Firefighters rely on radio communications when operating at emergency incidents, particularly when entering into buildings and hazardous areas. As radio technology changes over the years and improved safety features and standards are developed, the fire service needs to adapt and improve its radio equipment to ensure the highest level of safety for responders. The emergency communication radios used by the fire department do not meet current industry standards. WorkSafeBC requires that emergency services radio's meet NFPA Standards. The current radios do not meet industry standards for intrinsically safe in IDLH atmospheres, they do not provide firefighters with a visual indicator for remaining capacity of the battery, controls are not designed for use with a gloved hand, they do not meet the standard for heat resistance and are not designed to eliminate radio interference. In addition, as technology evolves an opportunity exist to improve firefighter safety with optional digital radio capabilities and enhance digital radio programming. It is recommended to incrementally replace the current fire department radios over two years.</p>

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169	Unfunded	620 - Fire Protection	Rapid Intervention Vehicle (RIV) - Aircraft Response	Purchase a Rapid Intervention Vehicle with ARFF (Airport Rescue Firefighting) capabilities.	The aging ARFF vehicle servicing the airport for fire protection has been removed from service and disposed due to safety concerns. A new smaller rapid intervention vehicle with ARFF capabilities (Dry Chemical, Foam system) would provide the necessary protection for servicing not only the airport but the City of Campbell River as a whole. To replace the retired ARFF vehicle with a similar ARFF vehicle is estimated between 1M - 1.5M and would only be suitable for use on airport lands. A smaller rapid intervention vehicle is estimated at \$750,000 and suitable for use on an off airport lands and would be utilized to improve the fire departments resources for wildland firefighting in addition to aircraft firefighting.
170	Unfunded	620 - Fire Protection	Aerial Apparatus Replacement	Procurement of an aerial fire apparatus to replace our 36 year old (refurbished) apparatus.	The City's 1993 aerial apparatus was refurbished in 2017 and is expected to provide 10 additional years of service. Replacement of this apparatus in 2027 will happen at the mid life point of the City's other aerial apparatus, spacing out these capital investments.
171	Unfunded	620 - Fire Protection	Fire Station No. 3 North Campbell River	Feasibility study and conceptual design for a new fire station to service the future growth in the North end of the City.	With future growth projection in North Campbell River a satellite fire station is recommended to effectively service the increase in industrial, commercial and residential growth. The City will need to complete a feasibility study prior to conceptual design in accordance to the Council Capital Project Management Policy for the new Fire Station. The City currently owns property at the corner of Orange Point Rd and Hwy 19 for a future fire station location. that would service the North end of the City.
172	Unfunded	620 - Fire Protection	Fire Engine Replacement	Procurement of a fire engine to replace a 20 year old apparatus.	In order to maintain our fire insurance ratings, a fire apparatus must be moved to reserve status after 20 years of service and replaced by a new fire engine.
173	Unfunded	700 - Director of Operations	Erickson Rd Renewal - Section 2 & 3	Replacement of aged watermain on Erickson Road from Harrogate to Hwy 19A and Martin Road.	Upfront design costs are required to take advantage of the opportunities for synergies involved in replacing the water, storm and road upgrades on Erickson Road. Grant funding has been applied for, however, announcement of the results will not be until early 2023.

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174	Unfunded	724 - Facilities	Theatre/Library Boulevard Works	Streetscape Improvements to City-Owned Lands in Cultural Precinct.	Redevelopment of the Library/Tidemark Theatre courtyard and boulevard.
175	Unfunded	724 - Facilities	Library Redevelopment	Library site assessment works and servicing.	Completion of site assessment works of the Library building in anticipation of future upgrades. Includes a remediation and utility servicing for the Library facility and site. Work is anticipated to include a Phase 1 or 2 Environmental Site Assessment, hazardous materials assessment, and architectural planning.
176	Unfunded	724 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance services, stores, a fuel depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). There is need to develop a long range plan for this site to ensure efficient long-term functionality of the City's Operations Division.
177	Unfunded	724 - Facilities	Fire Station #1 Security	Completion of the south compound security at Fire Hall #1. The installation of motorization and fob access to the compound gates located on the South side of the station.	With the issues arising from the vulnerable population located in the downtown core it has become an issue of safety and security to the members of the fire department. The completion of the project would provide a secure place to store fire equipment (fuel station) and City and personal vehicles as well as allow for safe access and egress from the station. This project is a priority as it directly impacts the safety and wellbeing of City personnel and their belongings.
178	Unfunded	724 - Facilities	City Hall Main Building Signs	One of the two main lit City Hall building signs has now failed and repair is not feasible. The signs would be replaced with signage consistent with the City's Signage Bylaw.	The existing signs are original to the building (1982) and are at the end of their anticipated lifecycle. The replacement signs will help to start the modernization of the City Hall façade.

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179	Unfunded	724 - Facilities	Facility Level Condition Assessments	Ongoing engineering level facility condition assessments.	Undertaking detailed condition assessments of the entire portfolio is good business practice on a five year cycle.
180	Unfunded	724 - Facilities	City Hall Foyer Accessible Washroom	Renovation of the 1st floor entry foyer of City Hall to add an accessible public washroom.	The public washroom at City Hall is located in the basement which, although code compliant, does not provide a welcoming standard for the visiting public, particularly for those with mobility issues. Additionally, having the washrooms open during evening Council meetings provides a security risk. Adding a public washroom to the main 1st floor foyer within eyesight of front reception would address both of these concerns.
181	Unfunded	724 - Facilities	MHC Energy Assessment / Design Engineering	Mechanical ventilation / HVAC assessment for Maritime Heritage Centre.	Building is serviced by a series of heat pumps with limited ability to program entire system. Ongoing building complaints regarding indoor heating quality and energy costs.
182	Unfunded	724 - Facilities	Fire Hall 1 Rehabilitation Works	Lifecycle Rehabilitation works for Fire Hall #1.	It is anticipated that the #1 Fall Hall will now need to remain operational for a period of approximately 10 years. The facility was constructed in 1977 and exhibits a number of deficiencies that have been deferred in the anticipation of a newly constructed fire hall. These deficiencies correlate to a number of building services and functions including electrical, lighting, havoc, structural, building envelope, and interior finishing. Many will need to be addressed if the facility is intended to remain within the City's portfolio for the immediate to medium term future.
183	Unfunded	724 - Facilities	Council Chambers Accessibility Improvements	Modifications to improve accessibility to Council Chambers at City Hall.	Access to Council Chambers is difficult for people who have mobility impairments.
184	Unfunded	724 - Facilities	Pound Replacement	Replacement of the City's 2500 sq. ft. animal control facility.	The City's Pound facility was constructed in 1979 and is approaching the end of it's serviceable life. Many building systems are in need of replacement or upgrade and the layout is not conducive to a safe and modern animal control function. Redevelopment of the pound facility would be considered in conjunction with the City's overall facility portfolio and could be relocated if appropriate.

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185	Unfunded	710 - Airport	Expansion of the existing Jet Fuel storage system.	Expansion of the existing Jet Fuel storage system.	The current jet fuel storage system provides 60,000 L of above-ground storage of jet fuel for sale. With PAL Aerospace operating on a near daily basis, and strong demand in the summer, inadequate storage is available at peak times. Additional storage must be added to ensure the airport can always have an inventory of jet fuel available for sale. Jet fuel sales are the airport's single largest revenue source.
186	Unfunded	710 - Airport	Overhead door replacement	Replace overhead doors in the lower shop building (2023) and the Combined Services Building (2024).	Overhead doors in the lower maintenance shop are original to the building (circa 1965) and are well past their useful life. The Combined Services Building (circa 1980) has had two of four doors replaced in the last 6 years due to catastrophic failure. The remaining two doors are expected to fail in the near future.
187	Unfunded	710 - Airport	Acquisition of a grader through the Airport Capital Assistance Program (ACAP)	Acquisition of a grader through the Airport Capital Assistance Program (ACAP)	The ACAP program offers federal funding for airport equipment and other capital upgrades. While the Campbell River Airport qualifies for 100% funding of mobile equipment, approximately 15% of grader use will be for offsite works. ACAP will pro-rate their contribution accordingly. If successful, the airport would acquire the grader with the federal government contributing 85% of the total cost. The grader would be used for airport surface maintenance, with it shared to the Roads department for periodic use on City streets and other projects.
188	Unfunded	710 - Airport	Repairs to the ceiling of the Airport Administration building, and replacement of furnishings that are circa late 1980s.	Repairs to the ceiling of the Airport Administration building, and replacement of furnishings that are circa late 1980s.	The airport's administration office has giant hole in the ceiling from repair work on a roof leak many years ago. Repairs are needed to ensure the office presents a professional environment. In addition, some new furnishings are needed to replace office furniture that dates back to the 1980s. The airport's staffing business case outlines more detail.
189	Unfunded	710 - Airport	Airport Drive Extension to PAL Aerospace	Extend Airside Drive to new PAL Aerospace.	Better access to PAL Aerospace.

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190	Unfunded	710 - Airport	Replacement of the gasoline/diesel fuel storage and dispensing equipment.	Replacement of the gasoline/diesel fuel storage and dispensing equipment.	The current gasoline and diesel storage/dispensing system is 40 years old and too small to meet demand from the airport's mobile equipment fleet. In winter 2021/22 emergency deliveries of diesel were necessary as winter conditions resulted in diesel demand that emptied the tank within a day of delivery. Having an adequate supply of gasoline and diesel onsite is necessary to ensure airport operations can continue uninterrupted during severe weather and supply chain challenges.
191	Unfunded	710 - Airport	ATB Apron Expansion (North)	ATB Apron Expansion (North).	Using low projection for growth the existing infrastructure needs expansion, masterplan document.
192	Unfunded	710 - Airport	Extend Taxi B	Extend Taxi B.	Master Plan document.
193	Unfunded	710 - Airport	ATB HVAC	Systems are 30-plus years old.	We have had a complete evaluation of the current HVAC system completed in 2017. Several furnaces are inadequate to meet the existing building demands. The air distribution system need to be balanced which will entail re-re of existing ducting. Numerous sensors are incorrectly located and baseboard heating units up to 20 years old.

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194	Unfunded	710 - Airport	NW Development Area Construction	The Northwest Development Area is approximately 9 hectares in size and is divided into 2 development phases. Each phase requires the construction of access roads, water and sewer services, utilities and airfield access (e.g. taxiways). The development area will be developed based on anticipated demand from the development community.	Project budget is taken from the 2016 Master plan. Phasing options can be identified through the Land Use and Development Strategy and brought forward for future consideration.
195	Unfunded	710 - Airport	Public Parking Lot Lighting Upgrade	Replace existing parking lot lighting.	Existing public parking lot lights have been in service 25 plus years. Currently they do not meet regulatory requirements for public parking lot lighting output. Additional concerns regarding the light bases as they have been hit by vehicles in the past. Existing bases on the East side are not structurally sufficient. increased supply and labour costs.
196	Unfunded	730 - Roads	Pavement Management Plan	Pavement management program that retrieves data from the road surface and analyses the data, which in turn prioritize which roads that need resurfacing or a complete rebuild.	In 2018 a Pavement Management Plan was put into place. The pavement management plan needs to be updated every five years to support the work required to prioritize the annual asphalt overlay program. This program is vital to keep our roads conditional assessments up to date so we get maintain roads at an acceptable service level before they get to a point where it will cost more in future years to repair.
197	Unfunded	730 - Roads	Driveway Entrance and Sidewalk Replacement	Replace concrete driveways and sidewalks that have been damaged by city own street trees.	When the subdivision was developed trees were planted incorrectly and subdivision bylaw was not followed. Wrong trees were selected for this area and no root guards were used to prevent roots from damaging driveways and sidewalks.

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198	Unfunded	730 - Roads	Alder Street Upgrades	The Master Transportation Plan (MTP) has identified a number of upgrades for consideration to Alder St. The long-term plans include traffic control at Merecroft, improvements to walkways and transit stops and consideration for bike lanes. A design process and public consultations must be undertaken to produce the long-term plan for this area. The review of the corridor was completed late in 2014. Recommendations focus on pedestrian improvements and transit access improvements.	The Alder Street corridor upgrade came from the initial review in the Master Transportation Plan (MTP) and the recommended improvements came from a follow up corridor review. Recommendations support some traffic calming and pedestrian upgrades but keeping in mind the intended purpose of the roadway as a collector road.
199	Unfunded	730 - Roads	Snow Removal Equipment	Purchase snow removal equipment.	As the city continues to grow, more snow removal equipment will be need to provide snow removal service that is set out in the snow and ice management policy.
200	Unfunded	730 - Roads	Willis Road Connector	A project that is a priority of Council. At this time there is no funding available for this project. Previous grant applications for this \$30 million project	This is project that is a priority of Council but is waiting funding opportunities.
201	Unfunded	732 - Parks	East Walkway Construction at Robron Park	400 meters of paved walkway construction at Robron Park.	Construction of 400 meters of paved walkway on the east side of Robron Park. This will complete the paved trail installation associated with the construction of the artificial turf field, field house and pickleball courts.

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202	Unfunded	732 - Parks	New Park/Playground - Maryland Green Space	Design and construction of a new park with an accessible playground structure.	The Shriners community group of Campbell River are going to be donating \$200,000 for an accessible play structure in a park location. They would like this structure to be located in Maryland area. There is Park land available on Maryland Drive that would need to be developed into a park for the play structure to be located there. As Maryland area is a fast growing development area there is a need for parkland development. In 2022 conceptual plan for the park is being developed with the community. In 2023 a detail design would be completed from the conceptual plan that was developed by the community with anticipate construction of the park to start in 2024.
203	Unfunded	732 - Parks	Ostler Park Greenspace Drainage and Turf Design Upgrades	Detail design of Ostler Park Greenspace. Construction to follow.	Ostler Park was built in 1969 and the greenspace is in needed of a total re-design. The park has serious drainage issues and an irrigation system that is 30 plus years old. This is a very highly used park with many functions happening there through-out the spring/summer and fall. With the addition of the new playground structure this park is well used at all times during the year. The upgrade will enhance the use of the park and draw more people to the down town core.
204	Unfunded	732 - Parks	Nunns Creek Park Enhancements	Detail design for Nunns Creek Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow.	Nature Trust Lands, Baseball Fields and Festival Area(Logger Sports). The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. The park is at a point where it needs to be upgraded due to the age and many safety concerns for ball players and users of the park. Also CRMBA is in need of additional field to be able to host tournaments. Phase 1 would include relocating the parking and extending on-street parking. Phase 2 would include updating the sea walk, small beach seating areas and viewpoints. Phase 3 would include Festival lawn, event plaza lockout, new washroom, picnic lawn, new crosswalk and park entry feature. Phase 4 would include Sybil Andrews walk and celebration space.

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205	Unfunded	732 - Parks	Maryland to Jubilee Greenway Loop	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.	Finish the Greenway Loop in the south end of the City; install walkway, retaining wall and complete the loop.
206	Unfunded	732 - Parks	Maritime Heritage Park Construction	Maritime Heritage Park Construction Phase One. A detail design of the park has been completed and the construction of the park has been split into two phases.	This project detail design was completed in 2011, but was delayed due to the unknown location of the sewer force main project. Now with the sewer force main location decided, this park can be constructed. The first phase will be access way from Hwy19a to the Maritime Heritage Park. The second phase will be the construction of the pocket park east of Maritime Heritage Centre. Rotary has committed to partial funding (the amount has not been defined).
207	Unfunded	732 - Parks	Quinsam Park Open Space	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
208	Unfunded	732 - Parks	Centennial Park Tennis Court Renovation	Total rebuild of the tennis court facility, including subface, asphalt, courts surfacing and fencing.	The Centennial tennis courts are well over 25 years old, and minor upgrades have happen over the years. The facility has now reached its end of its life cycle and a major renovation needs to be undertaken. The upgrades could include additional pickleball courts.
209	Unfunded	732 - Parks	Quinsam Park Development	Pursuant to the Parks Master Plan.	Pursuant to the Parks Master Plan.
210	Unfunded	732 - Parks	Frank James Park Detailed Design and Construction Phases	Detail design for Frank James Park so the upgrades would be shovel ready for grant funding opportunity. Construction to follow in 4 phases.	Frank James Park is in a highly visible area and improvements are warranted given it's popularity. This park is also adjacent to the highway generating safety concerns for the users.
211	Unfunded	732 - Parks	Playground Renewal Program	Replace existing playgrounds equipment.	In 2006 council started a playground replace program. The playground have a 20 year life span. This program starting in 2026 would start to replace the playgrounds that were installed in 2006.

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212	Unfunded	780 - Sewer	Collection System Chemical Addition Station	Design and install a chemical addition station in the collection system with adequate tankage for bulk delivery.	After the commissioning the 750mm forcemain from LS 7 residents began complaining of a strong sewer odour in the immediate 6 blocks from where this upgraded forcemain turns to a gravity system. Multiple investigations, passive filtering options installed on city and private assets and renting air purification equipment for affected residents did not reduce the complaints. A dosing pump was installed which delivered 7.2L/hr of Calcium Nitrate the odours were eliminated. The chemical is delivered in 1460kg totes and is acidic. We store the totes at LS 7 partially blocking the primary entrance. This is not the best location for the chemical addition as it is most effective when dosed at the beginning of the system. There is also a safety concern around the constant handling of the totes, acid spills and tripping hazard. Installing a tank with adequate storage capacity would eliminate the issues surrounding the tote handling and would be far less time consuming and save money in chemical by buying in bulk. We have used \$43,878.07 of chemical to date in 2022.
213	Unfunded	780 - Sewer	NWEC Solids Handling Study and Process Construction	Commission a study to review options available to NWEC for the purpose of Solids Handling over the next 30 to 50 years.	NWEC will come to the end of its ability to land apply Biosolids onto the field in 8-10 years. The digester is in need of a significant overhaul in 1-5 years. The pH control system on the Digester requires a major overhaul in 0-2 years. The pivot and Biobasin will require a major overhaul in the next 5-10 years. Newer technologies are currently available that will eliminate the need for some or all of these assets. External organisations are also offering exceptionally large cost sharing opportunities which will significantly reduce the cost of new infrastructure. This study looks to explore the options available to the City for the long term solution to the Biosolids disposal problem. In doing so it will inform our short and mid term maintenance costs, provide a potential revenue source and eliminate the disposal costs of inert material.
214	Unfunded	782 - Storm Drains	Nunns Creek Outfall Improvements	There are three primary outfall locations that feed into Nunns Creek that need to be reviewed and upgraded to mitigate heavy inflows to this area which are leading to downstream flooding.	As noted in the 2nd and 4th Ave outfalls, the City has over 50 outfall locations along the waterfront. A number of these are aged and require review and upgrades over time. This is a plan for an ongoing program to review and prioritize repairs and upgrades to these systems to ensure best practices for storm water discharge.

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215	Unfunded	782 - Storm Drains	2nd and 4th Ave Outfall Upgrades	The City has over 60 outfalls along the waterfront; a number of which have been identified as requiring further assessment and upgrades.	This project was identified in the Integrated Storm Water Management Plan as an area with older outfalls that require upgrades. All upgrades will look at opportunities to not only control the storm water being discharged but to look at the quality of it as part of the outfall system.
216	Unfunded	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	The Quinsam area requires the installation of retention/detention ponds to allow for further control of flooding in the area. Preliminary concepts were drafted a number of years ago however a number of changes have been made to the regulations associated with work in fish bearing/supporting creeks and ditches. This project will look at conceptual ideas, design and construction of this (or these) facilities.	This project has been pushed out another year as there are several competing issues that directly affect it's outcome. The Willis road extension primarily however the ERT Detention Study planned for 2023 will also allow a better understanding of what is required and may offer better or more cost effective solutions. Original comment - LS. "The Quinsam area can not develop further without looking at and undertaking work to deal with storm water. Any development right now need to undertake retention/detention within their existing development, but this does not take the larger impact of storm water management into consideration. In order for development to occur in this area, an area wide solution needs to be established.
217	Unfunded	782 - Storm Drains	Pederson Road Drainage Rehabilitation	Assess and upgrade the Storm system from Hopton Rd to 14th Ave along Pederson Rd.	The infrastructure in this area is a mixed up confusion of ditches, mains and culverts that cross city and private property and over 2 steep slopes. This project will address the aging infrastructure, ROW's and flow capacities in conjunction with the ERT Storm system as the two are connected at 1175 Pederson Rd.
218	Unfunded	782 - Storm Drains	Redwood - 14th to 19th (Design listed Above the Line)	This has been identified in the Integrated Storm Water Management Plan (ISWMP) as being a high priority to replace the storm pipes in the area. Further investigation will be done to confirm the work required 1-2 years before the project is initiated.	Identified in the ISWMP, this is an area that require upgrading due to age and condition of the existing pipes. This project will be reviewed to confirm the remaining life of the system.

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219	Unfunded	782 - Storm Drains	16th Ave Box Culvert Replacement	Replace the box culvert under 16th Ave to prevent local flooding and tidal influence.	The bridge and Culvert assessment indicates 20+ years of life on the assets however this does not account for the increased storm flows from upstream development. This portion of 16th Ave is low lying and may also need road resurfacing/elevation work. An engineering study on appropriate tide mitigation and flood prevention strategies will inform the project. The ISMP's available and the multi year Quinsam heights ISMP currently out for tender will also play an important role in determining the requirements for this asset.
220	Unfunded	790 - Water	Transmission Main Renewal	Renew and realignment of 400AC transmission main and installation of a distribution main on Thulin St. S./Murphey St. S. between Bathurst Rd. and Mercroft Rd.	The 400AC transmission main has been identified as having increased risk of developing leaks resulting in property damage. There are multiple domestic services tapped into the main, contrary to City of Campbell River standards and best practices. Its current alignment also utilizes an easement situated between R-1 properties. The transmission main should be realigned to avoid the easement as a preventative maintenance measure. As well, a secondary water main should be installed to provide local water supply and to avoid adding unnecessary appurtenances on the transmission main.
221	Unfunded	790 - Water	Water Filtration Facility	Construction of a water filtration facility.	The City's water system is currently operating with a filtration deferral. Should the quality of the source water degrade or legislation change, the City will be required to filter the community's drinking water.
222	Unfunded	820 - Recreation & Culture	Sportsplex Chairs and Dollies	Sportsplex chairs have reached the end of their serviceable life. Need to replace 700 chairs and provide dollies for the new chairs. If not done in 2023, they will become high priority in 2024.	New chairs and dollies will be more ergonomically friendly for stacking and moving, and will require less storage space. Currently many of the older chairs pose a risk and are difficult to move stacks.

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223	Unfunded	820 - Recreation & Culture	820 - Recreation & Culture	Spirit Square Enhancements.	Additional power outlets throughout Spirit Square (110 & 220), temporary or permanent storage, retractable awning over main stage, shade sails throughout park but concentrated near stage, permanent lockable bulletin board. The power outlets, additional storage, lockable sign / memo board are all high priority, then the retractable awning and then the shade sails.
224	Unfunded	820 - Recreation & Culture	Sportsplex Detailed Design and Construction	To prepare detailed design drawings so that the project is eligible for recreation infrastructure weigh / cardio & admin space expansion grant opportunities. Once a grant is obtained follow through with construction.	Coming out of the Master Plan, complete a space assessment and conceptual design to address space concerns and changing usage patterns in the Sportsplex. Preparing a detailed design will make sure project is ready for any recreation infrastructure grant opportunities that arise. The facility is 25 years old and requiring significant expansion focused on the weight/cardio and admin space needs to handle the demand. The weight room flooring replacement can wait until this expansion is completed or if determined that the expansion.
Carry-forward Projects					
225	Funded	430 - IT	Norm Wood Phone System	Upgrade Norm Wood phone system to support added functionality and additional staff.	Existing system cannot support additional staff and lacks functionality. City Hall and DOC have been upgraded.
226	Funded	440 - Legislative Services	Council Chambers Sound System	New sound system for the council chambers.	Council and senior management have expressed concern over the audio system installed in the council chambers. The current system utilizes basic technology and was installed in 2005. An upgraded system will provide advanced features such as a primary control unit (mayor) which manages speaker queuing (council and delegations), council vote tabulation, microphone volume and activation/deactivation.
227	Funded	700 - Director of Operations	6th Ave - Thulin Utility Renewal	Design work and planning for this project to be constructed in 2022.	On going assets management have addressed a number of areas that need rehabilitation; this is one of those multi year projects that will be started in 2021.

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228	Funded	700 - Director of Operations	Highway 19A - Phase 3	Phase 3 of the Hwy 19A project from Rockland Road to Big Rock Boat Ramp.	The project will see upgrades extended along a 1km stretch of Highway 19A, from Big Rock Boat Ramp to Rockland Road – both improving services and the beautification of our City’s waterfront. The work includes significant improvements both above- and under- ground, including the reconstruction of sewer and water mains, installation of storm drains, a widened roadway, curb and gutter, sidewalk, seawalk, streetlights, enhanced park spaces, and installation of underground electrical utilities.
229	Funded	700 - Director of Operations	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	Upgrade Hwy 19A Sewer main.	Increased development in the Maryland area requires an upgrade to the sewer main due to capacity constraints.
230	Funded	710 - Airport	Airport Lighting, Visual Aids and Taxiway Rehabilitation	Commercial aircraft operating parking stands including apron rehabilitation, replacing approach lighting systems and existing life cycled airfield signage.	Existing aircraft parking stands and apron are 20 years old, pavement is deforming leaving ruts aircraft have to power out, widening taxi "C" to meet design aircraft requirements (SAAB 340). Lighting approaches and sign bases, including sign faces, were installed in 1997 and have now reached the end of their useful lives. These assets have become increasingly difficult to source as new technology has been manufactured. CFWD: RFP closed and under review. ACAP funding package has been submitted. (Multi-year project).

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231	Funded	724 - Facilities	Dogwood Operations Centre Master Plan	Completion and execution of a Site Master Plan for the City's Dogwood Operations Centre and other Operations facilities.	The Dogwood Operations Centre facility was constructed in 1977. The site acts as the primary staging site for the Operations Division housing central services such as dispatch, maintenance services, stores, a fuel depot, and aggregate storage. It also serves as the home base for the Roads, Parks, and Fleet & Facilities Departments. The facility and site are facing considerable space limitations for office and administration areas, storage, maintenance and staging areas, workshop space, change rooms, washrooms, yard laydown areas, and vehicle parking (public, staff, covered parking for equipment). Concurrently the City requires an immediate plan for relocation of our Water Department which is currently operating out of a leased facility and the Norm Wood Environmental Centre staff are working out of a portable trailer. There is need to develop a long range plan for either re-development of the DOC site or an alternative location to ensure efficient long-term functionality of the City's Operations Division.
232	Funded	724 - Facilities	EV Charging Stn - Sportsplex	Installation of a Level 2 EV charger in the south of the City as part of Mid-Island EV Charging Network collaboration, with approximately 73% of project costs provided by grant funding through the collaboration.	Council resolution 19-0096 in support of joining this collaboration. Funding announced September 1 2020, City's previously-indicated commitment is 23% of capital cost to have a Level 2 charger installed in a location within the south of town. Project was delayed due to Covid but a contract was awarded in mid 2022 and work is now proceeding up and down the island.
233	Funded	730 - Roads	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19	Pedestrian upgrades in the Willis/Peterson area.	This project will carry on to the west from Carolyn Road to Nikola Road. Work will include a paved walking path and storm water improvements. Budget is for walkway completion.
234	Funded	730 - Roads	Snow Clearing Equipment	Purchase of additional equipment to accommodate snow removal service.	Current Fleet assets are not sufficient to provide current expected levels of service. Equipment purchases could include any of the following: Tandem w/ plow package and sander/spreader - \$300,000, Mini Dump F550 class 4x4 w/ plow & sander/spreader - \$100,000, Backhoe - \$125,000, Loader - \$200,000.

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235	Funded	730 - Roads	Bike Lanes on Hilchey Road	Installation of bike lanes on Hilchey Road from Highway 19A to Dogwood Street.	Per Council's direction,(resolution 21- 0289) bicycle lanes will be established on Hilchey Road from Hwy 19A to Dogwood Street. This will see the creation of east and west bicycle lanes and the elimination of vehicle parking on the north side of the road. The project will also include proper intersection treatments using current design standards that will see enhance markings to enhance the awareness of cyclist using this facilities. Work was planned in the fall of 2021 but was delayed due to availability of contractors.
236	Funded	732 - Parks	Baikie Island Bridge	The bridge foundation at Baikie Island needs to be replaced with the structure being built to allow GVW of 28,000kg fire pumper truck to gain access to Baikie Island.	In 2016 as part of the Bridge and Culvert inspection program, it was found that the bridge only has 5 years of remaining service life. The bridge structure is need to provide fire vehicles access to the Island in case of a wild fire. The 2021 report indicated that foundation needs to be reconstructed.
237	Funded	732 - Parks	Pathways renewal - Dogwood Extension Walkway and Simms Creek Path	Resurfacing walkway that have been damage by tree roots.	Walkways along greenspaces are prone to tree roots uprooting pavement surfaces which leaves the pavement surface very acceptable to tripping hazards. As part of the City's sidewalk/walkway inspection program, surface with a known tripping hazarded must be rectified.
238	Funded	732 - Parks	New Park/Playground - Maryland Green Space	Design and construction of a new park with an accessible playground structure.	The Shriners community group of Campbell River are going to be donating \$200,000 for an accessible play structure in a Park location. They would like this structure to be located in Maryland area. There is Park land available on Maryland Drive that would need to be developed into a park for the play structure to be located there. As Maryland area is a fast growing development area there is a need for parkland development.
239	Funded	732 - Parks	Robron Fieldhouse Irrigation & Landscaping	Continuation of the implementation(upgrades) of the Parks irrigation systems.	Many of the City's irrigation system are over 25 years old, and from the irrigation strategy that was done in 2012, city parks are being upgrade with new in ground systems and with the computerization of the controller will be more water efficient.

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240	Funded	732 - Parks	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island	Purchase and installation of permanent outdoor washrooms on the Jubilee Trail and Baikie Island.	The Jubilee Trail, completed in 2011, has become a very popular trail for residents of the growing developments in Willow Point. The City has received a number of requests for a washroom on this trail. The completion of the Baikie Island Rehabilitation Project has resulted in a substantial increase in the number of people using the Baikie Island and Raven Park trails. Permanent washrooms are needed at the site to service this increase in use.
241	Funded	732 - Parks	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy (map incl.)	To replace four existing signs.	The Parks signs have not been replaced in over 25 years. There is a new parks standards for signs and replacing them will bring them in line with the new standard.
242	Funded	780 - Sewer	Lift Station #4 Slope Stabilization & Repairs	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
243	Funded	780 - Sewer	Waterfront Sewer Forcemain	Slope stabilization and repairs for lift station #4.	

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244	Funded	780 - Sewer	2021 Sewermain Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
245	Funded	780 - Sewer	2022 Sewermain Replacement	Replacement of sewer mains as identified by condition assessment or as part of larger revitalization projects (e.g. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Sewer Renewal map for locations.	Aging sewers have reached the end of their service life. If old mains are not renewed/replaced, maintenance costs, risk of failure, and liability will increase.
246	Funded	780 - Sewer	City Wide Sewer Modelling Program	Develop and manage a City wide sewer model.	A sewer model is necessary to assist with long range planning as it relates to sewer system asset management. By not having a sewer model, developers are forced to conduct sewer models to determine capacity availability downstream of their projects, and in some cases are being forced to limit the size of their developments; delaying developments; and/or build downstream capacity. A sewer system model will allow the City to stay ahead of development and design sewer systems that meet the greater needs of the community.

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247	Funded	780 - Sewer	Lift Station #7 Pump and Controls Upgrade	Replace the jockey pump and related electrical components.	By increasing the volume and redirection of the flows up hidden harbour hill from lift station #7 the jockey pump can not overcome the increase pressure in the new forcemain to pump over hill. A larger pump needs to be installed in its place to provide the necessary redundancy to maintain winter flows.
248	Funded	780 - Sewer	Sewer Condition Assessments	Asset Management Strategy - Gap 11. Determine and record condition assessment levels for sewer assets.	The sewer asset inventory list (registry) does not have adequate condition assessment details available to assist with maintenance and renewal decision making. Having accurate data will enhance maintenance and operational decisions and increase just-in-time asset renewals; saving money, lessening impacts of asset breakdowns and mitigating against critical infrastructure failure and risk to the City. The City's Strategic Plan states; "we plan proactively for the long term costs of maintaining our critical infrastructure" and FCM's 2016 Canadian Infrastructure Report Card states as asset conditions decrease, the rate of deterioration and reinvestment costs both increase substantially.
249	Funded	780 - Sewer	NWEC Shower and Locker Room Renovation	This project will include lockers, 3 toilet stalls, and 3 showers.	The NWEC shower and locker room renovation is needed to meet WorkSafeBC requirements. It is a requirement to allow 15mins at the end of each shift for wastewater operators to shower. The facility currently has only one shower and 9 staff that should be allotted time and a facility to shower.
250	Funded	782 - Storm Drains	Quinsam Heights Integrated Storm Water Management Plan	Develop an integrated storm water management plan to address localized and downstream storm water issues arising from existing and future development of Quinsam Heights.	There are several projects that are identified in the City's DCC program that originated from a previous Quinsam Heights Integrated Storm Water Management Study, but the projects were not completed before development ramped up in the Quinsam Heights area. As a result, developers have completed piecemeal solutions, which were not identified as solutions in the previous study, to allow them to commence with developments. A comprehensive study is required to determine how the existing works tie into the long range needs of the catchment and what future storm water upgrades are required to satisfy the rapid development within the Quinsam Drainage catchment.

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251	Funded	782 - Storm Drains	Midport Rd Storm Drain Upgrade	Council agrees to the proposed offer in the July 13, 2021 Letter from Tees, Kiddle, Spencer regarding the installation of a storm drain along the City's Statutory Right of Way on 4250, 4022, 4151 Midport Road and 4095 Middle Point Drive.	the City will contribute up to \$20,000 with funding from the Storm Water Capital Reserve towards engineering, design and inspection fees with any excess to be paid for by the property owners.
252	Funded	790 - Water	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A)	Replacement of water mains as identified by condition assessment or as part of larger revitalization projects (e.g.. downtown). Annual construction expenditure of minimum of \$1,000,000 to keep up with aging infrastructure with increases to \$2,000,000 per year in future years. See attached maps- Water Renewal 2020 map for locations	Aging watermains have a high frequency of breaks resulting in increased maintenance costs, service disruptions, and liability.
253	Funded	790 - Water	Water Dept Temporary Location	Cleaning, network upgrades and minor renovations for the Evergreen operating location.	The Water Department has been granted an extended lease at the Evergreen location until the end of 2023. This will allow the department to perform much needed renovations such as the installation of a direct connection to the City network. The Water Department will also be able to utilize the entire building for operations.

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APPROVED CAPITAL PROJECTS**

Index	Category	Department	Capital Project Name	Capital Project Description	Capital Project Justification
254	Funded	790 - Water	Dogwood Operations Centre Backflow/Meter	Installation of backflow prevention and water meter at Dogwood Operations Centre.	To adequately protect the City's water supply, all properties must have a backflow protection device as per the Water Regulation Bylaw No. 3216, 2006 to protect the City water supply from potential contamination. The Dogwood Operations Centre does not comply with the bylaw for both backflow and water metering. Becoming compliant with the bylaw will protect the quality of the City's potable water and ensure accurate billing for water and sewer. If this project does not proceed, the City will increase its liability and it will be more difficult to have other customers comply with the bylaw. This project is to be coordinated with DOC Washout Bay project.
255	Funded	790 - Water	Small Water System Improvements	Water distribution system improvements that are too small for the Capital Works department to manage efficiently.	There are numerous small water distribution system upgrades identified in the 2017 Water System Strategic Action Plan that are too small for the Capital Works Department to efficiently manage. Such works include looping pipe systems, watermain extensions and pipe size upgrades of 100m or less that, when completed, will increase local water quality and available fire flows.
256	Funded	790 - Water	Pressure Reducing Valve Abandonment	Abandonment of four pressure reducing valves supplied by the 400mm diameter transmission main on Alder and PRVs Parkway, Holm, Erickson and Goodwin (multi year).	The Water System Strategic Action Plan recommends that the pressure zone management within the water system be simplified. As a result, four existing pressure reducing valves supplied by the Alder transmission main can be abandoned.
257	Funded	820 - Recreation & Culture	Sportsplex Rehabilitation & Addition	Major mid-life rehabilitation of the Sportsplex major building systems including replacement of the existing fastened metal roof assembly, all rooftop air handling units/exhaust fans, and windows plus repair to large sections of the envelope. The project also includes an 1,100 sq. ft. addition	The project seeks to remedy many envelope issues that have been present for many years (water penetration during heavy/windy rainfall events) and carry the facility through a further 25-30 years at which point it will be nearing end of life. The expansion of the gymnasium storage area will assist in coordinating and supporting a variety of current and future programming, particularly when the gym is split for separate functions.



2023-2032 Financial Planning Reserve Fund Continuity Summary

	A	B	D	E	F	G	H	I	J	K	L	M	N
1	Reserve Net Funding Model												
2			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
3													
4	Existing Capital Allocation To Reserves												
5	Carbon Neutral		248,082	253,082	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	1,021,164
6	Facilities Reserve		190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	1,900,000
7	Fire Reserve		-	-	-	-	-	-	-	-	-	-	-
8	Fleet Reserve		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
9	Furniture & Equipment Reserve		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
10	IT Reserve		51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	510,000
11	International Relationship		-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
12	Capital Works		220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,200,000
13	DTRE		-	-	-	-	-	-	-	-	-	-	-
14			924,082	934,082	746,000	746,000	746,000	746,000	746,000	746,000	746,000	746,000	7,826,164
15	Parcel Taxes												
16	Storm Parcel Tax		1,345,000	1,687,200	1,697,100	1,707,000	1,716,900	1,726,800	1,736,700	1,746,600	1,756,500	1,766,400	16,886,200
17	Parks Parcel Tax		533,700	536,800	540,000	543,100	546,300	549,400	552,600	555,700	558,800	562,000	5,478,400
18			1,878,700	2,224,000	2,237,100	2,250,100	2,263,200	2,276,200	2,289,300	2,302,300	2,315,300	2,328,400	22,364,600
19	Airport Improvement Fees												
20	Airport		130,000	130,700	131,400	132,100	132,800	133,500	134,200	134,900	135,600	136,300	1,331,500
21													
22	Revenue Allocated to Community Infrastructure												
23	Annual Infrastructure Investment		1,722,500	1,975,200	2,238,400	2,511,200	2,793,900	3,086,400	3,389,400	3,703,300	4,028,300	4,353,300	29,801,900
24	Fortis Franchise Fees		133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,330,000
25	Debt Retirement Costs		850,000	990,000	1,000,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000	9,945,000
26	Less New Debt Servicing		-	-	-	-	-	-	-	-	-	-	-
27	Financial Stabilization Excess		150,000	-	-	-	-	-	-	-	-	-	150,000
28			2,855,500	3,098,200	3,371,400	3,659,200	3,941,900	4,234,400	4,537,400	4,851,300	5,176,300	5,501,300	41,226,900
29													
30	Additional Capital Allocation to Reserves												
31	Facilities Reserve		1,306,000	1,234,000	996,000	1,557,000	206,000	616,000	772,000	821,000	25,000	300,000	7,833,000
32	Fire Reserve		530,000	421,000	1,028,000	119,000	31,000	121,000	32,000	50,000	50,000	50,000	2,432,000
33	Fleet Reserve		419,000	420,000	490,000	701,000	1,000,000	495,500	471,000	609,000	355,000	375,000	5,335,500
34	Furniture & Equipment Reserve		(3,000)	31,000	70,000	47,000	44,000	42,000	38,000	53,000	53,000	53,000	428,000
35	Gaming Reserve		-	(110,000)	(130,000)	-	-	-	-	-	-	-	(240,000)
36	IT Reserve		(298,000)	447,500	541,000	428,000	443,500	629,000	468,500	460,200	510,200	480,200	4,110,100
37	Storm Water Reserve		-	-	-	-	-	-	-	-	-	-	-
38	Parks Reserve		-	-	-	-	310,000	-	-	-	-	-	310,000
39	Capital Works		901,500	524,700	376,400	807,200	1,907,400	2,330,900	1,905,900	2,858,100	3,553,100	4,243,100	19,408,300
40	DTRE		-	-	-	-	-	-	-	-	-	-	-
41	Airport Reserve		-	130,000	-	-	-	-	850,000	-	630,000	-	1,610,000
42	Capital Lending Reserve		-	-	-	-	-	-	-	-	-	-	-
43			2,855,500	3,098,200	3,371,400	3,659,200	3,941,900	4,234,400	4,537,400	4,851,300	5,176,300	5,501,300	41,226,900
44													
45	Remaining Capital to Allocate		-	-	-	-	-	-	-	-	-	-	-



2023-2032 Financial Planning Reserve Fund Continuity Summary

	A	H	I	J	K	L	M	N	O	P	Q
1	Reserve Balances Summary										
2		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
3		Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing	Closing
4		4.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
4	Unrestricted Reserves:										
5	Airport Reserve	277,449	13,412	55,909	140,769	228,040	287,171	429,798	524,992	347,404	442,378
6	Capital Works Reserve	1,175,351	500,764	400,775	478,742	1,273,025	873,424	2,385,635	4,899,334	8,167,380	12,199,664
7	Community Partnership Committee Reserve	47,087	48,029	48,989	49,969	50,968	51,988	53,028	54,088	55,170	56,273
8	COVID-19 Restart	-	-	-	-	-	-	-	-	-	-
9	Downtown Revitalization Tax Revenue	790,348	806,155	822,278	838,723	855,498	872,608	890,060	890,060	907,861	926,018
10	Facilities Reserve	339,668	301,369	417,965	381,852	343,997	305,385	369,021	330,909	321,615	771,136
11	Financial Stabilization Reserve	3,573,579	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387	7,691,165
12	Fire Reserve	50,316	53,031	53,071	53,623	54,695	55,279	55,364	72,792	89,548	105,619
13	Fleet & Heavy Equipment Reserve	454,535	458,526	452,396	457,364	461,411	466,049	471,290	576,596	583,028	589,589
14	Furniture & Equipment Reserve	53,724	51,024	51,739	52,569	53,213	53,818	54,180	55,672	84,937	88,370
15	Gaming Reserve	205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260	4,065,925
16	IT Reserve	32,251	32,739	20,248	20,734	21,348	25,795	35,797	36,975	36,161	38,978
17	International Relationship Reserve	63,904	69,984	76,183	82,502	88,945	95,513	102,210	102,527	109,358	109,681
18	Legacy Landmark Reserve	100,502	102,512	104,562	106,654	108,787	110,962	113,182	115,445	117,754	120,109
19	TOTAL	7,163,821	5,781,639	6,575,500	7,752,585	9,644,112	10,407,452	13,317,824	17,119,044	21,457,863	27,204,904
20											
21	Sewer/Water Funds:										
22	Sewer Reserve	5,446,431	4,882,777	7,055,187	9,753,914	12,658,811	13,270,156	16,401,119	19,603,680	23,148,348	27,534,359
23	Water Reserve	26,714,304	25,208,812	27,888,520	30,841,391	33,350,278	37,100,944	41,237,726	45,783,305	50,754,106	56,170,890
24	TOTAL	32,160,735	30,091,589	34,943,707	40,595,305	46,009,089	50,371,100	57,638,845	65,386,985	73,902,454	83,705,248
25											
26	Internally Restricted:										
27	Carbon Neutral Reserve	723,953	799,014	610,994	419,214	223,598	126,070	128,591	131,163	133,787	136,462
28	Parks Parcel Tax Reserve	364,144	324,534	359,625	533,179	209,479	218,157	602,572	997,838	1,404,170	1,821,894
29	Solid Waste Reserve	213,626	-	-	-	-	-	-	-	-	-
30	Storm Water Parcel Tax Reserve	1,018,594	1,561,410	2,329,180	3,173,404	4,319,276	5,733,497	7,186,101	8,677,855	10,209,542	11,781,961
31	TOTAL	2,320,317	2,684,958	3,299,799	4,125,797	4,752,353	6,077,724	7,917,265	9,806,856	11,747,499	13,740,317
32											
33	Statutory:										
34	Capital Lending Reserve	34,195	647,072	1,230,587	1,780,973	2,342,366	2,914,987	3,436,025	3,967,483	4,509,571	5,062,500
35	Deferred Revenue - Cash in Lieu of Parks	564,340	575,627	587,139	598,882	610,860	623,077	635,538	648,249	661,214	674,438
36	Parkland Acquisition DCC	860,379	1,020,666	1,184,160	1,350,923	1,521,021	1,694,522	1,871,492	2,052,002	2,236,122	2,423,925
37	Parkland Development DCC	1,476,733	1,579,707	1,684,742	1,791,876	1,901,154	2,012,617	2,126,309	2,242,275	2,360,561	2,481,212
38	Roads DCC	1,908,023	2,083,883	2,263,261	2,446,226	2,632,851	2,823,208	3,017,372	3,215,419	3,417,428	3,623,476
39	Sewer DCC	1,641,710	1,844,884	2,052,122	2,263,504	2,479,114	2,699,037	2,923,357	3,152,165	3,385,548	3,623,599
40	Storm Drain Quinsam DCC	2,443,910	2,594,788	2,748,684	2,905,658	1,526,305	1,658,831	1,794,008	1,931,888	2,072,526	2,215,976
41	Water DCC	5,589,126	2,522,899	2,967,308	3,422,575	3,888,927	4,366,596	4,855,817	5,356,833	5,869,888	6,393,888
42	TOTAL	14,518,415	12,869,527	14,718,003	16,560,618	16,902,599	18,792,875	20,659,920	22,566,315	23,999,802	25,975,014
43											
44	Deferred Revenue:										
45	Community Works Gas Tax Reserve	1,009,051	23,621	107,882	180,529	213,829	237,594	144,535	141,415	46,433	41,350
46	Deferred Revenue - Density Bonus	-	-	-	-	-	-	-	-	-	-
47	Deferred Revenue - Future Roadworks	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582
48	Deferred Revenue - Street Trees	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597
49	TOTAL	3,492,230	2,506,801	2,591,062	2,663,709	2,697,008	2,720,774	2,627,715	2,624,595	2,529,612	2,524,530
50											
51	Surplus Reserves:										
52	General Accumulated Surplus	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
53	Sewer Accumulated Surplus	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
54	Water Accumulated Surplus	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000
55	TOTAL	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000	6,050,000
56											
57	GRAND TOTAL	65,705,519	59,984,514	68,178,072	77,748,014	86,055,162	94,419,925	108,211,569	122,955,754	139,087,231	158,206,014



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	Airport Reserve													
3	30-5-995340-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8	Brought Forward				643,817	277,449	13,412	55,909	140,769	228,040	287,171	429,798	524,992	347,404
9	Airport Improvement Fees				130,000	130,700	131,400	132,100	132,800	133,500	134,200	134,900	135,600	136,300
10	Additional Funding Required					130,000					850,000		630,000	
11	Operating Surplus													
12	Interest at Year End				10,671	263	1,096	2,760	4,471	5,631	8,427	10,294	6,812	8,674
13	Total				784,488	538,412	145,909	190,769	278,040	367,171	1,279,798	574,992	1,297,404	492,378
14														
15	Expenditures (detail below)				(507,039)	(525,000)	(90,000)	(50,000)	(50,000)	(80,000)	(850,000)	(50,000)	(950,000)	(50,000)
16	Carry forward to next year				277,449	13,412	55,909	140,769	228,040	287,171	429,798	524,992	347,404	442,378
17														
18	Dept	CC#	Res#	Project Name										
19														
20	CAPITAL													
21	710 - Airport	3018	CFwd	Airport Lighting, Visual Aids and Taxiway Rehabilitation	403,039									
23	710 - Airport	3027	CFwd	Runway Rehabilitation	4,000									
24	710 - Airport	3027		Runway Rehabilitation		400,000								
25	710 - Airport	3028	22-0155	General Aviation Entrance Shelter		25,000								
26	710 - Airport	3024	22-0155	Airport Condition Assessment		20,000								
27	710 - Airport	NEW		Aircraft Viewing Lookout Area			40,000							
28	710 - Airport	NEW		Airside Drive Upgrade						800,000				
29	710 - Airport	NEW		Expand ATB Parking									900,000	
31	Sub-Total (Capital)				407,039	445,000	40,000	-	-	-	800,000	-	900,000	-
32	OPERATING													
33	710 - Airport	S149		Update Airport Land Use & Development Strategy	50,000									
34	710 - Airport	S048		Runway Line Painting	35,000		35,000		35,000		35,000		35,000	
35	710 - Airport	S128		Wings & Wheels Event	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
36	710 - Airport	S068		Flight Way Clearing		30,000				30,000				
37	710 - Airport	S049		Crack Sealing		35,000		35,000		35,000		35,000		35,000
38	Sub-Total (Operating)				100,000	80,000	50,000	50,000	50,000	80,000	50,000	50,000	50,000	50,000
42														
43	Grand Total				507,039	525,000	90,000	50,000	50,000	80,000	850,000	50,000	950,000	50,000
44														
45	2023-2032 Total Expenditures												3,202,039	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Capital Lending Reserve													
3	10-5-994322-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	3,226,791	34,195	647,072	1,230,587	1,780,973	2,342,366	2,914,987	3,436,025	3,967,483	4,509,571
9				Land Sale Proceeds (Beech Street)	400,000									
10				Additional Funding Required										
11	Fire Reserve			Repayment - Fire Pumper Truck (per truck over 3 years)	327,004	327,004								
12	Parks Reserve			Repayment - Robron Park Upgrades (10 years)	200,000	200,000	43,922							
13	Capital Works	8008		Repayment - Hwy 19A (10 yrs)	61,800	61,800	61,800	61,800	61,800	61,800				
14	CWGTR	6009		Repayment - Seagull Walkway Repairs (10 yrs)	-	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
15	724 - Facilities	NEW		Repayment CRCC Roof Replacement (10 yrs)		20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600
16	Capital Works	4094		Repayment - 325 Beech Street (15 yrs)		48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862
17	IT Reserve	8012		Repayment - Finance Software (10yrs)			231,237	231,237	231,237	231,237	231,237	231,237	231,237	231,237
18														
19				Interest at Year End	1,315	12,688	19,595	30,387	41,395	52,623	62,839	73,260	83,889	94,731
20				Total	4,216,910	862,649	1,230,587	1,780,973	2,342,366	2,914,987	3,436,025	3,967,483	4,509,571	5,062,500
21														
22				Expenditures (detail below)	(4,182,715)	(215,577)	-	-	-	-	-	-	-	-
23				Carry forward to next year	34,195	647,072	1,230,587	1,780,973	2,342,366	2,914,987	3,436,025	3,967,483	4,509,571	5,062,500
24														
25	Dept	CC#	Res #	Project Name										
26														
27	CAPITAL													
28	730 - Roads	6009	CFwd	Seagull Walkway Repairs	181,081									
29	730 - Roads	6009		Seagull Walkway Repairs	1,175,072									
30	213 - IT	8012	CFwd	Finance Software	1,629,532									
31	213 - IT	8012		Finance Software	285,450	215,577								
32	724 - Facilities	NEW		CRCC Roof Replacement	200,000									
33	700 - Director of Operations	4094	CFwd	325 Beech Street	711,580									
34				Sub-Total (Capital)	4,182,715	215,577	-	-	-	-	-	-	-	-
35														
36				Grand Total	4,182,715	215,577	-	-	-	-	-	-	-	-
37														
38	2023-2032 Total Expenditures													4,398,292



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Capital Works Reserve													
3	10-5-995321-1500													
4	Budget 2023-2032													
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
22														
23	Dept	CC1	Res #	Project Name										
24														
25	CAPITAL													
26	724 - Facilities	4094	CFwd	Design for 325 Beech Street	519,442									
27	830 - Solid Waste	4053		Organics Facility	350,000									
28	730 - Roads	6034	CFwd	Willis Road Pedestrian Upgrades Phase 2	318,605									
29	700 - Dir of Ops	7804		Erickson Road Watermain Replacement	225,000	264,144								
30	730 - Roads	6020	CFwd	Traffic Control Upgrades - Replacement	217,355									
31	700 - Dir of Ops	8006		Capital Works Management	210,098	214,300	218,586	222,958	227,417	231,965	236,604	236,604	241,337	246,163
32	730 - Roads	6025	CFwd	Asphalt Overlay (2023 to Erickson)	199,799									
33	730 - Roads	6045		Snow Clearing Equipment	150,735									
34	730 - Roads	6025		Asphalt Overlay	100,000	100,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
35	810 - LRPS	6039		Master Transportation Plan	62,500									
36	724- Facilities	NEW		Structure Demolition & Land Clearing	60,000									
37	700 - Dir of Ops	2020		Asset Management	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
38	724 - Facilities	4080	CFwd	Sportsplex Rehabilitation & Addition	34,093									
39	810 - LRPS	6039	CFwd	Master Transportation Plan	24,879									
40	730 - Roads	6002		Intersection Improvements	20,000	235,000		20,000	245,000					
41	730 - Roads	6020		Traffic Control Upgrades - Replacement		220,000		230,000						
42	730 - Roads	6016		Ferry Terminal Access Improvements		200,000								
43	730 - Roads	6046		Parking lot Improvements		35,000								
44	730 - Roads	NEW		South Peterson Improvements					400,000	2,250,000				
53														
54	Sub-Total (Capital)				2,542,506	1,318,444	593,586	847,958	1,247,417	2,856,965	611,604	611,604	616,337	621,163



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Capital Works Reserve													
3	10-5-995321-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward - Capital Works Reserve	2,612,951	1,175,351	500,764	400,775	478,742	1,273,025	873,424	2,385,635	4,899,334	8,167,380
9				Annual Existing Taxation Transfer	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
10				Increased Funding from Net Funding Model	901,500	524,700	376,400	807,200	1,907,400	2,330,900	1,905,900	2,858,100	3,553,100	4,243,100
11				Transfer between Airport/Capital Works										
12				Interest at Year End	45,206	9,819	7,858	9,387	24,961	17,126	46,777	96,065	160,145	239,209
13				Total - Capital Works Reserve	3,779,657	1,929,870	1,105,022	1,437,362	2,631,103	3,841,051	3,046,101	5,559,800	8,832,578	12,869,689
14				Expenditures (detail below)	(2,604,306)	(1,429,106)	(704,248)	(958,620)	(1,358,079)	(2,967,627)	(660,466)	(660,466)	(665,198)	(670,025)
15				Carry forward to next year	1,175,351	500,764	400,775	478,742	1,273,025	873,424	2,385,635	4,899,334	8,167,380	12,199,664
22														
23	Dept	CC1	Res #	Project Name										
24														
58	OPERATING - REPAYMENT													
59	730 - Roads			Hwy 19A Repayment	61,800	61,800	61,800	61,800	61,800	61,800				
60	200 - Deputy City	4094		325 Beech Street (repay 2024-2038)		48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862	48,862
61														
62				Sub-Total (Operating)	61,800	110,662	110,662	110,662	110,662	110,662	48,862	48,862	48,862	48,862
63														
64				Grand Total	2,604,306	1,429,106	704,248	958,620	1,358,079	2,967,627	660,466	660,466	665,198	670,025
65														
66														2023-2032 Total Expenditures
														12,678,141



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Carbon Neutral Reserve													
3	10-5-991221-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8	Brought Forward				620,545	723,953	799,014	610,994	419,214	223,598	126,070	128,591	131,163	133,787
9	Contribution to Carbon Neutral Reserve				60,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
10	Contribution from LGCAP				188,082	188,082								
11	Interest at Year End				20,610	11,979	11,980	8,220	4,384	2,472	2,521	2,572	2,623	2,676
12	Total				889,238	989,014	875,994	684,214	488,598	291,070	193,591	196,163	198,787	201,462
13														
14	Expenditures (detail below)				(165,285)	(190,000)	(265,000)	(265,000)	(265,000)	(165,000)	(65,000)	(65,000)	(65,000)	(65,000)
15	Carry forward to next year				723,953	799,014	610,994	419,214	223,598	126,070	128,591	131,163	133,787	136,462
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	730 - Roads	6001		Cycling Infrastructure-from CWF	100,000	100,000	200,000	200,000	200,000	100,000				
21	724 - Facilities	4052		Energy and Water Consumption Reduction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
22	724 - Facilities	4093	CFwd	EV Charging Stn - Sportsplex	285									
23	Sub-Total (Capital)				150,285	150,000	250,000	250,000	250,000	150,000	50,000	50,000	50,000	50,000
24														
25	OPERATING													
26														
27	810 - Long Range	S129		Energy Rebate & EV Programs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
28	810 - Long Range	S173		E-Bike and Bike Share Strategy		25,000								
29	724 - Facilities	NEW		EV Charging Station - Sportsplex Maintenance costs									7,500	
30	Sub-Total (Operating)				15,000	40,000	15,000	15,000	15,000	15,000	15,000	15,000	22,500	15,000
31														
32	Grand Total				165,285	190,000	265,000	265,000	265,000	165,000	65,000	65,000	72,500	65,000
33														
34	2023-2032 Total Expenditures													1,582,785
35														



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Community Partnership Committee Reserve													
3	10-5-991222-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7	<hr/>													
8					45,276	47,087	48,029	48,989	49,969	50,968	51,988	53,028	54,088	55,170
9														
10					1,811	942	961	980	999	1,019	1,040	1,061	1,082	1,103
11					47,087	48,029	48,989	49,969	50,968	51,988	53,028	54,088	55,170	56,273
12	<hr/>													
13														
14					47,087	48,029	48,989	49,969	50,968	51,988	53,028	54,088	55,170	56,273
15	<hr/>													
16	Dept	CC#	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33					-	-	-	-	-	-	-	-	-	-
34				Grand Total										
35														2023-2032 Total Expenditures



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1	Community Works Gas Tax Reserve													
2	10-4-234120-0000													
3	Budget 2023-2032													
4														
5														
6														
7														
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
9	Brought Forward				3,149,910	1,009,051	23,621	107,882	180,529	213,829	237,594	144,535	141,415	46,433
10	Annual Contribution				1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607
11	Interest at Year End				38,810	463	2,115	3,540	4,193	4,659	2,834	2,773	910	811
12	Total				4,745,326	2,566,121	1,582,343	1,668,029	1,741,329	1,775,094	1,797,035	1,703,915	1,698,933	1,603,850
13	Funds held for Council Priorities				(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
14	Expenditures (detail below)				(3,136,276)	(1,942,500)	(874,461)	(887,500)	(927,500)	(937,500)	(1,052,500)	(962,500)	(1,052,500)	(962,500)
15	Carry forward to next year				1,009,051	23,621	107,882	180,529	213,829	237,594	144,535	141,415	46,433	41,350
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	510 - Dev Svcs	2039	22-0155	Building Inspector Electric Vehicle	50,000									
21	610 - Bylaw Enfor	NEW		Bylaw Officer Electric Vehicle	45,000									
22	700 - Dir of Ops	4094	CFwd	Design/Construction for 325 Beech Street	600,000									
23	700 - Dir of Ops	8011	22-0155	Seagull Walkway Surface Improvements	464,064									
24	700 - Dir of Ops	7804		Erickson Road Watermain Replacement	375,000	1,200,000								
25	700 - Dir of Ops	NEW		Asset Management Service Levels	50,000									
26	700 - Dir of Ops	NEW		Asset Management Risk Assessments	25,000									
27	720 - Parks	9008		Marine Foreshore Restoration	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
28	720 - Parks	9068		Baikie Island Bridge	118,180									
29	720 - Parks	9071		New Park/Playground - Maryland Green Space	32,297									
30	724 - Facilities	NEW		Haig Brown House Roof Replacement	65,000									
31	724 - Facilities	4039		Big House Pavilion Preservation	50,000									
32	724 - Facilities	NEW		Fire Hall 2 Locker Rooms				125,000						
33	724 - Facilities	4088		Sportsplex Gym Floor Refurbishment					75,000	75,000				
34	730 - Roads	6006		Sidewalk Infill	77,009	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
35	730 - Roads	6007	CFwd	Transit Bus Shelters	47,537									
36	730 - Roads	6007		Transit Bus Shelters	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
37	730 - Roads	6024		Street Light Infill	90,000		90,000		90,000		90,000		90,000	
38	730 - Roads	6025	CFwd	Asphalt Overlay	160,718									
39	730 - Roads	6025		Asphalt Overlay	175,000	175,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
40	730 - Roads	6044	CFwd	Bike Lanes on Hilchey Road	35,785									
41	730 - Roads	6001	CFwd	Cycling Infrastructure	180,686									
42	730 - Roads	6001		Cycling Infrastructure						100,000	200,000	200,000	200,000	200,000
43	730 - Roads	NEW		Cheviot Road Rehabilitation	100,000									
44	730 - Roads	NEW		Argonaut Bridge Upgrades/Repairs	140,000									
45	730 - Roads	6012	CFwd	Pedestrian Signals Crossing		30,000								
46														
47	Sub-Total (Capital)				3,036,276	1,685,000	695,000	730,000	770,000	780,000	895,000	805,000	895,000	805,000



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Community Works Gas Tax Reserve														
3	10-4-234120-0000														
4	Budget 2023-2032														
5															
6															
7															
8						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
8	Brought Forward					3,149,910	1,009,051	23,621	107,882	180,529	213,829	237,594	144,535	141,415	46,433
9	Annual Contribution					1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607	1,556,607
10	Interest at Year End					38,810	463	2,115	3,540	4,193	4,659	2,834	2,773	910	811
11	Total					4,745,326	2,566,121	1,582,343	1,668,029	1,741,329	1,775,094	1,797,035	1,703,915	1,698,933	1,603,850
12															
13	Funds held for Council Priorities					(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
14	Expenditures (detail below)					(3,136,276)	(1,942,500)	(874,461)	(887,500)	(927,500)	(937,500)	(1,052,500)	(962,500)	(1,052,500)	(962,500)
15	Carry forward to next year					1,009,051	23,621	107,882	180,529	213,829	237,594	144,535	141,415	46,433	41,350
16															
17	Dept	CC#	Res#	Project Name											
58	OPERATING - REPAYMENT														
59	720 - Parks	NEW		Robron Repayment	100,000	100,000	21,961								
60	320 - Capital Wor	NEW		Seagull Walkway Repairs Repayment (10 yrs)		157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500
61	Sub-Total (Operating)					100,000	257,500	179,461	157,500	157,500	157,500	157,500	157,500	157,500	157,500
62															
63	Grand Total					3,136,276	1,942,500	874,461	887,500	927,500	937,500	1,052,500	962,500	1,052,500	962,500
64															
65													2023-2032 Total Expenditures	12,735,737	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
1															
2	COVID-19 Restart														
3	10-5-995329-1500														
4	Budget 2023-2032														
5															
6						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7															
8	Brought Forward					2,777,949	-	-	-	-	-	-	-	-	-
9	Transfer to Financial Stabilization					(2,358,223)									
10	Interest at Year End					-	-	-	-	-	-	-	-	-	-
11	Total					419,726	-	-	-	-	-	-	-	-	-
12															
13	Expenditures (detail below)					(419,726)	-	-	-	-	-	-	-	-	-
14	Carry forward to next year					-	-	-	-	-	-	-	-	-	-
15															
16	Dept	CC#	Res#	Project Name											
17															
18	CAPITAL														
19	620 - Fire Protect	1012		Decontamination Unit	270,000										
21	320 - Capital Wor	4080	CFwd	Additional Sportsplex	73,505										
23															
24	Sub-Total (Capital)					343,505	-	-	-	-	-	-	-	-	-
25															
26	OPERATING														
27															
28															
29	570 - Airport	N/A		Offset Airport lost revenue											
30															
31															
34	732 - Parks	S151	CFwd	Downtown Cleanliness	31,155										
37	570 - Airport	S182	CFwd	Airport Governance & Mgt Study	45,066										
38															
39	Sub-Total (Operating)					76,221	-	-	-	-	-	-	-	-	-
40															
41	Grand Total					419,726	-	-	-	-	-	-	-	-	-
42															
43	2023-2032 Total Expenditures												419,726		



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	Downtown Revitalization Tax Revenue													
3	10-5-995327-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	759,950	790,348	806,155	822,278	838,723	855,498	872,608	872,608	890,060	907,861
9				New Contributions										
19				Increased Funding from Net Funding Model	-									
20				Interest at Year End	30,398	15,807	16,123	16,446	16,774	17,110	17,452	17,452	17,801	18,157
21				Total	790,348	806,155	822,278	838,723	855,498	872,608	890,060	890,060	907,861	926,018
22														
23				Expenditures (detail below)	-	-	-	-	-	-	-	-	-	-
24				Carry forward to next year	790,348	806,155	822,278	838,723	855,498	872,608	890,060	890,060	907,861	926,018
25														
26	Dept	CC#	Res#	Project Name										
27														
28	CAPITAL													
29														
30														
31														
40														
41				Grand Total	-	-	-	-	-	-	-	-	-	-
42														
43	2023-2032 Total Expenditures													-



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Facilities Reserve													
3	10-5-995322-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	1,506,799	339,668	301,369	417,965	381,852	343,997	305,385	369,021	330,909	321,615
9				Annual Contribution	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
10				Increased Funding from Net Funding Model	1,306,000	1,234,000	996,000	1,557,000	206,000	616,000	772,000	821,000	25,000	300,000
11				Interest at Year End	13,064	5,909	8,195	7,487	6,745	5,988	7,236	6,488	6,306	15,120
12				Total	3,015,864	1,769,577	1,495,565	2,172,452	784,597	1,155,985	1,274,621	1,386,509	552,215	826,736
13														
14				Expenditures (detail below)	(2,676,196)	(1,468,208)	(1,077,600)	(1,790,600)	(440,600)	(850,600)	(905,600)	(1,055,600)	(230,600)	(55,600)
15				Carry forward to next year	339,668	301,369	417,965	381,852	343,997	305,385	369,021	330,909	321,615	771,136
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
22	724 - Facilities	4091		CRCC Roof Replacement	1,300,000									
23	724 - Facilities	4092		RCMP Building Roof Replacement	524,000									
24	724 - Facilities	4092	CFwd	RCMP Building Roof Replacement	476,196									
25	724 - Facilities	4038	CFwd	Discovery Pier Structural Repairs	135,000									
26	724 - Facilities	4038		Discovery Pier Structural Repairs			150,000		150,000		175,000		175,000	
27	724 - Facilities	NEW		Police & Public Safety Building Parking Expansion	50,000	500,000								
28	724 - Facilities	4085	CFwd	Dogwood Operations Centre Master Plan	50,000									
29	724 - Facilities	NEW		Museum Humidifier	42,000									
30	724 - Facilities	NEW		Fire Panel - RCMP Building	30,000									
31	724 - Facilities	NEW		RCMP HVAC DCC & Chiller Replacement	25,000	250,000								
32	724 - Facilities	4065		Video Surveillance System Server & Licence Update, C	25,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000
33	724 - Facilities	NEW		Workstations for RCMP Members	12,000		12,000							
34	724 - Facilities	NEW		Forensic video services workstation upgrade	7,000									
35	724 - Facilities	4078		Centennial Pool Changehouse Renovations		347,608								
36	724 - Facilities	NEW		City Hall Renovations		260,000	50,000	50,000						
37	724 - Facilities	NEW		MHC Heat Pump / Fan Replacement & Building Automation		35,000	250,000							
38	724 - Facilities	NEW		Enterprise Centre Backup Generator		25,000	175,000							
39	724 - Facilities	NEW		CRCC Gym Wall Partition Replacement			250,000							
40	724 - Facilities	NEW		City Hall/Enterprise Centre Envelope Repairs & Repaint			55,000							
41	740 - Recreation	NEW		Weight Room Floor			50,000							
42	724 - Facilities	NEW		City Hall HVAC Upgrade			35,000	925,000						

2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Facilities Reserve														
3	10-5-995322-1500														
4	Budget 2023-2032														
5															
6															
7						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
8	Brought Forward					1,506,799	339,668	301,369	417,965	381,852	343,997	305,385	369,021	330,909	321,615
9	Annual Contribution					190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
10	Increased Funding from Net Funding Model					1,306,000	1,234,000	996,000	1,557,000	206,000	616,000	772,000	821,000	25,000	300,000
11	Interest at Year End					13,064	5,909	8,195	7,487	6,745	5,988	7,236	6,488	6,306	15,120
12	Total					3,015,864	1,769,577	1,495,565	2,172,452	784,597	1,155,985	1,274,621	1,386,509	552,215	826,736
13															
14	Expenditures (detail below)					(2,676,196)	(1,468,208)	(1,077,600)	(1,790,600)	(440,600)	(850,600)	(905,600)	(1,055,600)	(230,600)	(55,600)
15	Carry forward to next year					339,668	301,369	417,965	381,852	343,997	305,385	369,021	330,909	321,615	771,136
16															
17	Dept	CC#	Res#	Project Name											
18															
43	724 - Facilities	NEW		Tidemark Theatre Envelope Rehabilitation (Stucco)				450,000							
44	724 - Facilities	NEW		City Hall Seismic Upgrades				140,000							
45	724 - Facilities	NEW		CRCC Cooling Tower Replacement				100,000							
46	724 - Facilities	NEW		Tidemark Theatre Foundation Repairs				45,000							
47	724 - Facilities	NEW		Tidemark Theatre Window Replacement				30,000							
48	724 - Facilities	NEW		MHC Aluminum Window Replacement Allowance					100,000						
49	740 - Recreation	NEW		Willow Point Park / Sportsplex Entrance Signage					100,000						
50	724 - Facilities	NEW		City Hall Façade Improvements & Window Replacement					40,000	800,000					
51	724 - Facilities	NEW		MHC Roof Replacement							400,000				
52	724 - Facilities	NEW		Enterprise Centre Roof Replacement & Skylights							275,000				
53	740 - Recreation	NEW		Enterprise Centre Lifecycle Rehabilitation Works								1,000,000			
54	Sub-Total (Capital)					2,676,196	1,447,608	1,057,000	1,770,000	420,000	830,000	885,000	1,035,000	210,000	35,000
55															
56	OPERATING - REPAYMENT														
57	Capital Lending	4091		CRCC Roof Replacement		20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600
58															
59	Sub-Total (Operating)					-	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600
60															
61	Grand Total					2,676,196	1,468,208	1,077,600	1,790,600	440,600	850,600	905,600	1,055,600	230,600	55,600
62															
63	2023-2032 Total Expenditures													10,551,204	

2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Financial Stabilization Reserve													
3	10-5-991223-1500													
4	Budget 2023-2032													
5														
6														
7														
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
9	Brought Forward				3,251,432	3,573,579	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387
10	Transfer from General Operating Accumulated Surplus				800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
11	Transfer to Net Funding Model for Capital				(150,000)									
12	Interest at Year End				190,975	140,984	148,373	158,671	168,724	180,349	192,626	203,768	216,204	227,278
13	Total				4,092,408	4,214,563	3,938,545	4,325,716	4,860,941	5,385,289	5,990,415	6,627,683	7,208,387	7,853,665
14														
15	Expenditures (detail below)				(2,877,051)	(924,391)	(271,500)	(133,500)	(156,000)	(87,500)	(66,500)	(135,500)	(82,000)	(162,500)
16	Subtotal				1,215,357	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387	7,691,165
17														
18	Transfer from Covid-19 Restart (loss of revenue)				2,358,223									
19														
20	Carry forward to next year				3,573,579	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387	7,691,165
21														
22	Dept	CC#3	Res #	Project Name										
23														
24	CAPITAL													
25														
26	820 - Rec	NEW		Acoustic Baffles in the Sportplex	56,000									
27	322 - Fire	NEW		FH1 Server Room Fire Suppression System	69,630									
28	Sub-Total (Capital)				125,630	-	-	-	-	-	-	-	-	-
29	OPERATING													
30														
31	510 - Development Svcs	C036	CFwd	Zoning/OCP Update	48,699									
32	510 - Development Svcs	S100	CFwd	Development Process Update	20,000									
33	440 - Legislative Services	S102		Municipal Election				61,000				63,000		
34	820 - Recreation & Culture	S104		Enhanced Skatepark Environment	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
35	820 - Recreation & Culture	S108		PLAY Campbell River	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
36	111 - Communications	S110		Statistically Valid Community Survey	12,500		13,000		13,500	-	14,000		14,500	
37	111 - Communications	NEW		Communications and Engagement	112,000									
38	114 - Human Resources	S111		Exempt Salary Survey		15,000				15,000				15,000
39	114 - Human Resources	S112	CFwd	CUPE Agreement Renewal		15,000		15,000					15,000	
40	510 - Development Svcs	S113		Big Rock Boat Ramp - Environmental Monitoring	11,000									
41	532 - Roads	S114		Bridge Inspections		20,000		20,000		20,000		20,000		20,000
42	264 - Economic Devlpmt	S126	CFwd	Economic Development Strategic Planning	19,607									
43	620 - Fire	S156		POC Recruitment - Bi- Annual	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
44	510 - Dev Svcs	S164	CFwd	Building Inspector In Training	85,500	87,000								
45	310 - Finance	S165	CFwd	Asset Retirement Obligations PSA 3280 Implementation	237,618									
46	310 - Finance	S165		Asset Retirement Obligations PSA 3280 Implementation	130,000									
47	810-Long Range Planning	S166	CFwd	Quinsam Heights Neighbourhood Plan & Land Use Planning with We Wai Kai & Wei Wai Kum	136,167									
48	740 - Recreation & Culture	S167		Parks and Recreation Strategic Plan	150,000									
49	330 - Risk Mgmt.	S168	CFwd	Property Appraisal Services	35,830				75,000					75,000
50	310 - Finance	S170		Financial Systems/Accounting Software	148,500	21,891								
51	510 - Development Svcs	S172		Environmentally Sensitive Areas Policy	25,000									
52	732 - Parks	NEW		Continue Downtown Cleanliness Program	83,000	88,000								



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2				Financial Stabilization Reserve										
3				10-5-991223-1500										
4				Budget 2023-2032										
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	3,251,432	3,573,579	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387
9				Transfer from General Operating Accumulated Surplus	800,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
10				Transfer to Net Funding Model for Capital	(150,000)									
11				Interest at Year End	190,975	140,984	148,373	158,671	168,724	180,349	192,626	203,768	216,204	227,278
12				Total	4,092,408	4,214,563	3,938,545	4,325,716	4,860,941	5,385,289	5,990,415	6,627,683	7,208,387	7,853,665
13														
14				Expenditures (detail below)	(2,877,051)	(924,391)	(271,500)	(133,500)	(156,000)	(87,500)	(66,500)	(135,500)	(82,000)	(162,500)
15				Subtotal	1,215,357	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387	7,691,165
16														
17				Transfer from Covid-19 Restart (loss of revenue)	2,358,223									
18														
19				Carry forward to next year	3,573,579	3,290,172	3,667,045	4,192,216	4,704,941	5,297,789	5,923,915	6,492,183	7,126,387	7,691,165
20														
56	112 - Economic Dev	NEW		Airport Marketing / Investment Attraction	30,000									
57	400 - Director of Corporate Services	NEW		Accessibility Committee and Accessibility Plan	15,000									
58														
59	113 - IT	NEW		Continue Downtown Cleanliness Program	68,500									
60	400 - Director of Corporate Services	NEW		Corporate Workplace Culture Initiatives	30,000									
61	400 - Director of Corporate Services	NEW		Corporate Training Requirements	20,000									
62	114 - Human Resources	NEW		Certificate of Recognition (COR) - Safety Achievement	15,000	15,000								
63	114 - Human Resources	NEW		Workplace Culture - Survey	5,000									
64	610 - Bylaw Enforcement	NEW		Overnight Security Patrols	70,000									
65	110 - City Manager	NEW		Corporate Business Analyst	115,000	115,000	115,000							
66	310 - Finance	NEW		Fee Review	75,000									
73				Contingency for Major Crime	1,000,000	495,000								
74				Sub-Total (Operating)	2,751,421	924,391	271,500	133,500	156,000	87,500	66,500	135,500	82,000	162,500
75														
76				Grand Total	2,877,051	924,391	271,500	133,500	156,000	87,500	66,500	135,500	82,000	162,500
77														
78														2023-2032 Total Expenditures
														4,896,442



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
1	Fire Reserve														
2	10-5-995323-1500														
3	Budget 2023-2032														
4															
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	231	2032	
9	Brought Forward				477,185	50,316	53,031	53,071	53,623	54,695	55,279	55,364	72,792	89,548	
10	Annual Contribution														
11	Increased Funding from Net Funding Model				530,000	421,000	1,028,000	119,000	31,000	121,000	32,000	50,000	50,000	50,000	
12	Interest at Year End				1,935	1,040	1,041	1,051	1,072	1,084	1,086	1,427	1,756	2,071	
13	Total				1,009,120	472,356	1,082,071	173,123	85,695	176,779	88,364	106,792	124,548	141,619	
14	Expenditures (detail below)				(958,804)	(419,326)	(1,029,000)	(119,500)	(31,000)	(121,500)	(33,000)	(34,000)	(35,000)	(36,000)	
15	Carry forward to next year				50,316	53,031	53,071	53,623	54,695	55,279	55,364	72,792	89,548	105,619	
16															
17	Dept	CC#	Res #	Project Name											
18															
19	CAPITAL														
20	322 - Fire	1004		Fire Small Equipment	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	
21	322 - Fire	1006		New Fire Station Headquarters - Public Engagement/Detail Design	300,000	64,322									
22	322 - Fire	1015	CFwd	Small Fire Fleet Replacement	179,000			89,500		89,500					
23	322 - Fire	1015		Small Fire Fleet Replacement	89,500										
24	322 - Fire	NEW		Gas Detector Renewal	36,300										
25	322 - Fire	NEW		SCBA Replacement			1,000,000								
26	322 - Fire	1014		UTV (Utility All Terrain Vehicle)											
27															
28	Sub-Total (Capital)				631,800	92,322	1,029,000	119,500	31,000	121,500	33,000	34,000	35,000	36,000	
29	OPERATING - REPAYMENT														
30	322 - Fire			Pumper Repayment	327,004	327,004									
31	Sub-Total (Operating)				327,004	327,004									
32															
33	Grand Total				958,804	419,326	1,029,000	119,500	31,000	121,500	33,000	34,000	35,000	36,000	
34															
35	2023-2032 Total Expenditures												2,817,130		



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Fleet & Heavy Equipment Reserve													
3	10-5-995324-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8					1,653,053	454,535	458,526	452,396	457,364	461,411	466,049	471,290	576,596	583,028
9														
10					200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
11					419,000	420,000	490,000	701,000	1,000,000	495,500	471,000	609,000	355,000	375,000
12					17,482	8,991	8,871	8,968	9,047	9,138	9,241	11,306	11,432	11,561
13					2,289,535	1,083,526	1,157,396	1,362,364	1,666,411	1,166,049	1,146,290	1,291,596	1,143,028	1,169,589
14														
15					(1,835,000)	(625,000)	(705,000)	(905,000)	(1,205,000)	(700,000)	(675,000)	(715,000)	(560,000)	(580,000)
16					454,535	458,526	452,396	457,364	461,411	466,049	471,290	576,596	583,028	589,589
17														
18					450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
19					4,535	8,526	2,396	7,364	11,411	16,049	21,290	126,596	133,028	139,589
20														
21	Dept	CC#	Res #	Project Name										
22														
23	CAPITAL													
24	447 - Fleet	4009	CFwd	Fleet Replacement	625,000									
25	447 - Fleet	4009	NEW	Fleet Replacement	1,210,000	625,000	705,000	905,000	1,205,000	700,000	675,000	715,000	560,000	580,000
26														
27														
28														
29														
30														
31				Sub-Total (Capital)	1,835,000	625,000	705,000	905,000	1,205,000	700,000	675,000	715,000	560,000	580,000
32														
33				Grand Total	1,835,000	625,000	705,000	905,000	1,205,000	700,000	675,000	715,000	560,000	580,000
34														
35	2023-2032 Total Expenditures													8,505,000



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
1															
2	Furniture & Equipment Reserve														
3	10-5-995325-1500														
4	Budget 2023-2032														
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
8	Brought Forward				134,120	53,724	51,024	51,739	52,569	53,213	53,818	54,180	55,672	84,937	
9	Annual Contribution				15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
10	Increased Funding from Net Funding Model				(3,000)	31,000	70,000	47,000	44,000	42,000	38,000	53,000	53,000	53,000	
11	Interest at Year End				2,066	1,000	1,014	1,031	1,043	1,055	1,062	1,092	1,665	1,733	
12	Total				148,187	100,724	137,039	114,769	112,613	111,268	107,880	123,272	125,337	154,670	
13															
14	Expenditures (detail below)				(94,463)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	(40,400)	(66,300)	
15	Carry forward to next year				53,724	51,024	51,739	52,569	53,213	53,818	54,180	55,672	84,937	88,370	
16	Dept	CC#	Res#	Project Name											
17	CAPITAL														
18	450 - Facilities	4050		Small Equipment Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
19															
20	Weight Room/Cardio Equipment														
21	740 - Recreation	9900		Transport 1 - Elliptical Trainer (5 year cycle)	8,500					8,500					
22	740 - Recreation	9900		Transport 2 - Elliptical Trainer					8,500					8,500	
23	740 - Recreation	9900		Transport 3 - Elliptical Trainer			8,500					8,500			
24	740 - Recreation	9900		Treadmill - 1 (5 year cycle)	8,550					8,550					
25	740 - Recreation	9900		Treadmill - 2			9,000					9,500			
26	740 - Recreation	9900		Recumbent Bike - 1 (5 year cycle)		3,700					3,700				
27	740 - Recreation	9900		Recumbent Bike - 2				3,700							
28	740 - Recreation	9900		Upright Bike (5 year cycle)		3,600					3,600				
29	740 - Recreation	9900		Upright Spin Bike - 1				1,700							
30	740 - Recreation	9900		Upright Spin Bike - 2			1,700					1,700			
31	740 - Recreation	9900		Upright Spin Bike - 3				1,700							
32	740 - Recreation	9900		Upright Spin Bike - 4					1,700					1,700	
33	740 - Recreation	9900		Spin Bike Fleet - 1	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
34	740 - Recreation	9900		Spin Bike Fleet - 2	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
35	740 - Recreation	9900		Spin Bike Fleet - 3	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
36	740 - Recreation	9900		Spin Bike Fleet - 4	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
37	740 - Recreation	9900		Spin Bike Fleet - 5	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
38	740 - Recreation	9900		Stepper - 1 (5 year cycle)			6,000					7,500			
39	740 - Recreation	9900		Rowing Machine (5 year cycle)				2,000							
40	Weight Room/Cardio Equipment				25,550	15,800	33,700	17,600	18,700	25,550	15,800	35,700	8,500	18,700	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Furniture & Equipment Reserve														
3	10-5-995325-1500														
4	Budget 2023-2032														
5															
6															
7															
8						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
8	Brought Forward					134,120	53,724	51,024	51,739	52,569	53,213	53,818	54,180	55,672	84,937
9	Annual Contribution					15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
10	Increased Funding from Net Funding Model					(3,000)	31,000	70,000	47,000	44,000	42,000	38,000	53,000	53,000	53,000
11	Interest at Year End					2,066	1,000	1,014	1,031	1,043	1,055	1,062	1,092	1,665	1,733
12	Total					148,187	100,724	137,039	114,769	112,613	111,268	107,880	123,272	125,337	154,670
13															
14	Expenditures (detail below)					(94,463)	(49,700)	(85,300)	(62,200)	(59,400)	(57,450)	(53,700)	(67,600)	(40,400)	(66,300)
15	Carry forward to next year					53,724	51,024	51,739	52,569	53,213	53,818	54,180	55,672	84,937	88,370
16	Dept	CC#	Res#	Project Name											
41	Custodial Equipment														
42	740 - Recreation	9900		Vacuum 1 (4 year cycle)			1,800				1,900				
43	740 - Recreation	9900		Vacuum 2 (4 year cycle)				1,900				1,900	1,900	1,900	
44	740 - Recreation	9900		Vacuum 3 (4 year cycle)		1,800				1,900					
45	740 - Recreation	9900		Vacuum 4 (4 year cycle)	1,800				1,900						
46	740 - Recreation	9900		Mini Auto Scrubber (6 year cycle)				4,300							
47	740 - Recreation	9900		Auto Scrubber 1 (10 year cycle)										13,500	
48	740 - Recreation	9900		Auto Scrubber 2 (10 year cycle)			14,000								
49	740 - Recreation	9900		Extractor Mini (6 year cycle)					2,500						
50	740 - Recreation	9900		Extractor 1 (10 year cycle)				8,000							
52	740 - Recreation	9900		Battery Burnisher 2 (10 year cycle)	11,000										
53	740 - Recreation	9900		Swing Arm 1 (10 year cycle)										2,200	
54	740 - Recreation	9900		Swing Arm 2 (10 year cycle)		2,300									
56	740 - Recreation	9900		Washer/Dryer 2 (10 year cycle)	3,000										
57	740 - Recreation	9900		Balance	(50)	(200)	(200)	400	300						
58	740 - Recreation	9900	CFwd	Balance	17,163										
59	Custodial Equipment				32,913	3,900	15,600	14,600	4,700	1,900	1,900	1,900	1,900	1,900	17,600
60	Tables and Chairs														
61	740 - Recreation	9900		Tables and Chairs	6,000		6,000		6,000		6,000				
62	Tables and Chairs				6,000	-	6,000	-	6,000	-	6,000	-	-	-	-
63															
64	Sub-Total (Capital)				94,463	49,700	85,300	62,200	59,400	57,450	53,700	67,600	40,400	66,300	66,300
65															
66	Grand Total				94,463	49,700	85,300	62,200	59,400	57,450	53,700	67,600	40,400	66,300	66,300
67															
68													2023-2032 Total Expenditure	629,200	636,513



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Deferred Revenue - Future Roadworks													
3	10-4-234130-0000													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Opening Balance	2,574,715	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582
9				Developer's Contributions										
10				Interest at Year End										
11				Total	2,574,715	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582
12														
13				Expenditures (detail below)	(200,133)	-	-	-	-	-	-	-	-	-
14				Ending Balance	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582	2,374,582
15														
16	Dept	CC1	Res#	Project Name										
17														
18	700 - Dir of Operations	7804		Erickson Road Watermain Replacement	200,133									
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32				Grand Total	200,133	-	-	-	-	-	-	-	-	-
33														
34													2023-2032 Total Expenditures	200,133



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Gaming Reserve														
3	10-5-991224-1500														
4	Budget 2023-2032														
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
9	Brought Forward				1,325,666	205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260	
10	Annual Contribution				925,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
11	Transfer to Net Funding Model for Capital					(110,000)	(130,000)								
12	Interest at Year End				13,658	6,155	13,418	20,527	30,377	40,425	50,673	61,127	71,789	82,665	
13	Total				2,264,324	1,101,263	937,341	1,424,868	1,927,245	2,439,670	2,962,343	3,495,470	4,039,260	4,593,925	
14	Funds held for Council Priorities				(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	
15	Expenditures (detail below)				(1,909,216)	(897,340)	(383,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	
16	Carry forward to next year				205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260	4,065,925	
17															
18	Dept	CC#	Res#	Project Name											
19															
20	CAPITAL														
21	320 - Capital Works	4080	CFwd	Additional Sportsplex Funding	200,000										
22	213 - IT	2038	22-015	CRadvantage Colocaton room air Conditioning	45,000										
23	450 - Facilities	4064		Council Chambers Accessibility Improvements	33,120										
24	322 - Fire	NEW		FIT Testing Machine	25,000										
25	700 - Dir of Ops	7804		Erickson Road Watermain Replacement		289,340									
26	Sub-Total (Capital)				303,120	289,340	-	-	-	-	-	-	-	-	
27	OPERATING														
28	105 - Mayor & Council	S053		Beautification Grants	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
29	105 - Mayor & Council	S109	CFwd	Safer Downtown Initiative (Amendment)	736										
30	105 - Mayor & Council	S109		Safer Downtown Initiative (Amendment)	40,000										
31	105 - Mayor & Council	S134	CFwd	Downtown Initiatives	50,000										
32	110 - City Manager	NEW		Community Safety Plan	50,000										
33	112 - Economic Dev	S158	CFwd	Industry Analysis & Investment Attraction	17,551										
34	112 - Economic Dev	S141	CFwd	CR Restart - additional support	26,896										
35	312 - Reserves			Fund Centennial Pool & Operations Budget	56,000										
36	311 - Legislative Svces	S137		Coastal Communities Social Procurement Initiative	4,000										
37	410 - Communications	NEW		Media Training	12,000										
38	440 - Leg Svcs	NEW		RIM Program Project	35,000										
39	510 - Dev Svcs	S038	CFwd	Façade Revitalization & CPTED Improv (from DT Initiati	40,000										
40	510 - Dev Svcs	S038		Façade Revitalization & CPTED Improvements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
41	510 - Dev Svcs	S067		Downtown Small Initiatives Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
42	510 - Dev Svcs	S124	CFwd	Housing Growth Review	21,563										
43	710 - Airport	S149		Airport Area 22 Development Strategy	50,000										
44	710 - Airport	S161	CFwd	Remediation of Contamination at the Airport	194,316										
45	710 - Airport	NEW		Airport Business Plan	75,000										
46	710 - Airport	NEW		Safety Management System review	20,000										
47	710 - Airport	NEW		Fire Safety Plan	20,000										
48	720 - Parks	S160	CFwd	Willow Point and Nunn's Creek Ball Relocation	21,847										
49	720 - Parks	S160		Willow Point and Nunn's Creek Ball Relocation	65,000										
50	720 - Parks	S171	CFwd	Urban Forest Management Plan Implementation	51,308										
51	720 - Parks	S171		Urban Forest Management Plan Implementation	75,000	75,000									
52	720 - Parks	S122	CFwd	Tree Protection Bylaw	8,660										



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Gaming Reserve														
3	10-5-991224-1500														
4	Budget 2023-2032														
5															
6															
7															
8						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
9	Brought Forward					1,325,666	205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260
10	Annual Contribution					925,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
11	Transfer to Net Funding Model for Capital						(110,000)	(130,000)							
12	Interest at Year End					13,658	6,155	13,418	20,527	30,377	40,425	50,673	61,127	71,789	82,665
13	Total					2,264,324	1,101,263	937,341	1,424,868	1,927,245	2,439,670	2,962,343	3,495,470	4,039,260	4,593,925
14	Funds held for Council Priorities					(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
15	Expenditures (detail below)					(1,909,216)	(897,340)	(383,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)
16	Carry forward to next year					205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260	4,065,925
17															
18	Dept	CC#	Res#	Project Name											
19															
53	810 - LRPS	S174		Bald Eagle/Blue Heron Monitoring Contract Fees	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
54	810 - LRPS	S180	22-0031	Canada Goose Management	5,000	5,000	5,000								
55	810 - LRPS	NEW		Official Community Plan Update	200,000	150,000									
56	820 - Rec & Culture	S175		Bus Rentals - Summerside Express	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
57	820 - Rec & Culture	S179	CFwd	CR Live Streets	20,205										
58	820 - Rec & Culture	S179		CR Live Streets	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	
59	820 - Rec & Culture	S086		Public Art		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
60	830 - Solid Waste	S162	CFwd	Organics Program Communications/Coordination	25,000										
61	830 - Solid Waste	S162		Organics Program Communications/Coordination	25,000										
68	Sub-Total (Operating)					1,488,082	533,000	308,000	303,000	303,000	303,000	303,000	303,000	303,000	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Gaming Reserve														
3	10-5-991224-1500														
4	Budget 2023-2032														
5															
6						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7															
8	Brought Forward					1,325,666	205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260
9	Annual Contribution					925,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
10	Transfer to Net Funding Model for Capital						(110,000)	(130,000)							
11	Interest at Year End					13,658	6,155	13,418	20,527	30,377	40,425	50,673	61,127	71,789	82,665
12	Total					2,264,324	1,101,263	937,341	1,424,868	1,927,245	2,439,670	2,962,343	3,495,470	4,039,260	4,593,925
13															
14	Funds held for Council Priorities					(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
15	Expenditures (detail below)					(1,909,216)	(897,340)	(383,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)	(378,000)
16	Carry forward to next year					205,107	53,923	404,341	896,868	1,399,245	1,911,670	2,434,343	2,967,470	3,511,260	4,065,925
17															
18	Dept	CC#	Res#	Project Name											
19															
20	COUNCIL CONTINGENCY														
21															
22	310 - Mayor & Council	X115	22-0314	Supply Chain Management Project (VIEA)	10,000										
23	310 - Mayor & Council	X119	22-0418	Campbellton Beaver Float Plane Plaque	3,500										
24	310 - Mayor & Council	X082		Ongoing Campbell River Rotary Club Father's Day CRCC Rental (i	498										
25	310 - Mayor & Council	X084		Ongoing Ad purchase in the BC/Yukon Command, Royal Canadi	500										
26	310 - Mayor & Council	D016	22-0441	Warming Centre: non-reimbursable costs	23,905										
27	310 - Mayor & Council			Council Contingency Carry-forward	4,612										
28	Sub-Total (Council Contingency CFWD)					43,014	-	-	-	-	-	-	-	-	-
29															
30	310 - Mayor & Council			Council Contingency Annual Allocation	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
31	Sub-Total (Council Contingency NEW)					75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
32															
33	Sub-Total (Operating and Council Contingency)					1,606,096	608,000	383,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000
34															
35	Grand Total					1,909,216	897,340	383,000	378,000	378,000	378,000	378,000	378,000	378,000	378,000
36															
37	2023-2032 Total Expenditures													5,835,556	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	General Accumulated Surplus													
3	10-5-981120-0000													
4	Budget 2023-2032													
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20														
21	Sub-Total (Capital)				-	-	-	-	-	-	-	-	-	-
22														
23	OPERATING													
24														
25														
26														
27														
28	Sub-Total (Operating)													
29														
30	Grand Total				-	-	-	-	-	-	-	-	-	-
31														
32														
	2023-2032 Total Expenditures													-



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	IT Reserve													
3	10-5-995326-1500													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	1,095,636	32,251	32,739	20,248	20,734	21,348	25,795	35,797	36,975	36,161
9				Annual Contribution	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
10				Increased Funding from Net Funding Model	(298,000)	447,500	541,000	428,000	443,500	629,000	468,500	460,200	510,200	480,200
11				Interest at Year End	1,240	642	397	407	419	506	702	725	709	764
12				Total	849,876	531,393	625,136	499,655	515,653	701,853	545,997	547,722	598,884	568,125
13														
14				Expenditures (detail below)	(817,625)	(498,654)	(604,888)	(478,921)	(494,305)	(676,058)	(510,199)	(510,748)	(562,723)	(529,147)
15				Carry forward to next year	32,251	32,739	20,248	20,734	21,348	25,795	35,797	36,975	36,161	38,978
16	Dept	CC#	Res#	Project Name										
17	CAPITAL													
18														
19	213 - IT	2001	CFwd	Printer/Photocopier Replacement	18,629									
20	213 - IT	2001		Printer/Photocopier Replacement	37,000	37,000								
21	213 - IT	2002		Workstation/Laptop Replacement	78,000	46,000	46,000	46,000	46,000	78,000	46,000	46,000	46,000	46,000
22	213 - IT	2016	CFwd	GIS Orthophotos	25,000									
23	213 - IT	2016		GIS Orthophotos		17,000		17,000				17,000		17,000
24	213 - IT	2019	CFwd	Internet Security Hardware	16,058		35,000			35,000			35,000	
25	213 - IT	2023		Data Storage Upgrade & Primary File Server Replacemen	70,000					75,000				
26	Utility Mgr	2030	CFwd	Operations Management Software Replacement	226,092									
27	Utility Mgr	2030		Operations Management Software Replacement		127,200	90,000							
28	213 - IT	2033	CFwd	Council Chambers Sound System	54,461									
29	510 - Dev Svcs	NEW		Building Permit Process Modernization	16,000									
30	213 - IT	NEW		City Hall WiFi replacement	25,000									
31	400 - DCS	NEW		City Web Site Upgrade	82,500	137,500								
32	213 - IT	NEW		Finance Software	127,575	133,954	140,651	147,684	155,068	162,822	170,963	179,511	188,486	197,911
33	213 - IT	NEW		Dogwood DOC Phone System						40,000				
34	Sub-Total (Capital)				776,315	498,654	348,651	247,684	238,068	444,822	253,963	279,511	306,486	297,911
35	OPERATING													
36														
37	213 - IT	S072	CFwd	Network Security Audit	16,310									
38	213 - IT	S072		Network Security Audit	25,000		25,000		25,000		25,000		25,000	
39	Sub-Total (Operating)				41,310	-	25,000	-	25,000	-	25,000	-	25,000	-
40	OPERATING - REPAYMENT													
41	213 - IT	8012		Finance Software - payback to Capital Lending			231,237	231,237	231,237	231,237	231,237	231,237	231,237	231,237
42	Sub-Total (Operating-Repayment)				-	-	231,237	231,237	231,237	231,237	231,237	231,237	231,237	231,237
43														
44	Total (Operating)				25,000	-	256,237	231,237	256,237	231,237	256,237	231,237	256,237	231,237
45														
46	Grand Total				817,625	498,654	604,888	478,921	494,305	676,058	510,199	510,748	562,723	529,147
47														
48	2023-2032 Total Expenditures												5,683,269	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	International Relationship Reserve														
3	10-5-991225-1500														
4	Budget 2023-2032														
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
8	Brought Forward (Ishikari Reserve Portion)				32,772	34,083	39,865	45,762	51,777	57,913	64,171	64,171	70,554	70,554	
9	Annual Tax Contribution				-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
10	Expenditures (detail below)				-					-	-	-	-	-	
11	Interest at Year End				1,311	782	897	1,015	1,136	1,258	1,383	1,383	1,511	1,511	
12	Sub-Total				34,083	39,865	45,762	51,777	57,913	64,171	70,554	70,554	77,065	77,065	
13															
14	Brought Forward (Economic Twinning Reserve Portion)				29,526	29,821	30,120	30,421	30,725	31,032	31,343	31,656	31,973	32,292	
15	Expenditures (detail below)														
16	Interest at Year End				295	298	301	304	307	310	313	317	320	323	
17	Sub-Total				29,821	30,120	30,421	30,725	31,032	31,343	31,656	31,973	32,292	32,615	
18															
19	Carry forward to next year				63,904	69,984	76,183	82,502	88,945	95,513	102,210	102,527	109,358	109,681	
20															
21	Dept	CC#	Res#	Project Name											
22															
23															
24															
25	Sub-Total (Ishikari Portion)				-	-	-	-	-	-	-	-	-	-	
26															
27															
28															
29															
30															
31	Sub-Total (Economic Twinning Portion)														
32															
33	Grand Total				-	-	-	-	-	-	-	-	-	-	
34															
35	2023-2032 Total Expenditures													-	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P											
1																									
2	Legacy Landmark Reserve																								
3	10-5-991226-1500																								
4	Budget 2023-2032																								
5																									
6	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 5%;">2023</th> <th style="width: 5%;">2024</th> <th style="width: 5%;">2025</th> <th style="width: 5%;">2026</th> <th style="width: 5%;">2027</th> <th style="width: 5%;">2028</th> <th style="width: 5%;">2029</th> <th style="width: 5%;">2030</th> <th style="width: 5%;">2031</th> <th style="width: 5%;">2032</th> </tr> </thead> </table>															2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032															
7																									
8	Brought Forward				96,637	100,502	102,512	104,562	106,654	108,787	110,962	113,182	115,445	117,754											
9	20% Perpetual Care for the Year																								
10	Interest at Year End				3,865	2,010	2,050	2,091	2,133	2,176	2,219	2,264	2,309	2,355											
11	Total				100,502	102,512	104,562	106,654	108,787	110,962	113,182	115,445	117,754	120,109											
12																									
13	Expenditures (detail below)																								
14	Carry forward to next year				100,502	102,512	104,562	106,654	108,787	110,962	113,182	115,445	117,754	120,109											
15																									
16	Dept	CC#	Res#	Project Name																					
17																									
18																									
19																									
20																									
21																									
22																									
23																									
24																									
25																									
26																									
27																									
28																									
29																									
30																									
31																									
32																									
33	Grand Total				-	-	-	-	-	-	-	-	-	-											
34																									
35	2023-2032 Total Expenditures												-												



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	Deferred Revenue - Cash in Lieu of Parks													
3	10-4-232840-0000													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Opening Balance	542,635	564,340	575,627	587,139	598,882	610,860	623,077	635,538	648,249	661,214
9				Developer's Contributions										
10				Interest at Year End	21,705	11,287	11,513	11,743	11,978	12,217	12,462	12,711	12,965	13,224
11				Total	564,340	575,627	587,139	598,882	610,860	623,077	635,538	648,249	661,214	674,438
12														
13				Expenditures (detail below)										
14				Ending Balance	564,340	575,627	587,139	598,882	610,860	623,077	635,538	648,249	661,214	674,438
15														
16	Dept	CC3	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total	-	-	-	-	-	-	-	-	-	-
34														2023-2032 Total Expenditures
35														-



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Parkland Acquisition DCC														
3	10-4-232610-0000														
4	Budget 2023-2032														
5															
6	<div style="display: flex; justify-content: space-between;"> 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 </div>														
7															
8	Brought Forward				687,230	860,379	1,020,666	1,184,160	1,350,923	1,521,021	1,694,522	1,871,492	2,052,002	2,236,122	
9	DCC Contribution				129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	129,000	
10	Contribution From S. Island Hwy Rental Property				11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	11,500	
11	Deferred Revenue Received														
12	Interest at Year End				32,649	19,788	22,993	26,263	29,598	33,000	36,470	40,010	43,620	47,302	
13	Total				860,379	1,020,666	1,184,160	1,350,923	1,521,021	1,694,522	1,871,492	2,052,002	2,236,122	2,423,925	
14															
15	Expenditures (detail below)				-	-	-	-	-	-	-	-	-	-	
16	Carry forward to next year				860,379	1,020,666	1,184,160	1,350,923	1,521,021	1,694,522	1,871,492	2,052,002	2,236,122	2,423,925	
17															
18	Dept	CC#	Res#	Project Name											
19															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34	Grand Total				-	-	-	-	-	-	-	-	-	-	
35															
36	2023-2032 Total Expenditures													-	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Parkland Development DCC														
3	10-4-232620-0000														
4	Budget 2023-2032														
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
18					Brought Forward	1,347,935	1,476,733	1,579,707	1,684,742	1,791,876	1,901,154	2,012,617	2,126,309	2,242,275	2,360,561
19					DCC Contributions	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
20					Deferred Revenue Received										
21					Interest at Year End	56,797	30,975	33,034	35,135	37,278	39,463	41,692	43,966	46,286	48,651
22					Total	1,476,733	1,579,707	1,684,742	1,791,876	1,901,154	2,012,617	2,126,309	2,242,275	2,360,561	2,481,212
23					Expenditures (detail below)										
24					Carry forward to next year	1,476,733	1,579,707	1,684,742	1,791,876	1,901,154	2,012,617	2,126,309	2,242,275	2,360,561	2,481,212
25															
26															
27															
28															
29															
30															
31															
32															
33															
34					Grand Total	-	-	-	-	-	-	-	-	-	-
35															
36												2023-2032 Total Expenditures	-		



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Parks Parcel Tax Reserve													
3	10-5-994326-1500													
4	Budget 2023-2032													
5														
6														
7					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
8														
9				Brought Forward	686,908	364,144	324,534	359,625	533,179	209,479	218,157	602,572	997,838	1,404,170
10				Annual Contribution - Parks Parcel Tax	533,700	536,800	540,000	543,100	546,300	549,400	552,600	555,700	558,800	562,000
11				Increased Funding from Net Funding Model				310,000						
12				Interest at Year End	14,006	6,363	7,051	10,454	-	4,278	11,815	19,565	27,533	35,723
13				Total	1,234,613	907,307	871,586	913,179	1,389,479	763,157	782,572	1,177,838	1,584,170	2,001,894
14														
15				Expenditures (detail below)	(870,469)	(582,773)	(511,961)	(380,000)	(1,180,000)	(545,000)	(180,000)	(180,000)	(180,000)	(180,000)
16				Carry forward to next year	364,144	324,534	359,625	533,179	209,479	218,157	602,572	997,838	1,404,170	1,821,894
17														
18	Dept	CC#	Res#	Project Name										
19														
20	CAPITAL													
21	720 - Parks	9015	22-0155	Nunns Creek Park Master Plan		8,773								
22	720 - Parks	9029		Entrance Sign Jubilee						165,000				
28	720 - Parks	9068	CFwd	Baikie Island Bridge Replacement	145,230									
30	720 - Parks	9079	CFwd	Outdoor Washroom Installation - Beaver Lodge Lands S. Parking Lot and Baikie Island	17,695									
31	720 - Parks			Asset Management - Park Infrastructure Renewal Fund	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
32	720 - Parks	9072	CFwd	Pathways renewal -Dogwood Extension Walkway and Simms Ck Path	56,997									
33	720 - Parks	9073	CFwd	Robron Fieldhouse Irrigation & Landscaping	36,151									
35	720 - Parks	9075	CFwd	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy	9,396									
39	720 - Parks	NEW		Willow Point Field Drainage Upgrade	125,000									
40	720 - Parks	NEW		Willow Point Park Ball Field Netting	200,000									
41	720 - Parks	NEW		Portland Loo at Nunn's Creek		294,000								
42	720 - Parks	NEW		Mclvor Lake Upgrades			50,000	200,000						
43	720 - Parks	NEW		Ostler Park Rubberized Surface Replacement			90,000							
44	720 - Parks	NEW		Hwy 19a Cemetery Improvements			170,000							
45	720 - Parks	NEW		Robron Artificial Turf Replacement				1,000,000						
46	720 - Parks	NEW		Splash Park Renewal					200,000					
47				Sub-Total (Capital)	770,469	482,773	490,000	380,000	1,180,000	545,000	180,000	180,000	180,000	180,000
48	OPERATING - REPAYMENT													
49	720 - Parks			Robron Park Repayment	100,000	100,000	21,961							
50				Sub-Total (Operating)	100,000	100,000	21,961	-	-	-	-	-	-	-
51														
52				Grand Total	870,469	582,773	511,961	380,000	1,180,000	545,000	180,000	180,000	180,000	180,000
53														
54	2023-2032 Total Expenditures												4,790,203	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Roads DCC														
3	10-4-232500-0000														
4	Budget 2023-2032														
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
9	Brought Forward				1,851,255	1,908,023	2,083,883	2,263,261	2,446,226	2,632,851	2,823,208	3,017,372	3,215,419	3,417,428	
10	DCC Contribution				260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	
11	Deferred Revenue Received														
12	Interest at Year End				73,385	40,860	44,378	47,965	51,625	55,357	59,164	63,047	67,008	71,049	
13	Total				2,184,641	2,208,883	2,388,261	2,571,226	2,757,851	2,948,208	3,142,372	3,340,419	3,542,428	3,748,476	
14	Expenditures (detail below)				(276,618)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	
15	Carry forward to next year				1,908,023	2,083,883	2,263,261	2,446,226	2,632,851	2,823,208	3,017,372	3,215,419	3,417,428	3,623,476	
16															
17	Dept	CC#	Res#	Project Name											
18															
19	CAPITAL														
20	532 - Roads	8008	CFwd	Highway 19A - Phase 3	26,618										
21	532 - Roads	6006	CFwd	Sidewalk Infill	125,000										
22	532 - Roads	6006		Sidewalk Infill	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
23															
24															
25	Sub-Total (Capital)				276,618	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
26															
27	Grand Total				276,618	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
28															
29	2023-2032 Total Expenditures													1,401,618	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Sewer Accumulated Surplus														
3	50-5-981180-0000														
4	Budget 2023-2032														
5															
6															
7	2023 2024 2025 2026 2027 2028 2029 2030 2031 2032														
8	Brought Forward				800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
9	Sewer annual surplus				4,228,899	4,449,245	4,691,477	4,964,007	5,271,562	5,064,433	5,351,141	5,649,942	5,961,096	6,285,058	
10	Transfer excess to Sewer Capital				(4,228,899)	(4,449,245)	(4,691,477)	(4,964,007)	(5,271,562)	(5,064,433)	(5,351,141)	(5,649,942)	(5,961,096)	(6,285,058)	
11	Interest at Year End														
12	Total				800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
13															
14	Expenditures (detail below)				-	-	-	-	-	-	-	-	-	-	
15	Carry forward to next year				800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	
16															
17	Minimum value of surplus to maintain operations - 2mths				445,000	453,900	463,000	472,300	481,700	491,300	491,300	501,100	501,100	511,100	
18	Minimum value of surplus to maintain operations - 4mths				890,000	907,800	926,000	944,500	963,400	982,700	982,700	1,002,400	1,002,400	1,022,400	
19	Ending surplus value				(90,000)	(107,800)	(126,000)	(144,500)	(163,400)	(182,700)	(182,700)	(202,400)	(202,400)	(222,400)	
20															
21	Dept	CC#	Res #	Project Name											
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33	Grand Total				-	-	-	-	-	-	-	-	-	-	
34															
35	2023-2032 Total Expenditures												-		



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
	Sewer Reserve													
	50-5-995380-1500													
	Budget 2023-2032													
					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
				Brought Forward	12,236,615	5,446,431	4,882,777	7,055,187	9,753,914	12,658,811	13,270,156	16,401,119	19,603,680	23,148,348
				Debt										
				Transfer from Sewer Surplus	4,228,899	4,449,245	4,691,477	4,964,007	5,271,562	5,064,433	5,351,141	5,649,942	5,961,096	6,285,058
				Interest at Year End	240,247	111,427	154,023	206,939	263,898	275,885	337,277	400,072	469,575	555,576
				Total	16,705,761	10,007,102	9,728,277	12,226,133	15,289,374	17,999,130	18,958,573	22,451,134	26,034,351	29,988,982
				Expenditures (detail below)	(11,259,330)	(5,124,325)	(2,673,090)	(2,472,219)	(2,630,563)	(4,728,974)	(2,557,454)	(2,847,454)	(2,886,003)	(2,454,623)
				Carry forward to next year	5,446,431	4,882,777	7,055,187	9,753,914	12,658,811	13,270,156	16,401,119	19,603,680	23,148,348	27,534,359
	Dept	CC#	Res #	Project Name										
	CAPITAL													
	Utility Manager	2030		Operations Management Software Replacement	225,000	63,600	45,000							
	580 - Sewer	4094	CFwd	Design/Construction for 325 Beech Street	330,998									
	580 - Sewer	4094		Design/Construction for 325 Beech Street	300,000									
	580 - Sewer	5002	CFwd	Waterfront Sewer Forcemain	245,567									
	580 - Sewer	5006	CFwd	NWEC Upgrades	4,902,622									
	580 - Sewer	5006		NWEC Upgrades	368,000									
	580 - Sewer	5023		Sewer Asset Registry - moved to 2022/23	50,000									
	580 - Sewer	5024		Sewer Facility Renewal	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	580 - Sewer	5030	CFwd	Sewer Condition Assessments	6,580									
	580 - Sewer	5033	CFwd	Lift Station #7 Pump and Controls Upgrade	22,597									
	580 - Sewer	5034	CFwd	NWEC Shower and Locker Room Renovation	11,376									
	580 - Sewer	5035		Lift Station #11 Biofilter Reconstruction			134,150							
	580 - Sewer	5037	CFwd	Hwy 19A Sewer Upgrade - Twillingate to Barlow - p	385,670									
	580 - Sewer	5038	CFwd	City Wide Sewer Modelling Program	200,000									
	430 - IT	5039	CFwd	Norm Wood Phone System	5,000									
	580 - Sewer	5040		Campbellton Sewer Upgrade	250,000	1,500,000								
	580 - Sewer	5041	CFwd	Lift Station #4 Slope Stabilizatin & Repairs	656,795									
	580 - Sewer	6501	22-0155	6th Ave - Thulin Utility Renewal	516,255									
	580 - Sewer	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	448 - Capital Wor	8006		Capital Works Management	157,574	160,725	163,940	167,219	170,563	173,974	177,454	177,454	181,003	184,623
	580 - Sewer	NEW		NWEC Oxidation Ditch Diffuser - Upgrade	150,000									
	580 - Sewer	NEW		NWEC Solids Handling Study and Process Construct	150,000									
	580 - Sewer	NEW		Lift Stations Electrical Assessment	100,000									
	580 - Sewer	NEW		NWEC Blower Intake Air Filtration	20,000	150,000								
	580 - Sewer	NEW		NWEC Grizzly Contaminated Solids Dumping Site	20,000	150,000								
	580 - Sewer	NEW		Foreshore Force Main & Lift Station 5 & 6 Abandonment		500,000								
	580 - Sewer	NEW		Biosolids Field Crop Implements		300,000								
	580 - Sewer	NEW		NWEC Biosolids Dewatering					150,000	2,250,000				
	580 - Sewer	NEW		NWEC - Secondary Clarifiers 1 & 2 Refurbishment							100,000	400,000	400,000	
	580 - Sewer	5800		Sewer Main Replacement	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	580 - Sewer	5802	CFwd	2021 Sewermain Rehabilitation	172,792									



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P
2	Sewer Reserve													
3	50-5-995380-1500													
4	Budget 2023-2032													
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17	Dept	CC#	Res #	Project Name										
18														
51	580 - Sewer	5803		2022 Sewermain Rehabilitation	128,185									
55														
56				Sub-Total (Capital)	11,125,011	5,074,325	2,593,090	2,417,219	2,570,563	4,673,974	2,527,454	2,827,454	2,831,003	2,434,623
60	OPERATING													
61	580 - Sewer	S089	CFwd	Confined Space Entry Alternate Procedures	11,552									
62	580 - Sewer	S115		Sewer Maintenance & Monitoring	20,000		25,000	5,000	5,000	35,000	5,000		30,000	
63	580 - Sewer	S116	CFwd	Sewer Right of Way Clearing	47,767									
64	580 - Sewer	S116		Sewer Right of Way Clearing	50,000	50,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000
65	580 - Sewer	S119		Lift Station 11 Transformer Inspection	5,000		5,000		5,000		5,000		5,000	
66														
67				Sub-Total (Operating)	134,319	50,000	80,000	55,000	60,000	55,000	30,000	20,000	55,000	20,000
68														
69				Grand Total	11,259,330	5,124,325	2,673,090	2,472,219	2,630,563	4,728,974	2,557,454	2,847,454	2,886,003	2,454,623
70														
71	2023-2032 Total Expenditures												39,634,036	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Sewer DCC														
3	10-4-232300-0000														
4	Budget 2023-2032														
5															
6						2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7															
8	Brought Forward					1,871,567	1,641,710	1,844,884	2,052,122	2,263,504	2,479,114	2,699,037	2,923,357	3,152,165	3,385,548
9	DCC Contribution					167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000	167,000
10	Deferred Revenue Received					-	-	-	-	-	-	-	-	-	-
11	Interest at Year End					63,143	36,174	40,238	44,382	48,610	52,922	57,321	61,807	66,383	71,051
12	Total					2,101,710	1,844,884	2,052,122	2,263,504	2,479,114	2,699,037	2,923,357	3,152,165	3,385,548	3,623,599
13															
14	Expenditures (detail below)					(460,000)	-	-	-	-	-	-	-	-	-
15	Carry forward to next year					1,641,710	1,844,884	2,052,122	2,263,504	2,479,114	2,699,037	2,923,357	3,152,165	3,385,548	3,623,599
16															
17	Dept	CC1	Res#	Project Name											
18															
19	CAPITAL														
20	580 - Sewer	5006	CFwd	NWEC Upgrades Phase 3	460,000										
21															
22	Sub-Total (Capital)					460,000	-	-	-	-	-	-	-	-	-
23															
24															
25	Grand Total					460,000	-	-	-	-	-	-	-	-	-
26															
27	2023-2032 Total Expenditures													460,000	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
1															
2	Solid Waste Reserve														
3	10-5-991227-1500														
4	Budget 2023-2032														
5															
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
7															
8	Brought Forward				395,770	213,626	-	-	-	-	-	-	-	-	
9	Annual Contribution														
10	Interest at Year End				8,216	-	-	-	-	-	-	-	-	-	
11	Total				403,986	213,626	-	-	-	-	-	-	-	-	
12															
13	Expenditures (detail below)				(190,360)	(213,626)	-	-	-	-	-	-	-	-	
14	Carry forward to next year				213,626	-	-	-	-	-	-	-	-	-	
15															
16	Dept	CC#	Res#	Project Name											
17															
18															
19	539 - Solid Waste			Solid Waste - User Fee Increase Offset	190,360	213,626									
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33	Grand Total				190,360	213,626	-	-	-	-	-	-	-	-	
34															
35	2023-2032 Total Expenditures													403,986	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1	Storm Water Parcel Tax Reserve													
2	10-5-995328-1500													
3	Budget 2023-2032													
4														
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Brought Forward	2,860,575	1,018,594	1,561,410	2,329,180	3,173,404	4,319,276	5,733,497	7,186,101	8,677,855	10,209,542
9				Annual contributions from parcel tax	1,345,000	1,687,200	1,697,100	1,707,000	1,716,900	1,726,800	1,736,700	1,746,600	1,756,500	1,766,400
10				Increased Funding from Net Funding Model										
11				Interest at Year End	39,177	30,616	45,670	62,224	84,692	112,422	140,904	170,154	200,187	231,019
12				Total	4,244,751	2,736,410	3,304,180	4,098,404	4,974,996	6,158,497	7,611,101	9,102,855	10,634,542	12,206,961
13														
14				Expenditures (detail below)	(3,226,157)	(1,175,000)	(975,000)	(925,000)	(655,720)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)
15				Carry forward to next year	1,018,594	1,561,410	2,329,180	3,173,404	4,319,276	5,733,497	7,186,101	8,677,855	10,209,542	11,781,961
16														
17	Dept	CC#	Res#	Project Name										
18														
19	CAPITAL													
20	550 - Storm Drain	6501	CFwd	6th Ave - Thulin Utility Renewal	958,505									
21	550 - Storm Drain	6502	CFwd	Downtown Storm Mitigation	50,000									
22	550 - Storm Drain	6502		Downtown Storm Mitigation	200,000									
23	700 - Dir of Ops	7804		Erickson Road Watermain Replacement	715,658									
24	550 - Storm Drain	4094		Design/Construction for 325 Beech Street	397,496									
25	550 - Storm Drain	6507	CFwd	Midport Rd Storm Drain Upgrade	20,000									
26	550 - Storm Drain	6508	CFwd	Quinsam Heights Integrated Storm Water Man	190,306									
27	550 - Storm Drain	NEW		City Wide Storm Water Modelling Program	60,000									
28	550 - Storm Drain	NEW		Dogwood Detention Pond Rehabilitation	100,000									
29	550 - Storm Drain	NEW		Homewood Road Pipe Arch	75,000	750,000								
30	550 - Storm Drain	NEW		ERT Detention Study	50,000		500,000							
31	550 - Storm Drain	NEW		Detweiler Culvert Replacemnt	75,000									
32	550 - Storm Drain	NEW		Flail Mower Purchase	70,000									
33	550 - Storm Drain	NEW		14th - Spruce to Redwood			350,000							
34	550 - Storm Drain	NEW		Nunns Creek (16th Ave) Creek Crossing			200,000	230,720						
35	550 - Storm Drain	6600	CFwd	Storm System Renewals	39,192									
36	550 - Storm Drain	6600		Storm System Renewals	225,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000
39				Sub-Total (Capital)	3,226,157	1,175,000	975,000	925,000	655,720	425,000	425,000	425,000	425,000	425,000
40	OPERATING													
41														
42				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
43	OPERATING - REPAYMENT													
44														
45				Sub-Total (Operating)	-	-	-	-	-	-	-	-	-	-
46														
47				Grand Total	3,226,157	1,175,000	975,000	925,000	655,720	425,000	425,000	425,000	425,000	425,000
48														
49														2023-2032 Total Expenditures
														9,081,877



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Storm Drain Quinsam DCC														
3	10-4-232400-0000														
4	Budget 2023-2032														
5															
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
7															
8				Brought Forward	2,249,914	2,443,910	2,594,788	2,748,684	2,905,658	1,526,305	1,658,831	1,794,008	1,931,888	2,072,526	
9				DCC Contribution	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
10				Deferred Revenue Received											
11				Interest at Year End	93,997	50,878	53,896	56,974	29,928	32,526	35,177	37,880	40,638	43,451	
12				Total	2,443,910	2,594,788	2,748,684	2,905,658	3,035,585	1,658,831	1,794,008	1,931,888	2,072,526	2,215,976	
13															
14				Expenditures (detail below)	-	-	-	-	(1,509,280)	-	-	-	-	-	
15				Carry forward to next year	2,443,910	2,594,788	2,748,684	2,905,658	1,526,305	1,658,831	1,794,008	1,931,888	2,072,526	2,215,976	
16															
17	Dept	CC#	Res#	Project Name											
18															
19	550 - Storm Drains	NEW		Nunns Creek (16th Ave) Creek Crossing						1,509,280					
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32				Grand Total	-	-	-	-	1,509,280	-	-	-	-	-	
33													2023-2032 Total Expenditures	1,509,280	
34															



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	Deferred Revenue - Street Trees													
3	10-4-234170-0000													
4	Budget 2023-2032													
5														
6					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
7														
8				Opening Balance	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597
9				Developer's Contributions										
10				Interest at Year End										
11				Total	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597
12														
13				Expenditures (detail below)										
14				Ending Balance	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597	108,597
15														
16	Dept	CC3	Res#	Project Name										
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31														
32														
33				Grand Total	-	-	-	-	-	-	-	-	-	-
34														
35													2023-2032 Total Expenditures	-



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Water Accumulated Surplus														
3	70-5-981160-0000														
4	Budget 2023-2032														
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17															
18															
19															
20															
21	Dept	CC#	Res #	Project Name											
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34															
35	Grand Total				-	-	-	-	-	-	-	-	-	-	-
36															
37	2023-2032 Total Expenditures														

2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Water Reserve														
3	70-5-995360-1500														
4	Budget 2023-2032														
5															
6															
7															
8					2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
9	Brought Forward				28,776,199	26,714,304	25,208,812	27,888,520	30,841,391	33,350,278	37,100,944	41,237,726	45,783,305	50,754,106	
10	Transfer from Water Surplus				4,606,611	4,782,876	5,050,148	5,323,690	5,608,857	5,905,504	6,213,986	6,533,654	6,864,959	7,208,350	
11	Interest at Year End				1,060,166	510,957	563,500	621,400	670,594	744,136	825,250	914,379	1,011,845	1,118,057	
12	Total				34,442,975	32,008,137	30,822,460	33,833,610	37,120,841	39,999,918	44,140,180	48,685,759	53,660,109	59,080,513	
13	Expenditures (detail below)				(7,728,671)	(6,799,325)	(2,933,940)	(2,992,219)	(3,770,563)	(2,898,974)	(2,902,454)	(2,902,454)	(2,906,003)	(2,909,623)	
14	Carry forward to next year				26,714,304	25,208,812	27,888,520	30,841,391	33,350,278	37,100,944	41,237,726	45,783,305	50,754,106	56,170,890	
15	Dept	CC#	Res #	Project Name											
16															
17	CAPITAL														
18	Utility Manager	2030		Operations Management Software Replacement	225,000	63,600	45,000								
19	590 - Water	4094	CFwd	Design/Construction for 325 Beech Street	373,154										
20	590 - Water	4094		Design/Construction for 325 Beech Street	300,000										
21	590 - Water	6501	22-0155	6th Ave - Thulin Utility Renewal	1,301,266										
22	590 - Water	7021	CFwd	Dogwood Operations Centre Backflow/Meter	125,000										
23	590 - Water	7026		Fire Hydrant Renewal	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
24	590 - Water	7027		Water Service Renewal	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
25	590 - Water	7033	CFwd	Water Dept. Temporary Location	176,255										
26	590 - Water	7034	CFwd	CRIB/CCR Water Improvements	142,550										
27	590 - Water	7034		CRIB/CCR Water Improvements	150,000	1,350,000									
28	590 - Water	7035	CFwd	Water Asset Registry	24,624										
29	590 - Water	7035		Water Asset Registry	25,000										
30	590 - Water	7038	CFwd	Pressure Reducing Valve Abandonment	43,037										
31	590 - Water	7049	CFwd	Water System Strategic Action Plan Update	133,342										
32	590 - Water	7049		Water System Strategic Action Plan Update	134,000										
33	590 - Water	7051	CFwd	Small Water System Improvements	83,150										
34	590 - Water	7052	CFwd	Water Cathodic Protection Survey	30,000										
35	590 - Water	7052		Water Cathodic Protection Survey	45,000										
36	590 - Water	8002		Meter Renewal	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
37	448 - Capital Wor	8006		Capital Works Management	157,574	160,725	163,940	167,219	170,563	173,974	177,454	177,454	181,003	184,623	
38	590 - Water	NEW		Watermain Replacement Designs	400,000										
39	590 - Water	NEW		Backflow Management Software Replacement	100,000										
40	590 - Water	NEW		Cross Connection Control Program Update	75,000										
41	590 - Water	NEW		Water Condition Assessments	75,000										
42	590 - Water	NEW		John Hart Reservoir	2,500,000										
43	590 - Water	NEW		Rockland Road Transmission Main	100,000	875,000									
44	590 - Water	7500		Water Facility Renewal - Parent	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
45	590 - Water	7800		Watermain Renewal - Parent	1,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	
46	590 - Water	7803	CFwd	Watermain Renew - Hilchey Rd (Ph 2)	524,551										
47	700 - Dir of Ops	7804	CFwd	Erickson Road Watermain Replacement	83,021										
48	700 - Dir of Ops	7804		Erickson Road Watermain Replacement	957,100										
49															
50	Sub-Total (Capital)				7,433,624	6,724,325	2,858,940	2,917,219	3,695,563	2,823,974	2,827,454	2,827,454	2,831,003	2,834,623	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

	A	B	C	D	G	H	I	J	K	L	M	N	O	P
1														
2	Water Reserve													
3	70-5-995360-1500													
4	Budget 2023-2032													
5														
6	2023 2024 2025 2026 2027 2028 2029 2030 2031 2032													
7														
8	Brought Forward				28,776,199	26,714,304	25,208,812	27,888,520	30,841,391	33,350,278	37,100,944	41,237,726	45,783,305	50,754,106
9	Transfer from Water Surplus				4,606,611	4,782,876	5,050,148	5,323,690	5,608,857	5,905,504	6,213,986	6,533,654	6,864,959	7,208,350
10	Interest at Year End				1,060,166	510,957	563,500	621,400	670,594	744,136	825,250	914,379	1,011,845	1,118,057
11	Total				34,442,975	32,008,137	30,822,460	33,833,610	37,120,841	39,999,918	44,140,180	48,685,759	53,660,109	59,080,513
12														
13	Expenditures (detail below)				(7,728,671)	(6,799,325)	(2,933,940)	(2,992,219)	(3,770,563)	(2,898,974)	(2,902,454)	(2,902,454)	(2,906,003)	(2,909,623)
14	Carry forward to next year				26,714,304	25,208,812	27,888,520	30,841,391	33,350,278	37,100,944	41,237,726	45,783,305	50,754,106	56,170,890
15	Dept	CC#	Res #	Project Name										
16														
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
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42														
43														
44														
45														
46														
47														
48														
49														
50														
51														
52														
53														
54	OPERATING													
55	590 - Water	S074	CFwd	Water Conservation Program	33,339									
56	590 - Water	S074		Water Conservation Program	75,000	75,000								
57	590 - Water	S089	CFwd	Confined Space Entry Alternate Procedures	11,708									
58	590 - Water	S089		Confined Space Entry Alternate Procedures	30,000									
59	590 - Water	NEW		Leak Detection Equipment Pilot	60,000									
60	590 - Water	NEW		Source Water Assessment	55,000									
61	590 - Water	NEW		Brewster Lake Road Snow Removal	30,000									
62														
63														
64	Sub-Total (Operating)				295,047	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
65														
66	Grand Total				7,728,671	6,799,325	2,933,940	2,992,219	3,770,563	2,898,974	2,902,454	2,902,454	2,906,003	2,909,623
67														
68	2023-2032 Total Expenditures												38,744,227	



2023-2032 Financial Planning Reserve Fund Continuity Schedule

1	A	B	C	D	G	H	I	J	K	L	M	N	O	P	
2	Water DCC														
3	10-4-232200-0000														
4	Budget 2023-2032														
5															
6															
7															
8															
9															
10															
11															
12															
13															
14															
15															
16															
17	Dept	CC#	Res#	Project Name											
18															
19	CAPITAL														
20	590 - Water	7047	CFwd	John Hart Reservoir	98,230										
21	590 - Water	7047		John Hart Reservoir	400,000	3,500,000									
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34															
35	Grand Total				498,230	3,500,000	-	-	-	-	-	-	-	-	-
36															
37	2023-2032 Total Expenditures												3,998,230		

Financial Stability & Resiliency Policy

Purpose

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

Objectives

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

Policies

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

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

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

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

5. Zero Base Operating Budget Increases – The base operating budget provides annual funding to ongoing City services. Any increases to base operating budgets outside of contractual obligations or utility increases will be considered a new ongoing service level increase and will be evaluated during financial planning proceedings against other priorities.
6. Investment in Critical Infrastructure – Continued investment in infrastructure is critical to ensure service levels are maintained. The capital budget parameter of an annual 0.5 to 1 per cent increase to taxation will be invested in the City's capital program to support ongoing investment in infrastructure to ensure effective delivery of services and asset management.

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

7. Asset Infrastructure Management – The City will invest in asset management to keep infrastructure in a proper state of repair to avoid costly failures. Asset management ensures assets are maintained in a state of good repair while optimizing capital investment to maintain service levels and ensure best value for taxpayer's dollars.
8. Reserve Waterfall Structure – The City's Reserve Policy will be applied to ensure funds are not sitting idle in any one reserve and are suitably allocated. The waterfall will follow policy to ensure desired levels of each reserve is preserved; current year surplus is to be transferred into working capital accumulated surplus with excess balances transferred to the Financial Stabilization Reserve and then allocated to capital reserves to fund the capital program.
9. Debt Policy – The City's long-term debt policy establishes borrowing limits and uses of debt for external borrowing.
10. Business Case Decision Making and Capital Project Planning – All requests for staffing and significant operating projects or new services require a business case. New capital projects require a project plan.

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

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

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

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

RESERVE AND SURPLUS POLICY

1 PURPOSE OF POLICY

This policy has been developed to provide guidance and direction for the development, maintenance, and the use of City's reserve and surplus funds.

2 DEFINITIONS

(A) "Annual Surplus" means the accumulated excess of revenues over expenses for the current year.

(B) "Accumulated Surplus" means the accumulated excess of revenues over expenses from prior years which has not been set aside for specific purposes.

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

(D) "Mandatory Reserve Funds" means funds set aside for specified purposes as required by and pursuant to specific legislation. These reserves are established via City bylaws and are nondiscretionary on the part of Council.

(E) "Reserves" means all of the City's reserve funds and mandatory reserve funds.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring reserve/surplus funds are established and maintained in compliance with this policy;
- Conducting an annual review of the reserve/surplus funds and reporting the results to City Council;
- On an "as required basis", recommended revisions or amendments to this policy, due to changes in applicable statutes, accounting standards, or economy.

3.2 CORPORATE PURPOSE

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes,
- Eliminating those with redundant or outdated purposes,
- Re-focus departmental reserves to corporate purposes and strategic plans.

RESERVE AND SURPLUS POLICY

3.3 RESERVE CONTRIBUTIONS

Annual and/or periodic contributions to reserve funds shall be specific to each reserve, as approved by Council through the City's annual financial planning bylaw.

3.4 MINIMUM AND OPTIMUM RESERVE BALANCES

A minimum and optimum balance shall be established for each reserve/surplus fund. The minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. The optimum balance ensures the City's guiding principles are achieved and that excess funds are not remaining idle that could be otherwise utilized for other corporate priorities. A review of actual, minimum and optimal fund balances shall be undertaken annually.

3.5 INTERNAL BORROWING

Internal borrowing from reserve/surplus funds shall be permissible as allowed for by legislation, if a clearly defined and attainable payback plan, including payment of foregone interest is in place. Internal borrowing allows for more flexibility in terms of payback amount and loan duration than external borrowing. Paybacks shall be executed according to plan.

3.6 INTEREST

All reserve funds will earn interest each year. Interest will be calculated based on the Fund balances at the end of year using the City's average rate of return on investments. Per section 189 (1) of the *Community Charter*, any interest earned in a reserve fund must be used only for the purpose for which the fund was established.

3.7 GUIDE AND TRANSITION

The minimum and optimal fund balance guidelines shown in this policy serve as a guide in moving the City towards the goals or targets it wishes to attain, in terms of individual fund balances. It is recognized that the City's fund balances are not reaching minimum and optimal levels at the time of enacting this policy; however, the City is transitioning towards its optimal targets.

4 GUIDING PRINCIPLES AND OBJECTIVES

GUIDING PRINCIPLES

All reserve and surplus funds must be established, maintained and used for a specified purpose as mandated by this policy, statute, or City by-law.

The City's management of reserve and surplus funds needs to conform to the statutory and legal requirements of the *Local Government Act* and the *Community Charter*.

RESERVE AND SURPLUS POLICY

OBJECTIVES

The primary objectives of the City's reserve and surplus funds are to:

a. Ensure Stable and Predictable Levies

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

b. Provide for Operating Emergencies

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

c. Finance New Capital Assets

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

d. Safeguard and Maintain Existing Assets

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

e. Focus on Long-Term Financial Stability

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

RESERVE AND SURPLUS POLICY

5 RESERVE CATEGORY

Reserve funds have been categorized by the purpose of the funds to provide additional clarity and direction for the use of the reserve funds. Some reserve funds include more than one category as applicable, mainly the capital reserves that cover both risk mitigation and planned capital spending.

a. Working Capital

Working capital reserve funds are for cash flow purposes which are the accumulated surplus of each City fund, including general, airport, sewer and water.

b. Opportunity

Opportunity reserve funds are available to spend on opportunities, outside of regular City maintenance and Community Charter requirements. These reserve funds offer flexibility in the financial planning process.

c. Dedicated Revenue Source

Dedicated revenue source reserve funds have a dedicated revenue source through the *Community Charter*, external grant funding or as directed by Council; this includes the DCC reserve funds and gaming and community works fund reserve funds.

d. Risk Mitigation

Reserve fund balances in the capital reserves are focused on maintaining adequate levels in these reserves to cover risk of uninsured asset failure overall, rather than maintaining significant balances in each of the reserve funds.

e. Planned Capital Spending

Reserve funds are the key mechanism to fund the capital project plan of the City; funding is allocated through the reserve funds from different funding sources. By flowing the funding through reserves, the tracking of spend for each asset category is more efficient.

6 ACCUMULATED SURPLUSES

The City needs to maintain accumulated surplus balances in its four operating funds (general, airport, sewer, water) for working capital or cash flow purposes. Maintaining minimum working capital funds eliminates the need to borrow externally and/or internally to cover operating expenses before property taxes, user fees and other revenues are collected.

RESERVE AND SURPLUS POLICY

Surplus funds in excess of adequate levels as established by this policy will be transferred to a reserve fund. For general fund, excess will be transferred to the financial stabilization reserve. The airport is funded by general fund therefore the accumulated surplus will be maintained in general accumulated surplus. For sewer and water accumulated surplus; excess funds will be transferred to the respective capital reserves for these funds.

7 OPERATING AND OPPORTUNITY RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified:

7.1 Carbon Neutral Reserve

This reserve is to provide funding for carbon neutral initiatives; part of working towards carbon neutrality as per the Climate Action Charter commitment.

7.2 Community Partnership Committee Reserve

This reserve is to provide flexibility for approval of additional amounts for grants-in-aid over and above the annual budget allocation.

7.3 Community Works Gas Tax Reserve

This reserve is to be used pursuant to the Community Works Gas Tax Agreement; funds to be used to build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong cities and communities. This reserve will be used for enhancements and betterments to the community and to fund Council's strategic capital projects.

7.4 Financial Stabilization Reserve

The financial stabilization reserve has been established for the following purposes:

Significant Operating Events and Environmental Emergencies – these appropriations are for major non-reoccurring costs related to significant operating events and various emergency events or situations, for instance significant legal costs/claims, insurance claims/deductibles, significant RCMP events, inclement weather, environmental hazards, and the like.

Revenue Stabilization and Operating Contingency – these appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust to in the short-term.

One-Time and Intermittent Projects – these appropriations are to allow the City the flexibility to fund one-time and intermittent operating projects without resulting in a spikes and declines in general taxation.

RESERVE AND SURPLUS POLICY

This reserve can be utilized by the airport fund as necessary.

Any excess of the financial stabilization reserve will be transferred to the capital reserves.

7.5 Gaming Reserve

This reserve is to support Council strategic priorities and initiatives; this fund can be used for any municipal purpose however Council has a general policy to use a portion of the funds for social issues and Council contingency.

7.6 International Relationship Reserve

This reserve is to fund maintaining international relations with other countries; it includes funds for the Ishikari anniversary relationship and Twinning Asia Pacific relationships.

7.7 Legacy Landmark Reserve

This reserve is to fund the maintenance and replacement of legacy landmark program trees, benches and picnic tables.

7.8 Solid Waste Reserve

This reserve is to fund solid waste initiatives and to offset solid waste user fee increases using prior year solid waste function surpluses.

8 CAPITAL RESERVES

Pursuant to subsection 188 (1) of the *Community Charter*, Council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund. The following reserve funds have been established for the purpose(s) identified, in addition to any asset related operational expenses:

8.1 Airport Reserve

This reserve is to fund airport projects and initiatives including the 5% of City funding used to leverage 95% ACAP (Transport Canada) funding for capital infrastructure projects including heavy equipment.

8.2 Capital Works Reserve

This reserve is to fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. This reserve can also be used to fund other capital projects as needed.

RESERVE AND SURPLUS POLICY

8.3 Facilities Reserve

This reserve is to fund major repairs, upgrades, replacement and expansions of municipal buildings, ancillary structures, and site services, including pier marine infrastructure.

8.4 Fleet and Heavy Equipment Reserve

This reserve is to fund the replacement of City fleet and heavy equipment, excluding fire trucks and airport heavy equipment eligible for ACAP funding.

8.5 Fire Reserve

This reserve is to fund the purchase and replacement of fire trucks and fire equipment.

8.6 Furniture and Equipment Reserve

This reserve is to fund the purchase and replacement of City furniture and equipment, including airport.

8.7 Information Technology Reserve

This reserve is to fund the purchase and replacement of information technology assets and enterprise information system infrastructure and software, including enhancements to those systems. This includes general, airport, sewer and water.

8.8 Parks Reserve

This reserve to fund the acquisition and development of parkland as per Council bylaw. This reserve includes funding for rip rap and boat ramp marine infrastructure.

8.9 Sewer Reserve

This reserve is to fund sewer utility equipment, buildings, land improvements, and infrastructure.

8.10 Storm Water Reserve

This reserve is to fund storm water infrastructure.

8.11 Water Reserve

This reserve is to fund water utility equipment, buildings, land improvements, and infrastructure.

9 MANDATORY RESERVE FUNDS

If monies are received from specific sources, certain reserve funds must be established for administering these funds, as per specific legislation. These reserve funds are termed by the City to be mandatory reserve funds, and are as noted below.

RESERVE AND SURPLUS POLICY

9.1 Development Cost Charge (DCC) Reserve Funds

Per subsection 188 (2) (a) of the *Community Charter*, separate reserves need to be established for DCC collections and use, under section 935 of the *Local Government Act*. The following DCC reserves have been established for the purpose so identified in the associated DCC bylaws and are as follows:

- Parkland Acquisition DCC
- Parkland Development DCC
- Roads DCC
- Sewer DCC
- Storm Drain Quinsam DCC
- Water DCC

9.2 Parkland Acquisition Reserve Fund

Per subsection 188 (2) (b) of the *Community Charter*, Funds received from the sale or disposal of parkland as well as funds received pursuant to section 941 of the *Local Government Act* (parkland funds received upon subdivision) must be set aside in a reserve and be used exclusively to purchase parkland. The parkland acquisition reserve fund has been established for accumulating and expending monies as per this requirement.

9.3 Capital Lending Reserve

Per subsection 188 (2) (e) of the *Community Charter*, except for tax sale proceeds and parkland proceeds, money received from the sale of land and improvements must be used to pay any debt remaining in relation to the property, with any remaining funds to be used for acquiring land, improvements and other assets of a capital nature.

Net proceeds of any land sale (excluding parkland) are transferred to the capital lending reserve for internal borrowing opportunities. Repayment to the reserve must be at a maximum of 15 year term. Repayments must be made in equal annual installments throughout the term of the loan; borrowing can be repaid at any time without penalty. The interest rate will be fixed to Municipal Finance Authority interim financing rates at the time of borrowing, calculated annually.

The fund can be used for general and airport capital projects.

10 APPENDIX

The reserves/surplus policy appendix includes additional detail on the City's reserve funds including the funding source, minimum and optimum levels and the rationale for levels established.

**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Airport Accumulated Surplus	Working capital	For working capital purposes in the airport operating fund.	Annual airport operating surplus.	\$150,000 1 month of operating expenses (excluding depreciation and internal cost allocations)	\$300,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before revenues are received. Regular revenue activity, with increased costs and revenues in the summer season. Airport operation deficits are currently funded by general fund therefore the minimum surplus balanced is funded by general accumulated surplus.
Airport Reserve	Opportunity, Planned capital spending	To fund airport projects and initiatives. Includes TCA classes 1215 airport runways and 2000 airport buildings.	Airport improvement fee revenue and net capital funding allocations as necessary.	\$200,000 1% of total cost of airport building and land improvement tangible capital assets.	\$500,000 2.5% of total cost of airport building and land improvement tangible capital assets.	This reserve is utilized to leverage 5% of City funding for 95% ACAP (Transport Canada) grant funds on airport infrastructure including heavy equipment. Additionally, this reserve is used to invest in business opportunities and other initiatives to increase airport profitability.
Capital Lending Reserve	Opportunity, Dedicated revenue source	To provide an opportunity for investing in capital projects through internal borrowing.	100% of net land sale proceeds, excluding parkland and net capital funding allocations as necessary.	N/A	N/A	Funds in this reserve can be utilized to invest in projects where funding would otherwise not be available. Required annual repayment on withdraws, up to 15 year term.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Capital Works Reserve	Risk mitigation, Planned capital spending	To fund roads capital and replacement projects including roads, traffic signals, curb and gutters, sidewalks and streetlights. Includes TCA classes 4000 linear assets – roads and bridges; as well as other assets as needed. This reserve is the flexible capital reserve.	Annual contribution from taxation, in addition to any other revenue sources that can be attributed to the capital program. Capital works reserve is the flow through reserve to allocate additional capital funding.	\$1,200,000 1% of total cost of roads tangible capital assets.	\$3,000,000 2.5% of total costs of roads tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs. Includes Erickson Road funds from the Ministry of Transportation (MoT).

**RESERVE AND SURPLUS POLICY
APPENDIX**

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



**RESERVE AND SURPLUS POLICY
APPENDIX**

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



**RESERVE AND SURPLUS POLICY
APPENDIX**

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

**RESERVE AND SURPLUS POLICY
APPENDIX**

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



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Fire Capital Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of fire trucks and fire equipment. Includes TCA classes 3402/3403 fire trucks and 3202 fire department equipment.	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of fire fleet and equipment tangible capital assets.	\$100,000 2.5% of total cost of fire fleet and equipment tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Furniture and Equipment Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of City furniture and equipment, excluding fire equipment. Includes airport. Includes TCA classes 3000 furniture and 3200 machinery and equipment (excluding 3202 fire department equipment).	Annual contribution from taxation and net capital funding allocations as necessary.	\$50,000 1% of total cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	\$150,000 2.5% of total cost of cost of furniture and equipment tangible capital assets, excluding fire equipment. Includes all funds.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.



**RESERVE AND SURPLUS POLICY
APPENDIX**

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

**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Information Technology Reserve	Risk mitigation, Planned capital spending	To fund the purchase and replacement of information technology assets and enterprise information system infrastructure, including enhancements to those systems. Includes TCA class 3300 computer equipment (includes equipment, file servers, software and printers).	Annual contribution from taxation and net capital funding allocations as necessary.	\$20,000 1% of total cost of information technology tangible capital assets.	\$50,000 2.5% of total cost of information technology tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
International Relationship Reserve	Opportunity	To fund maintaining internal relationships with other countries; which currently includes Ishikari and Twinning China.	Annual \$5,000 contribution from taxation for Ishikari.	N/A	N/A	Funding received for the development of an economic development twinning relationship with China; no set annual contributions to this reserve. Ishikari reserve setup for 25 th anniversary celebration for sister relationship between Ishikari, Hokkaido and Japan.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Legacy Landmark Reserve	Planned capital spending	To fund the maintenance and replacement of legacy landmark program benches and picnic tables.	20% of the initial charge for the benches and picnic tables.	N/A	N/A	
Parks Reserve	Planned capital spending	To fund the acquisition and development of parkland as per Council bylaw. Includes TCA classes 1200 land improvements (excluding 1215 airport Runways) and 8002/8003 boat launch and other marine structures.	Annual parks parcel tax and net capital funding allocations as necessary.	\$200,000 1% of total cost of parks tangible capital assets.	\$550,000 2.5% of total cost of parks tangible capital assets.	Parks parcel tax is utilized for the development of new parks infrastructure in addition to maintenance of existing parkland. The City has significant investment in parkland at a historical cost therefore the City must balance investing in new infrastructure and maintaining existing.
Parkland Acquisition Reserve	Dedicated revenue source	To purchase parkland as per the Community Charter.	Funds received from the sale or disposal of parkland, and parkland funds received upon subdivision.	N/A	Adequate balance to fund parkland acquisitions per Council's strategic priorities.	Acquisitions are dependent upon collections.

**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Parkland Acquisition DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland acquisition DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland acquisition capital program.
Parkland Development DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved parkland development DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the parkland development capital program.
Roads DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved roads DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the transportation capital program.
Sewer Accumulated Surplus	Working capital	For working capital purposes in the sewer operating fund.	Annual sewer operating surplus.	\$500,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$750,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Sewer Reserve	Risk mitigation, Planned capital spending	To fund sewer utility equipment and infrastructure. Includes TCA classes 5000/5100/5200 linear assets – sewage infrastructure and 2000 buildings for sewer fund.	Excess funds transferred from accumulated surplus sewer.	\$550,000 1% of total cost of sewer fund tangible capital assets.	\$1,400,000 2.5% of total cost of sewer fund tangible capital assets.	Borrowing bylaws authorized for sewer capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Sewer DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved sewer DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the sewer capital program.
Solid Waste Reserve	Dedicated revenue source.	To offset solid waste user fee increases.	Solid waste user fee surplus.	N/A	N/A	Established by Council in 2013 by excess solid waste user fees to offset future fee increases.



**RESERVE AND SURPLUS POLICY
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Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Storm Water Reserve	Risk mitigation	To fund storm water infrastructure. Includes TCA classes 4500 – linear assets drainage infrastructure.	Storm water parcel taxes and net capital funding allocations as necessary.	\$350,000 1% of total cost of storm water tangible capital assets.	\$850,000 2.5% of total cost of storm water tangible capital assets.	The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Storm Drain Quinsam DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved storm drain DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the storm drain capital program.
Water Accumulated Surplus	Working capital	For working capital purposes in the water operating fund.	Annual water operating surplus.	\$550,000 2 months of operating expenses (excluding depreciation and internal cost allocations).	\$850,000 4 months of operating expenses (excluding depreciation and internal cost allocations).	To provide cash flows before utility fees are collected.



**RESERVE AND SURPLUS POLICY
APPENDIX**

Reserve	Category	Purpose	Funding Source(s)	Minimum \$ Level	Optimum \$ Level	Rationale for \$ Levels Established
Water Reserve	Risk mitigation	To fund water utility equipment and infrastructure. Includes TCA classes 7000/7700 linear assets – water infrastructure and 2000 buildings for water fund.	Excess funds transferred from accumulated surplus water.	\$550,000 1% of total cost of water fund tangible capital assets.	\$1,400,000 2.5% of total cost of water fund tangible capital assets.	Borrowing bylaws authorized for water capital investment. The minimum and optimum levels are based on maintaining a sufficient balance in all capital reserves to cover risk of uninsured asset failure. The annual reserve contributions will be based on planned capital spending and priority needs.
Water DCC Reserve	Dedicated revenue source	For levies received from developers to be used for approved water DCC programs and projects.	DCC collections and credits.	N/A	N/A	Collections and credits dependent on developer activity. Spending is dependent upon eligibility of projects in the water capital program.

1 PURPOSE OF POLICY

The purpose of the City's long-term debt policy is to establish financial guidelines and appropriate controls for the issuance and use of debt and to ensure a sound financial position is maintained while supporting the City's ability to meet current and future infrastructure challenges.

2 DEFINITIONS

“Alternative Approval Process” is one of the two forms of electoral approval to support a bylaw. Pursuant to section 86 of the *Community Charter*, after a specified public notice period, alternative approval is obtained if no more than 10% of eligible electors have signed elector response forms indicating that Council may not proceed with the loan authorization bylaw.

“Capital Assets” are the City's physical assets that are used in the delivery of services and have estimated useful lives extending beyond one year.

“Core Assets” are the City's infrastructure that provides core service levels to the citizens, primarily linear and related infrastructure including roads and transportation, storm water, sewer, water, in addition to City facilities.

“Debt Servicing Costs” are the annual repayment costs of debt which include scheduled principal and interest payments. Debt servicing costs will be funded by the respective fund operating budget revenues, property taxation or user fees.

“Elector Approval” is the approval of the electors to support a bylaw which can be obtained by either referendum or with alternative approval process. External borrowing requires elector approval under most circumstances per section 180 of the *Community Charter*.

“Financial Stability & Resiliency Program” is the program implemented during 2016 financial planning to support strategic long-term planning. The program includes many components to ensure focus is on long-term stable tax rates and ongoing funding to support service levels. The components include ten year financial plan, reserve restructure and policy, net funding model for reserve contributions, waterfall system for reserve balances, and budget parameters providing stable funding for base operating budget, demands for new services, and ongoing capital funding.

“Long-Term Debt” is long-term borrowing with an underlying loan authorization borrowing bylaw approved by the Ministry and the electorate pursuant to section 179 of the *Community Charter*. Debt must be used for a capital project and the debt term cannot exceed the lesser of the estimated useful life of the underlying asset or thirty years.

LONG-TERM DEBT POLICY

“**Referendum**” is one of the two forms of elector approval to support a bylaw. Pursuant to section 85 of the *Community Charter*, assent of the electors by referendum is obtained only if a majority of the votes counted are in favour of the loan authorization bylaw.

“**Temporary Borrowing**” is short-term borrowing less than five years that is utilized for the construction period of a capital project. The temporary borrowing bylaw provides financing up to the amount approved under an adopted long-term loan authorization bylaw pursuant to section 181 of the *Community Charter*.

3 POLICY ADMINISTRATION

3.1 RESPONSIBILITIES

The Finance Manager shall be responsible for:

- Ensuring the use of debt funding as a financing tool is utilized in compliance with this policy;
- Ensuring the management and maintenance of existing debt is in compliance with this policy;
- Conducting an annual review of debt and reporting the results to City Council;
- On an “as required basis”, recommend revisions or amendments to this policy due to changes in financial stability, capital financing needs, applicable statutes, accounting standards, or the economy. This policy and its ability to meet the needs of the City in maintaining stable fiscal management under the *Financial Stability & Resiliency Program* will be reviewed on an annual basis and reported to Council during financial planning.

The issuance of new debt must be approved by City Council.

3.2 DEBT APPROVAL PROCESS

The use of debt as a funding source for projects in the capital plan, and related debt servicing costs will be approved by Council through the City’s annual financial planning bylaw. Debt servicing costs must be affordable and sustainable within the City’s *Financial Resiliency & Stability Program*.

Long-term debt requires approval from the electorate, whether through referendum or the use of the alternative approval process.

LONG-TERM DEBT POLICY

Pursuant to section 182 of the *Community Charter*, long-term debt must be undertaken by the City's applicable regional district, the Strathcona Regional District.

3.3 LENDING INSTITUTIONS

The City must borrow long-term debt from the Municipal Financing Authority (MFA), pursuant to section 410 of the *Local Government Act*.

3.4 INTEREST

All debt issues will accumulate interest expense each year which will be funded by the respective funds primary revenues, whether property taxation or user fees. Interest rates will be based on stated MFA fixed rates at the time of issuing.

3.5 INTERNAL BORROWING

The City has established an internal borrowing reserve under section 189 (4.2) of the *Community Charter*, the capital lending reserve, which provides flexibility to fund capital projects that would not otherwise be affordable given existing reserve balances. The intended use of the capital lending reserve is for less significant discretionary projects under \$2 million dollars. The City's reserve and surplus policy states that each project funded by the capital lending reserve must have clearly defined and attainable payback plans up to a fifteen year term, including payment of foregone interest.

3.6 BORROWING LIMITS

Limits shall be established to determine the affordable levels of debt and related debt servicing costs for the City. A review of the borrowing limits shall be undertaken annually with consideration of the flexibility, sustainability, and vulnerability of the City's financial position today and in the future. Intergenerational equity shall be considered which can be defined as achieving a fair, equitable balance of costs and benefits between present and future users for the costs of maintaining City infrastructure.

4 GUIDING PRINCIPLES AND OBJECTIVES

4.1 GUIDING PRINCIPLES

Incurring debt commits a municipality's revenues several years into the future, and may limit the government's flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to a debt policy ensures that debt is issued and managed sensibly in order to maintain a sound fiscal position and protect credit quality.

The City's management of debt shall conform to the statutory and legal requirements including the *Community Charter and Local Government Act*.

LONG-TERM DEBT POLICY

This debt policy has been prepared in accordance with the Government Finance Officers Association (GFOA) Recommended Practices on Debt Management Policies as well as aligned with other local government debt policies.

4.2 OBJECTIVES

The primary objectives of the City's use of debt are to:

a. Provide Funding for the Capital Plan

Debt will be utilized for financing capital projects. Debt will not be utilized to finance operating activities. Short-term debt may be used temporarily, for a financial emergency that was not anticipated, and when the City's financial stabilization reserve has insufficient funds available to fund such events.

b. Fairness and Stability for Taxpayers

The use of external debt financing and internal reserves to fund the City's capital plan ensures fairness to both current and future City taxpayers. Debt financing provides long-term payback of significant investment in capital assets, which provides a greater correlation between the lifecycle of the related asset and the payment for that asset. Core facility and infrastructure assets have long useful lives which support long-term debt terms.

The City will strive to be proactive in achieving long-term financial stability and balancing the costs of maintaining stable tax rates for current and future taxpayers. Long-term financial stability is defined in the City's *Financial Stability and Resiliency Program*.

c. Maintain Service Levels

In order for the City to maintain its service levels, the core infrastructure assets must be maintained and upgraded to meet the demands of its citizens. Ongoing capital maintenance, upgrades and enhancements of City core infrastructure ensures that the City can continue to provide existing and enhanced service levels.

4.3 USE OF DEBT

The primary uses of the City's debt financing are to:

a. Safeguard and Replace Existing Core Capital Assets

The primary use of long-term debt in the long-term financial plan is to safeguard and replace existing capital assets. The City has an inventory of specialized machinery, equipment, facilities, technology and infrastructure that are necessary for the efficient delivery of services to the public. These capital assets need to be upgraded and replaced according to service lifecycle to maintain service levels and to reduce the risk

LONG-TERM DEBT POLICY

of escalating costs of repair if these assets are not maintained and upgraded as necessary. The City has a significant infrastructure deficit due to the age of its core capital assets which are facilities and linear infrastructure including roads, storm drain, sewer and water. The use of external debt financing with a long-term payback provides funding that the City would otherwise not have access to given its current reserve funds.

b. Growth and Development Funding Support for Core Capital Assets

A secondary purpose of utilizing long-term debt is to provide funding support for core capital asset infrastructure renewals or upgrades relating to the growth and development of the City. Development cost charges and the City's internal reserve funds do not provide adequate funding to upgrade or enhance these assets due to increasing service level demands due to the ongoing development and growth in the City. Debt financing can be utilized to provide funding support for these necessary upgrades.

4.4 BUSINESS CASES

Any capital project with a recommendation for debt funding must be supported by a business case and presented to Council during financial planning. Presentation of the business case shall include the situation analysis, analysis of decision criteria and measures, identification of alternative solutions, evaluation of the alternatives both financially and non-financial, recommendation, and implementation plan. The City has limited funding available for capital maintenance and upgrades; therefore, any project recommended for debt requires a complete analysis by way of a business case to ensure the decision to obtain external borrowing is operationally, strategically, and financially sound.

5 BORROWING LIMITS

5.1 LEGISLATED LIMIT

The legislated limit for debt servicing is 25% of calculated revenues which is a determined formula which includes ongoing core revenues, but excludes one-time or non-reliable revenues. This is set out in the *Community Charter* section 174 and *BC Regulation 254/2004*.

5.2 GUIDELINES FOR OVERALL CITY LIMIT

The City has established specific borrowing limits that ensure that the City maintains financial stability and flexibility today and in the future.

In evaluating the City's overall debt capacity, debt servicing costs should generally not exceed 10% of calculated revenues for the previous year; and in no circumstance should they exceed 12.5%.

LONG-TERM DEBT POLICY

The maximum limit of debt servicing costs for the City has been established at half of the legislated limitation; this provides adequate debt financing to fund required capital projects without hindering the City's ability to maintain base service levels.

5.3 GUIDELINES FOR FUND LIMITS

Debt funding needs for each City fund will vary based on asset conditions and estimated useful lives for respective asset categories in each fund; additional limits have been established to ensure that any one fund does not utilize all debt capacity available to the City and to ensure general fund and utilities infrastructure upgrades can be undertaken as necessary.

a. General Fund

For general fund debt, where taxation is the primary source of revenues and there are numerous service levels to be funded, debt servicing costs should generally not exceed 10% of calculated general fund revenues (including airport) for the previous year; and in no circumstance should they exceed 15%.

b. Utility Funds

For utility funds, including sewer and water, where user fees are the primary source of revenues and the related services are self-funded with a primary focus on maintaining and upgrading core infrastructure to maintain services, debt servicing costs should generally not exceed 15% of the respective utility fund's calculated revenues for the previous year; and in no circumstance should they exceed 20%.

6 DEBT TERM

6.1 USEFUL LIFE OF ASSET

Long-term debt terms shall not exceed the lesser of the estimated useful life of the underlying asset or thirty years pursuant to section 179 (5) of the *Community Charter*. It is preferred for the debt term to be less than the expected life of the asset to be less than the expected life of the asset, if it is affordable.

6.2 FLEXIBILITY

Commitment to long-term debt should not impede the City's future flexibility and funding availability for future projects. The recommended debt term is fifteen years, with a minimum of ten years up to a maximum of twenty years.

When the City is considering debt terms interest rates should be a consideration with more flexibility on longer terms if interest rates are low, as compared to shorter terms when interest rates are high. Total interest costs for a debt issue should be within 15-

LONG-TERM DEBT POLICY

45% of the total amount of debt borrowed, with 25-30% as an expected target. As interest rates increase, this ratio will need to be reviewed.

6.3 STABILITY

The debt term and related debt servicing costs must be funded by long-term sustainable revenues. The debt servicing costs must fall within the budget parameters for stable tax and user fees increases under the *Financial Stability & Resiliency Program*.

7 DEBT RETIREMENT

7.1 EARLY RETIREMENT

The decision to retire debt before the originally intended debt term must be completed in consideration of the overall capital plan and funding requirements, as well as the consideration of the long-term stability under the *Financial Stability & Resiliency Program*. It will be necessary to consult with the Municipal Finance Authority (MFA) to determine the feasibility and timing of early retirement debt.

PURPOSE

This Capital Asset Policy (Policy) promotes sound corporate management of capital assets and complies with the Public Sector Accounting Board guidelines.

SCOPE

This policy applies to all City departments, boards and commissions, agencies and other organizations falling within the reporting entity of the City, including the Campbell River Economic Development Corporations (Rivercorp).

All tangible property owned by the City, either through donation or purchase and which qualifies as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- i. are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- ii. have useful economic lives extending beyond an accounting period (1 year);
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of city operations.

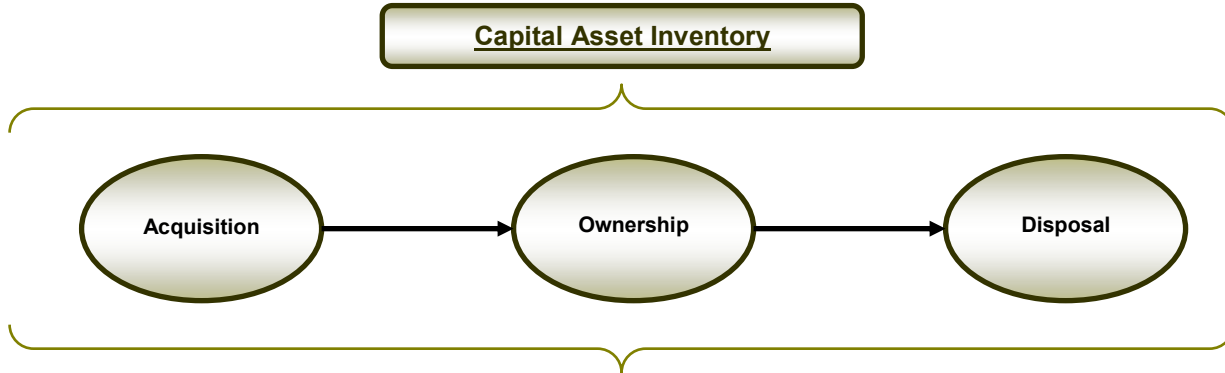
PRINCIPLES

Principles in this policy provide guidance for policy development and assist with interpretation of the policy once applied.

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

POLICY

A framework is established for the management and control of the City's capital assets. Included in this framework is proper recognition, measurement, thresholds, aggregation, segregation, amortization, reporting, safeguarding and disposal. Additional guidelines relating to the purchase of assets are found in the City's Procurement Policy.



TCA Inventory - Acquisition

Tangible Capital Assets are recorded at historical cost. TCA’s are recognized as assets on the City’s Statement of Financial Position on date of receipt for capital goods or when the asset is put into use for capital projects.

COST as defined by PSAB 3150, is the gross amount of consideration given up to acquire, construct, develop or better a TCA, and includes all costs directly attributable to acquisition, construction, development or betterment of the TCA, including installing the asset at the location and in the condition necessary for its intended use. The cost of a contributed TCA, including a TCA in lieu of a developer charge, is considered to be equal to its fair value at the date of contribution. Capital grants are not netted against the cost of the related TCA. The cost of a leased TCA is determined in accordance with Public Sector Guidelines for Leased Tangible Capital Assets.

For assets owned by the City but not paid for by the City including contributions gifts, and donations, valuation may be assessed by fair value. **FAIR VALUE** is the amount of the consideration that would be agreed upon in an arms length transaction between knowledgeable, willing parties who are under no compulsion to act.

Thresholds

Thresholds are established for a minimum dollar value and number of years of useful life. Thresholds help to determine whether expenditures are to be capitalized as assets and amortized or treated as a current year expense. For financial reporting purposes thresholds are set fairly high, however, details may be useful for the City’s capital asset management program. Therefore, an optimal threshold for each asset category is a balance between the two. Threshold values should be reviewed periodically and adjusted for inflation.

Asset Category	Threshold
Land	Capitalize Only
Land Improvements	\$10,000
Buildings	\$50,000
Building Improvements	\$10,000
Machinery and Equipment	\$5,000
Vehicles	\$10,000
IT Infrastructure	\$5,000
Infrastructure (e.g. water, electrical wastewater, roads etc.)	\$50,000

Thresholds apply to capital goods purchased and capital projects constructed with the total cost of the good or project meeting the threshold criteria. Long term assets not individually meeting threshold limits, when purchased in sufficient volume to meet the limit are to be capitalized. Group purchases are purchases that are individually insignificant items but when purchased together, the invoice amount meets or exceeds the threshold for that asset category.

Improvements are capitalized or expensed in accordance with PSAB 3150.

Classification, Aggregation & Segmentation

The level of detail required in the capital asset inventory is a balance between cost of data collection, tracking and analysis and the beneficial use of the information gathered. The full cost of preparing a TCA for its intended use is considered the aggregate cost of the capital asset. The aggregate cost may be further segmented into elemental components based on useful life.

LAND

Land owned by the City includes parkland, land for City owned facilities and land under roads and sidewalks. All land owned by the City is segmented by each parcel held. City parkland and the land for City facilities and leased facilities is quantified and included in the City’s land database. Due to the age of the land under roads and sidewalks, existing City land under roads and sidewalks is considered to have a nominal value of \$1.

LAND IMPROVEMENTS

Parks infrastructure includes playground equipment, outdoor pools, fencing, trails, irrigation systems, etc. Each asset when capitalized is recorded separately with an attached useful life.

BUILDINGS

Buildings owned by the City include the City Hall, Community Centre, and any other buildings the City holds or acquires, including leaseholds. New buildings may be segmented by envelope, roof and equipment and other significant component parts based on useful life. This treatment provides for capital replacement of each component over the years of ownership.

BUILDING IMPROVEMENTS

Building improvements include furniture, fixtures along with interior fit-outs required to make the building ready for use. Furniture, fixtures, equipment and fit-outs are capitalized if purchased in volume and the volume exceeds the threshold limit or if the individual cost of individual items exceeds the threshold.

WORKS IN PROGRESS

Works in progress contains capital projects underway but not yet complete or in use. Upon completion, these projects are transferred to the appropriate category and amortized based on the date they are put into service.

VEHICLES, MACHINERY AND EQUIPMENT

Mobile vehicle fleet and all machinery and equipment used in normal city operations.

IT INFRASTRUCTURE

IT infrastructure includes hardware, infrastructure, computers, printers, scanners, photocopiers and the telephone network. This IT infrastructure is capitalized if each purchase, group purchase, or project meets threshold limits.

INFRASTRUCTURE

WATER

The water system components may be segmented by asset type, for example water mains, valves, hydrants and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

SEWER AND DRAINAGE

The sewer and drainage system components may be segmented by sewer mains, lift stations, manholes, catch basins and services. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

TRANSPORTATION

Transportation assets includes all linear assets associated with roads and may be segmented by roads, lanes, sidewalks, traffic intersections, street lights, signage and structures. Aggregation for threshold purposes is by capital project. Capital projects when complete are recorded as assets by allocating costs to each component part.

TCA Inventory – Ownership

Ownership of assets requires safeguarding, maintenance, amortization for replacement and possibly write-downs. These requirements are addressed in this section.

It is the responsibility of department managers to ensure capital assets assigned to his or her custody are maintained and safeguarded in coordination with the asset management and facilities department.

Amortization is an annual charge to expenditures for the use of a capital asset. The City sets amortization rates on a straight line basis based on the number of years in service. The asset categories are amortized as follows:

Asset Category	Amortization of Cost
Land	Not amortized
Land Improvements	Straight line over useful life of each asset unit
Buildings	Straight line over useful life of each asset unit
Building Improvements	Straight line over useful life of each asset unit
Works in progress	Not amortized
Vehicles, Machinery and Equipment	Straight line over useful life of each asset unit
Infrastructure (e.g. water, wastewater, roads etc.)	Straight line over average useful life of each segment

Amortization is calculated at 50% of the rate for the first year the asset is placed in service and at the full annual rate thereafter. Economic useful life is used for amortization rather than physical useful life.

Appendix I provides a general guide for useful life.

A write down of assets occurs when reduction in future economic benefit is expected to be permanent and the value of future economic benefit is less than the TCA's net book value. A write down should not be reversed.

TCA Inventory – Disposal

Disposal procedures for capital assets are in accordance with the City's Procurement Policy. All disposals of TCAs are recorded in the City's financial statements in accordance with accounting standards.

APPENDIX I – ASSET USEFUL LIFE (GENERAL GUIDELINES)

ASSET TYPE	DEPRECIABLE LIFE IN YRS
Land Improvements	
Playground Equipment	15
Washrooms, Concessions, Picnic Shelters	40-50
Outdoor pools, Splash pads	50-60
Tennis Courts	15
Fencing	15
Irrigation System	20
Other Land Improvement Structures	15-60
Buildings	20-75
Building Improvements	
Exterior Envelope	30-40
HVAC systems	10-12
Roofs	15-20
Electrical/Plumbing/Fire	15-20
Site works - Asphalt, water/sewer lines	10-100
Other Building Improvements	10-100
Machinery & Equipment	
General Equipment	5-10
Ground Machinery & Equipment	10-15
Heavy Construction Equipment	5-10
Other Machinery & Equipment	5-20
Vehicles	
Cars and Light Trucks	5-10
Vehicles - Medium	8
Vehicles - Heavy	15
Fire Trucks	15-25
Other Vehicles	5-25
IT Infrastructure	
Hardware	3-5
Software	3-5
Telephone System	5-7
Other IT Infrastructure	3-7
Infrastructure	
Water/Sewer/Drainage/Transportation	10-100
Other Infrastructure	10-100



ASSET MANAGEMENT STRATEGY FOR CAMPBELL RIVER – 2016



Prepared by: AIM Committee (Ron Bowles, Jennifer Peters, Drew Hadfield, Alaina Maher & Jason Decksheimer)

Presented on: April 27, 2016

EXECUTIVE SUMMARY

The Federation of Canadian Municipalities (FCM) stunned the government world in 2007 with its release of the report *Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure*.¹ Since then, a new term “infrastructure deficit” has become synonymous with municipal governance. The *Canadian Infrastructure Report Card*² - a collaboration of the FCM and industry trade and professional associations, first published in 2012 and updated early in 2016, outlines the state of Canadian municipal infrastructure. More importantly, the 2016 report lays out a path for success. The report's major findings are:

- 1) Municipalities own 60% of Canada's core infrastructure with an estimated value of \$80,000 per household;
- 2) One third of municipal infrastructure is in fair, poor and very poor condition, with 35% in need of attention;
- 3) Increasing infrastructure investment will reduce deterioration, with critical areas being roads, sidewalks, storm, water and recreation;
- 4) Reinvestment will save money in the long-term as one dollar invested in the first 75% of the asset's life eliminates or delays spending of six to ten dollars on future rehabilitation; and
- 5) Communities will benefit from increased asset management capacity. 56% of medium-sized municipalities have a formal asset management plan in place, 40% have a computer-based management system and 19% have a formal mechanism to factor climate change into decision-making.

Given these findings, the Asset Infrastructure Management (AIM) Committee was formed to develop a framework for how the City of Campbell River can achieve an active and functional asset management program. The formulated Asset Management (AM) strategy identifies how the City can address current shortcomings, safeguarding City assets, assisting in decision making, and achieving a fully integrated AM plan by 2021.

¹ https://www.fcm.ca/Documents/reports/Danger_Ahead_The_coming_collapse_of_Canadas_municipal_infrastructure_EN.pdf

² http://canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf



ASSET MANAGEMENT STRATEGY

Locally, the City of Campbell River views asset management as an opportunity to use industry best-practices to tackle the looming infrastructure deficit problem. In its 2015 Strategic Plan, City Council adopted a priority “We will plan proactively for the long-term costs of maintaining our critical infrastructure.” To support this strategic item, the Asset Infrastructure Management (AIM) Committee has been created. The Committee’s long range goal is to establish an active and functional asset management program for the City. The AIM Committee will be taking a leadership role in the City to manage an enormous capital asset portfolio and tackle the growing infrastructure deficit.

Campbell River is not alone and Asset Management B.C. has produced a roadmap for a successful implementation of a municipal asset management program; the *Guide for using the Asset Management B.C. Roadmap*.³ This roadmap has been incorporated as the guiding document for Campbell River’s asset management program. It will be a long-term endeavor for the City and the first task is to adopt an Asset Management strategy.

The goals of the Asset Management strategy are to:

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

Together, let’s take AIM.

³ https://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Guide_for_using_the_Roadmap%20--AMBC--Sept_23_2011.pdf

AIM COMMITTEE MISSION

The City of Campbell River will be a leader in asset management to maintain our community assets to meet current and future service needs. To lead this charge, the Asset Infrastructure Management (AIM) Committee will be tasked with meeting the ultimate goal of an integrated asset management plan by 2021. The AIM Committee will develop a strategy and execute a process towards establishing, implementing, auditing, refining and communicating a corporate-wide asset management system.

AIM COMMITTEE MANDATE (GOALS)

To develop a process for:

- Defining and recording information on physical assets
- Understanding replacement costs and condition assessments
- Defining acceptable risk and service levels
- Ensuring a corporate-wide, integrated asset replacement process
- Supporting the development of a stable long-term financial plan
- Communicating the steps, the obstacles and the successes of the asset management program internally

AIM COMMITTEE CHARTER (TERMS OF REFERENCE)

The AIM Committee is a cross-departmental, staff led group of technical and financial professionals committed to Council's strategic objective – we plan proactively for the long-term costs of maintaining our critical infrastructure. All decision making will be by consensus. All policy and budget recommendations will be to Council, through the City Manager. All operational decisions will be through the City Manager.

ASSET MANAGEMENT STRATEGY

STRENGTHS

- Council strategic objective to improve infrastructure management
- Some departments have started developing components of an Asset Management program
- Good GIS system
- Asset experts on staff
- PSAB 3150 Tangible Capital Asset database for baseline asset register information
- Some risk and condition assessments started
- Ability to raise funding
- AIM Committee
- Access to other municipal and industry best practices
- Eagerness at staff and department level to improve processes

WEAKNESSES

- Lack of accurate and complete asset registers for all asset categories
- High proportion of assets at or beyond expected lifespan
- No standardization of Asset Management practices or protocols between departments
- Capital planning decisions frequently made by professional judgement, not knowledge based condition/risk assessment
- Limited condition assessment information on many assets
- Undefined community service needs relating to asset condition
- Lack of clarity on AM benefits/outcomes
- Limited defined service levels for municipal services

OPPORTUNITIES

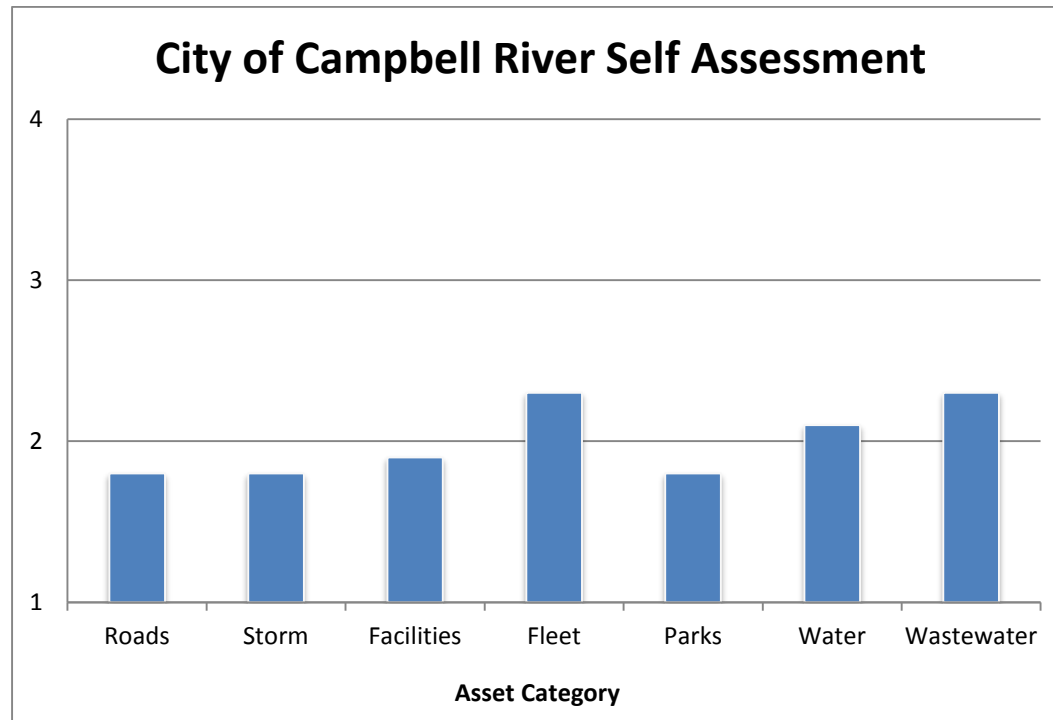
- Improved capital renewal decision making process
- Surety and consistency in future service levels
- Stable taxes and fees
- Improved maintenance practices resulting in extended asset lifespan
- Community/Council defined service levels
- Funding dictated by renewal needs, not vice versa
- Most efficient use of scarce financial and staff resources
- Risk levels defined for all asset categories
- Most accurate asset registers / condition information available

THREATS

- Asset failure resulting in reduced or interrupted services
- Increased financial, safety, environmental and health risks
- Legislated mandate of other levels of government
- Reduced access to government grants
- Reduced employee morale and corporate image
- Limited resources to implement Asset Management program
- Unstable and unforeseen tax/fee increases for capital renewal
- Decisions made without formal risk/condition assessment information

ASSET MANAGEMENT B.C. PREPAREDNESS SELF-ASSESSMENT⁴

Major asset categories were scored from 1 to 4 on 21 different criteria, ranging from key attribute data to decision making. The City of Campbell River self-assessment results are:



1 = No capacity 2 = Fair capacity 3 = Good capacity 4 = High capacity

⁴ http://www.civicinfo.bc.ca/Library/Asset_Management/Tools_and_Resources/AssetSMART_2%20-_A_Local_Government_Self_Assessment_Tool--LGAMWG--September_2015.pdf

ASSET MANAGEMENT B.C. GAP ANALYSIS⁵

A comparison between current practise at the City of Campbell River and the Asset Management B.C. Roadmap identified the following gaps in AM practices:

1.0 Know Your Assets

- Gap 1 No master asset list including asset type, location, quantity/size, material, useful life, install date and remaining life.
- Gap 2 No componentized asset inventories for all asset categories.
- Gap 3 No formal decision making tools, consistent data/asset management database for all asset categories. Varied data sources.
- Gap 4 No linkage or consistency between various data sources, GIS and financial information.
- Gap 5 No single department or person responsible for asset management data management, accuracy and process.

2.0 Know Your Financial Situation

- Gap 6 No list of depreciated and replacement costs for all asset classes.
- Gap 7 No componentized or fully reliable historical operations or repairs and maintenance costs.
- Gap 8 Future capital planning based on historical spending and not on a data supported replacement plan.

3.0 Understand Decision Making

- Gap 9 Very limited formal (written) decision making processes, across the whole organization.
- Gap 10 No improvement plan or consideration of desired decision making process.

⁵ http://www.civicinfo.bc.ca/Library/Asset_Management/AM_Roadmap/Roadmap_Diagram--AMBC--Sept_23_2011.pdf

4.0 Manage Your Asset Lifecycle

- Gap 11 Almost no current condition information or rating across all asset classes.
- Gap 12 Other than regulatory, very little stated levels of service. Applies across organization, particularly relating to assets.
- Gap 13 Minimal formal renewal or replacement decision process, particularly regarding maintenance practices.

5.0 Know the Rules

- Gap 14 Limited proactive stakeholder engagement.
- Gap 15 Very limited internal/operational goals, performance measures and strategic priorities.

6.0 Sustainability Monitoring

- Gap 16 Sustainability (Financial/Environmental/Social) reporting is at a high-level and without measurable, direct and operational action plans.
- Gap 17 Renewal coordination is done on a project by project basis, not on a whole system asset class basis.

ASSET MANAGEMENT STRATEGY EXECUTION 2015 - 2017

2015

- AM strategy
- Reserve restructure
- 10 year financial plan

2017

- Central asset registry
- Replacement values



COMMUNICATION & STAKEHOLDER ENGAGEMENT

2016

- Implementation & resourcing plan
- Debt policy
- Identify electronic data platform

ASSET MANAGEMENT STRATEGY EXECUTION 2018 – 2021

2018

- Condition assessments & ratings
- Service levels (current & future)

2020

- AIM policy



COMMUNICATION & STAKEHOLDER ENGAGEMENT

2019

- Risk assessments
- First draft AIM plan (beta)

2021

- Long term financial plan (20+ years)
- Integrated AIM plan

ASSET MANAGEMENT STRATEGY

ASSET MANAGEMENT B.C. FRAMEWORK⁶



⁶ <http://www.assetmanagementbc.ca/framework/>

Property Taxation Policy

Purpose

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

Objective

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

Policies

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

STRATEGIC PLAN

CITY OF CAMPBELL RIVER
2023-2026





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MESSAGE FROM MAYOR AND COUNCIL

Council's 2023 to 2026 Strategic Plan is a road map that will help realize our vision for the future of Campbell River. The plan outlines five strategic priorities, each with three focus areas, which will drive our decision-making and provide direction for City staff.

Council will review our strategic priorities quarterly during a Council meeting, and the City will review and report on them annually through the publication of the Annual Report.

We encourage residents to get in touch with us at any time to reflect on our goals, the steps we are taking to achieve them and anything we could be doing better as a City for our community.

We look forward to connecting and growing with you.



Mayor Kermit Dahl

Mayor.Dahl@campbellriver.ca
250-286-5708

CITY OF CAMPBELL RIVER COUNCIL



DOUG CHAPMAN

councillor.chapman
@campbellriver.ca



TANILLE JOHNSTON

councillor.tanille
@campbellriver.ca



RON KERR

councillor.kerr
@campbellriver.ca



BEN LANYON

councillor.lanyon
@campbellriver.ca



SUSAN SINNOTT

councillor.sinnott
@campbellriver.ca



SEAN SMYTH

councillor.smyth
@campbellriver.ca



► Vision

Our vision is that the Corporation of the City of Campbell River is:

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

► Mission

The mission 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.

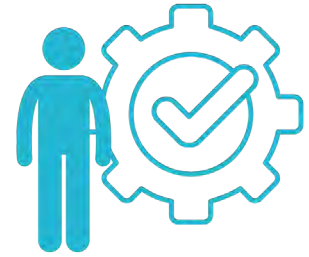
Strategic Priorities

Council adopted the 2023–2026 Strategic Priorities in January of 2023. The five core themes that will guide Council and City staff in the coming years are Organizational Capacity, Community Growth, Healthy and Safe Community, Housing and Collaboration.



ORGANIZATIONAL CAPACITY

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



FISCAL RESPONSIBILITY

Objective: Maintain core service levels, and invest in the future and growth of the community. Explore innovative ways to navigate projected financial challenges and ensure a sound financial future.



WORKPLACE CULTURE

Objective: Be an employer of choice and build trust and credibility within staff, Council and the community as a whole. Create and live a culture of appreciation that supports and promotes a healthy, desirable work experience for all.



EFFECTIVE GOVERNANCE

Objective: Fulfill Council's objectives by remaining disciplined in following effective governance practices during decision making and discussion. Provide the public with transparent and open government and create opportunities for public participation.

COMMUNITY GROWTH

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



FUTURE PLANNING

Objective: Create plans and policies tailored to Campbell River’s unique needs and based on best practices, which will lead the community through a period of growth and set the City up for future success.



ASSET MANAGEMENT

Objective: Proactively commit to responsible stewardship of all City assets and infrastructure to ensure the reliability and longterm sustainability of municipal services.

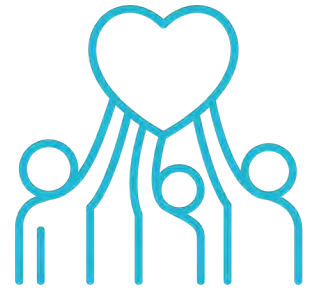


ECONOMIC VITALITY

Objective: Foster an environment full of diverse economic opportunities and well-paying jobs where businesses can thrive by supporting new and existing businesses in key sectors and recognizing challenges to existing industries.

HEALTHY AND SAFE COMMUNITY

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



DOWNTOWN REVITALIZATION

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



CRIME REDUCTION

Objective: Lower crime rates in Campbell River and continue to prioritize the safety of all residents, businesses and visitors. Address the public perception of safety in the downtown area.



LIVEABILITY

Objective: Provide services and access to amenities for residents of all ages and abilities and expand active living opportunities, events, recreation and culture initiatives throughout the community.

HOUSING

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



FUTURE GROWTH

Objective: Plan appropriately for the future, ensuring that growth considers all elements of a healthy community, addresses uncertain economic times, and meets the needs of a rising population with changing demographics.



ATTAINABLE HOUSING SUPPLY

Objective: Address current housing availability issues and create possibilities for the future development of diverse, affordable housing options in Campbell River for all residents.



INFRASTRUCTURE READINESS

Objective: Ensure that City assets are optimized, maintained and funded for current and anticipated future growth to capitalize on housing or economic opportunities.

COLLABORATION

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



INDIGENOUS RELATIONSHIPS

Objective: Continue to strengthen relationship and take steps on the City's path towards reconciliation through actively engaging with the First Nation neighbours to Campbell River.



STRENGTHEN PARTNERSHIPS

Objective: Seek partnerships with other levels of government, service delivery organizations, and community partners to improve City processes and innovatively address community challenges.



ADVOCACY

Objective: Strengthen relationships with other levels of government to allow for participation and engagement on issues that impact our community.



City of
**Campbell
River**

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

Segment	Department	Over/(under) budget \$
GOVERNANCE		
	Mayor & Council	(41,400)
	City Manager	(7,600)
	Deputy City Manager	56,200
GOVERNANCE TOTAL		7,200
ECONOMIC DEVELOPMENT		
	Economic Development	13,500
	Airport	203,400
ECONOMIC DEVELOPMENT TOTAL		231,300
COMMUNITY SAFETY		
	Director of Community Safety	(4,800)
	Bylaw Enforcement	(37,200)
	Animal Control	9,400
	Fire Protection	(39,300)
	E-911	(55,400)
	Police Protection	17,500
	Victim Services	1,300
	RCMP	1,305,200
COMMUNITY SAFETY TOTAL		1,226,400
CORPORATE SERVICES		
	Director of Corporate Services	(42,000)
	Communications	27,800
	Human Resources	56,400
	Information Technology	21,500
	Legislative Services	34,300
	Property Management	47,200
CORPORATE SERVICES TOTAL		145,300
COMMUNITY DEVELOPMENT		
	Director of Development Services	7,000
	Development Services	262,900
COMMUNITY DEVELOPMENT TOTAL		269,900
ASSETS & OPERATIONS		
	Director of Operations	(41,500)
	Fleet	(32,200)
	Stores	400
	Facilities	(46,400)
	Roads	(81,300)
	Parks	105,100
	Cemeteries	(100)
	Storm Drains	(78,800)
	Capital Works	45,000
	Sewer	(122,000)
	Water	116,100
ASSETS & OPERATIONS TOTAL		52,500
COMMUNITY PLANNING & RECREATION		
	Director of Planning & Recreation	17,300
	Long Range Planning	88,300
	Recreation & Culture	148,000
	Solid Waste	(15,800)
	Transportation	-
	Public Transit	(27,800)
COMMUNITY PLANNING & RECREATION TOTAL		210,100
FISCAL SERVICES		
	Director of Finance	(1,200)
	Finance	(4,200)
	Supply Management	25,500
	Risk Management	(22,700)
	Corporate Services	(649,100)
	Taxation	(15,500)
	Reserves	(52,800)
	Airport Fiscal Services	(52,200)
	Sewer Debt	-
	Sewer Fiscal Services	-
	Water Debt	-
	Water Fiscal Services	-
FISCAL SERVICES TOTAL		(772,200)
2022 PROJECTED OPERATING SURPLUS		1,250,900



City of Campbell River Report/ Recommendation to Council

Date: March 1, 2023
Submitted by: Finance Department
Subject: Quarterly Financial Report – Q4, 2022

Executive Summary

The Quarterly Financial Report provides a measure of the City's financial performance against the Financial Plan. The report provides explanations of the material differences in revenue and expenses to assist Council in their strategic decision making.

Total operating revenues for the year were consistent with the 2022 budget. Actual revenues for several departmental segments were well above their budgeted amounts (Economic Development and Airport, Community Safety, Development Services, and Corporate Services collectively resulting in \$1.6M over the budgeted revenue. Financial Services, Operations, and Community Planning & Livability were collectively \$1.3M under the revenue budgets. The revenue surpluses and deficits offset each other resulting in the overall revenues being consistent with the 2022 budget.

Total operating expenses for the year were \$2.6 million (3.9%) below budget which was attributable to labour vacancies. The significant factors were due to lower RCMP contracted costs and labour shortages across multiple departments. Decreases in expenses were partially offset with increased fuel, supplies, and contracted services costs which were results of high levels of inflation and supply chain shortages.

Departments in 2022 were able to stay within budget by reallocating the surplus from labour shortages to cover the increase in expenses such as supplies and contracted services. However, as vacant positions are filled and costs continue to increase, the City will be faced with growing financial pressure in 2023 and beyond.

Recommended Resolutions

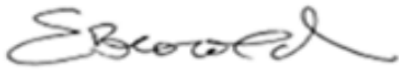
THAT the report dated March 1, 2023, from the Finance Department regarding the City's Quarterly Financial Report – Q4, 2022 be received for information.

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023

Reviewed for Form and Content / Approved for Submission to Council:



Elle Brovold
City Manager

Background

The Quarterly Financial Report provides information to Council on the progress of the work plan approved during Financial Planning and compares the actual financial results to the approved budget. The report includes the three core components of the budget which are operating departmental budgets, one-time operating projects, and capital projects.

The Financial Plan Bylaw for 2022-2031 was originally adopted on January 10, 2022, with projected carry forward balances on operating and capital projects based on the best information available at the time. The results reported in this quarterly financial report were based on the actual carry forward balances for operating and capital projects.

Discussion

Throughout 2022, higher inflation, supply chain issues, and labour force shortages have continued to have an unfavourable impact on the City's operations and budget. At the beginning of the year, it was expected that the issues would be short term and transitory in nature, however the forces driving instability in the economy persisted throughout the entirety of 2022. This has largely increased the costs of supplies, fuel, and contracted services.

Operating Financial Report

The City's operational revenues and expenses by core service area are summarized below, with a comparison to the 2022 budget. Overall, the City's revenues are at 100.3% of budget and expenses were at 96.1% of budget.

Total actual revenues for the year were 0.3% or \$279k above the 2022 budget. Revenues for Economic Development and Airport, Community Safety, Development Services, and Corporate Services collectively were \$1.58M above budget. The revenue surplus is attributable to higher fuel prices which resulted in the airport jet fuel sales being \$962k above the budget, remaining 2021 COVID-19 Airport Relief Grant revenue of \$150k recognized in 2022, higher than anticipated Hotel Tax revenue (\$52k above the budget), Development Services permits and fees revenue higher than budgeted by \$248k, and Local Government Development Approvals Grant revenue of \$102k. Revenues from Financial Services, Operations, and Community Planning & Livability were \$1.1M under budget. The revenue deficit is attributable to a decrease in municipal service agreements, tax penalty fees, and metered water and sewer fees.

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023

Total expenses for the year were \$2,662,554 (3.9%) under budget. The decrease is driven by the lower RCMP contracted costs which was \$1.6M below budget. A significant number of vacancies among both union and exempt staff also contributed to \$1.8M lower labour costs for the year across the City's departments. Increases in fuel prices throughout the year resulted in higher-than-anticipated fuel costs for the City's fleet. The increase in fuel price and quantity in litres sold had the largest impact for the City's airport as fuel costs were \$873k over budget which was consistent with the overall increase in jet fuel sales.

Each area of the City's operations has been analyzed below (See Appendix 1 for details of Departmental Segments). Individual graphs show revenues and expenses as a percentage of the total budget.

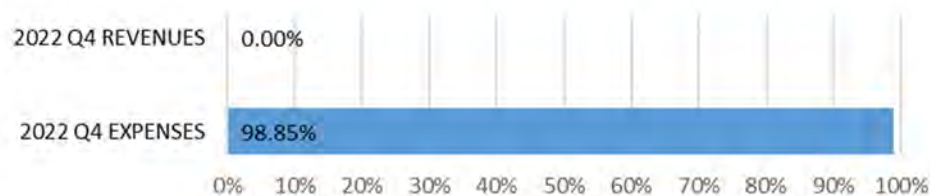
	2022 Q4	2022 Budget	2022 Variance \$	2022 Variance %
City Administration	-	-	-	0.0%
Financial Services & Capital Projects	(53,493,493)	(53,874,210)	380,717	99.3%
Corporate Services	(424,591)	(383,570)	41,021	110.7%
Development Services	(1,728,780)	(1,576,500)	152,280	109.7%
Community Safety	(2,956,596)	(2,801,094)	155,502	105.6%
Operations	(16,564,323)	(17,143,172)	578,849	96.6%
Community Planning & Livability	(4,628,993)	(4,738,186)	109,193	97.7%
Economic Development & Airport	(4,139,032)	(2,910,169)	1,228,863	142.2%
REVENUE TOTAL	(83,935,808)	(83,426,901)	508,907	100.6%
City Administration	1,069,911	1,082,322	12,411	98.9%
Financial Services & Capital Projects	12,462,340	12,172,087	290,253	102.4%
Corporate Services	3,174,233	3,384,239	210,006	93.8%
Development Services	1,849,224	2,326,521	477,297	79.5%
Community Safety	17,090,283	19,028,131	1,937,848	89.8%
Operations	15,077,303	15,742,576	665,273	95.8%
Community Planning & Livability	9,241,751	9,856,652	614,901	93.8%
Economic Development & Airport	4,883,140	3,918,211	964,929	124.6%
EXPENSE TOTAL	64,848,185	67,510,739	2,662,554	96.1%
SUB TOTAL	(19,087,623)	(15,916,162)	3,171,461	196.7%
Revenue from Reserves	(2,354,235)	(2,813,345)	459,110	83.7%
Expenses from Reserves	11,424,521	18,729,507	7,304,986	61.0%
GRAND TOTAL INCLUDING RESERVES	(10,017,337)	-	10,017,337	

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

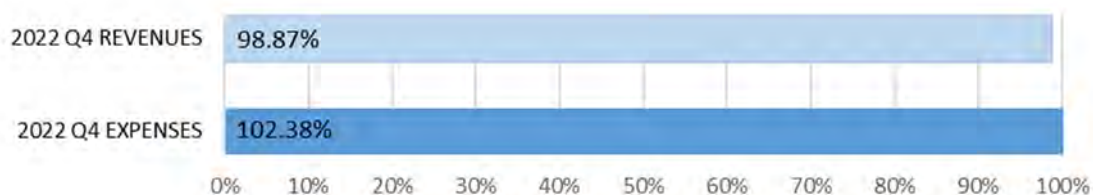
March 1, 2023

CITY ADMINISTRATION – Overall expenditures for this segment were on trend with the 2022 budget. Mayor & Council departmental 2022 expenditures exceeded the budget by approximately \$45k (11.9%) due to an increase of \$30k of council training and consulting services, and \$13k in meeting costs. Increases in expenditures were offset by the decreases in other departments due to partial year vacancies.



FINANCIAL SERVICES AND CAPITAL PROJECTS – Financial Services revenues were \$390k (1%) below budget. Late tax penalties were under budget by \$111k and revenue from municipal service agreements was down \$377k as a result of changes in assessments. The deficits were offset by the Gaming grant revenue (over budget by \$9k), and \$113k worth of Community Action Team (CAT) funds (The City acts as a contract administrator for the CAT project) and Community Resiliency Investment (from the Union of BC Municipalities) grant revenue, as well as the \$188k Climate Action Revenue Incentive Program grant which was announced after the budget was approved.

Expenses for Fiscal Services were \$290k (2.4%) over budget. This is attributable to staff costs which was \$228k above the budget, and liability insurance legal fees at \$47k above the budget. The budget overruns were partially offset by part year vacancies in Capital Projects and Purchasing resulting in the labour expenses being under budget by \$165k.



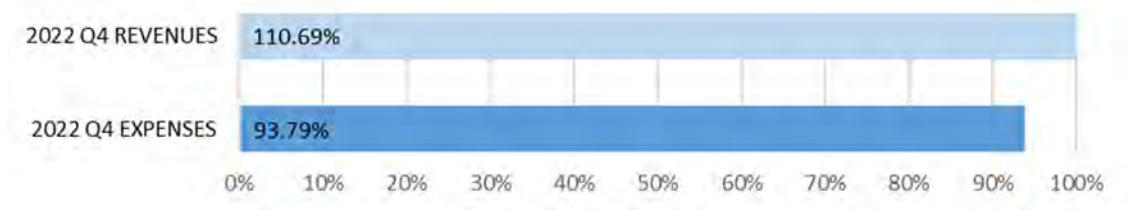
CORPORATE SERVICES – Corporate Services revenues was \$41k (10.7%) higher than budgeted. Half of the higher than anticipated revenues are attributable to the increase in property lease revenues and information technology administration fees from Shaw and RCMP service level agreements.

Corporate services expenditures were 210k (6.2%) under budget for the year. \$203k of the savings was attributable to the partial year labour vacancies in Communications, Information Technology, Legislative Services, and Property Management.

Report/Recommendation to Council

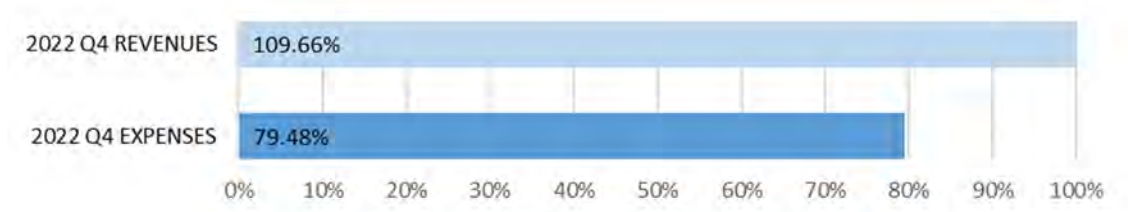
Quarterly Financial Report – Q4, 2022

March 1, 2023



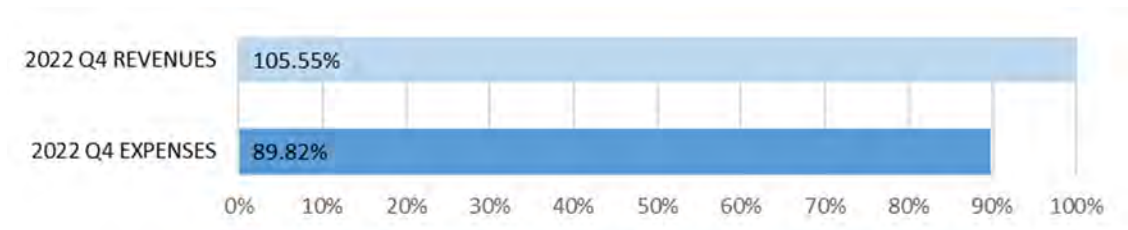
DEVELOPMENT SERVICES – Revenues were \$152k (9.7%) higher than the 2022 budget. This was attributable to building permit fees that were \$197k over budget and the City receiving additional grant funds of \$102k to review development processes and approvals through Local Government Development Approvals Program.

Development Services expenses were \$477k (20.5%) under budget. \$362k of the decrease in expenses was attributable to partial year vacancies of exempt (Community Development Engineering Manager and Development Planning manager – both positions were filled part way through the year) and CUPE staff (Engineering Technician I position – was filled early in the year, Senior planner – vacant, Planner II position was filled part way through the year).



COMMUNITY SAFETY – Revenues were \$155k (5.6%) higher than the 2022 budget. The higher revenues were primarily attributable to the City receiving a Fire Protection Grant from UBCM for \$50k and a Restorative Justice Grant in Victim Services for \$40k, as well as higher prisoner detention revenue which also includes revenue for Q4 of 2021, resulting in a \$54k surplus.

Expenses were \$1.9M (10.2%) under budget. Substantially all of the variance is due to a lower-than-expected number of active RCMP members. Additional vacancies in police administration, operations, and E911 also contributed to the lower labour costs for the year.



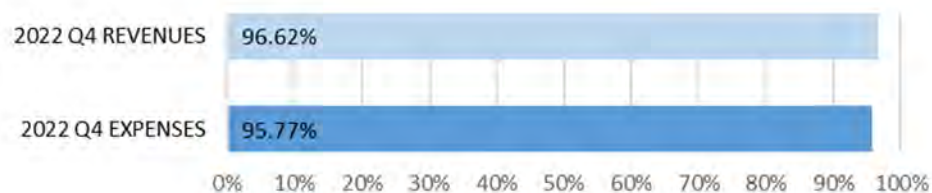
Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023

OPERATIONS – Q4 revenues were \$578k (3.4%) lower than the budget. The decrease in metered water and sewer fees were \$768k below budget. This was primarily due to replacing a bulk water meter in the prior year for a customer which provided more accurate readings in combination with increased water conservation efforts by the customer. Higher-than-budgeted revenues for Parks, Cemeteries, Water and Sewer flat utility fees and work order fees offset a portion of the metered utility revenue losses for the year being \$190k above the budget.

Actual expenditures were \$665k (4.2%) below budget. Staff vacancies across operating departments resulted in lower than anticipated labour costs of \$544k. Electricity costs for streetlighting, sewer lift station, and sewer treatment plant came \$171k under budget in 2022. Rental costs for Water Department’s office building were \$175k under budget due to ongoing rental agreement discussions. Staff training and development costs were \$31k under budget, and water and sewer costs were \$41k under budget across all operating departments. These savings were offset by significant increases in fuel, supplies, and contracted services as a result of higher inflation. The Fleet Department was \$203k over budget for fuel and supplies, the Sewer Department was \$253k over budget for supplies and contracted services, and the Water Department was \$260k over budget for supplies and contracted services.



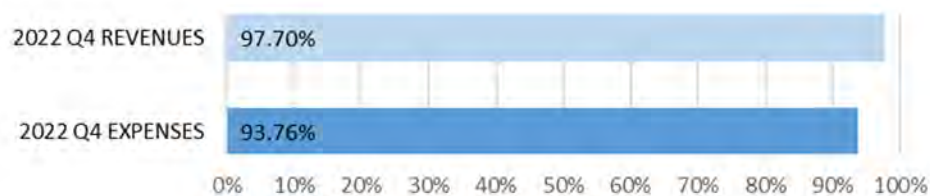
COMMUNITY PLANNING AND LIVABILITY – Overall revenue was \$109k (2.3%) lower than the budget. Actual revenue from Recreation was \$84k (13.1%) less than the 2022 budget. The revenue loss was attributable to the Sportsplex closure for renovations and reduced recreation programming due to COVID restrictions at the beginning of the year. Solid Waste services revenue was higher than anticipated by \$51k (1.8%), which will be transferred to reserve to offset an increase to anticipated future costs resulting from the Organics program. Public transit revenue for 2022 was under budget by \$76k (5.9%) due to lower-than-expected ridership.

Expenses for the division were \$615k (6.2%) under the budget for 2022. Partial year management and labour vacancies contributed to lower labour costs for Long Range Planning (\$134k under budget) and Recreation and Culture (\$410k under budget) due to the temporary Sportsplex closure, reduced programming as a result of COVID measures early in the year, labour market shortages, and a temporary manager vacancy. Operating expenses for the Recreation and Culture included contracted services, supplies, and advertisements in particular were \$206k under budget. Surging fuel prices in 2022 contributed to a BC Transit contracted service fee increase of \$196k above the budgeted amount.

Report/Recommendation to Council

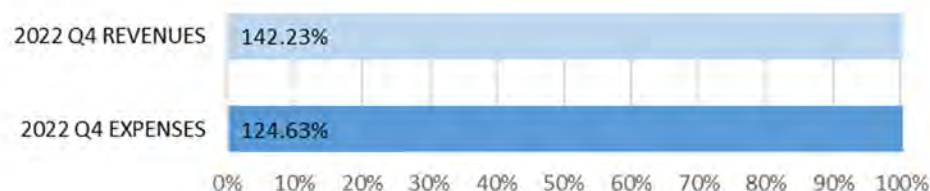
Quarterly Financial Report – Q4, 2022

March 1, 2023



ECONOMIC DEVELOPMENT & AIRPORT – Actual revenues for the segment were \$1.2M (42.2%) above the 2022 budget. Higher fuel prices and volume of sales (increase of 10% or 150k liters) were the main contributors to the increase in the Airport revenues with jet fuel sales being \$972k above the budgeted amounts. The gross profit margin on the fuel sales for 2022 was 18.9%, for 2021 it was 26.8%. The decline in the gross profit margin is due to a combination of significant fuel price increases in 2022 and City’s fuel sale price markup being set at a flat rate. There was also \$150k from the COVID-19 Airport Relief Fund grant recognized in 2022 contributing to the revenue surplus. Overall passenger-related fees were \$10k below the budgeted amounts and Municipal and Regional District Tax (MRDT) revenues were \$51k higher than anticipated due to higher occupancy rates.

Overall expenses were also \$965k (24.6%) higher than the budget. This was due to \$873k increase in jet fuel costs which was consistent with the overall increase in revenue from the jet fuel sales. The remaining increase was due to an increase in airport operating costs and supplies which were \$97k over budget. 2022 airport operations resulted in a \$359k deficit which was fully funded by the COVID-19 Restart funds that were distributed by the province in 2020.



Operating Projects

There was a total of 66 operating projects as approved during Financial Planning including an additional two projects that were approved since the beginning of 2022 with a \$40,000 budget increase. The total spent on operating projects for 2022 was \$1,680,840 or 39% of the budget. 18 projects are currently in progress (definition and implementation phases), 35 have been completed or are substantially complete (in-service phase), one project has not been started, seven have been delayed and four cancelled. One operating project was cancelled by Council resolution 22-0155, and one project was cancelled following resolution 22-0172.

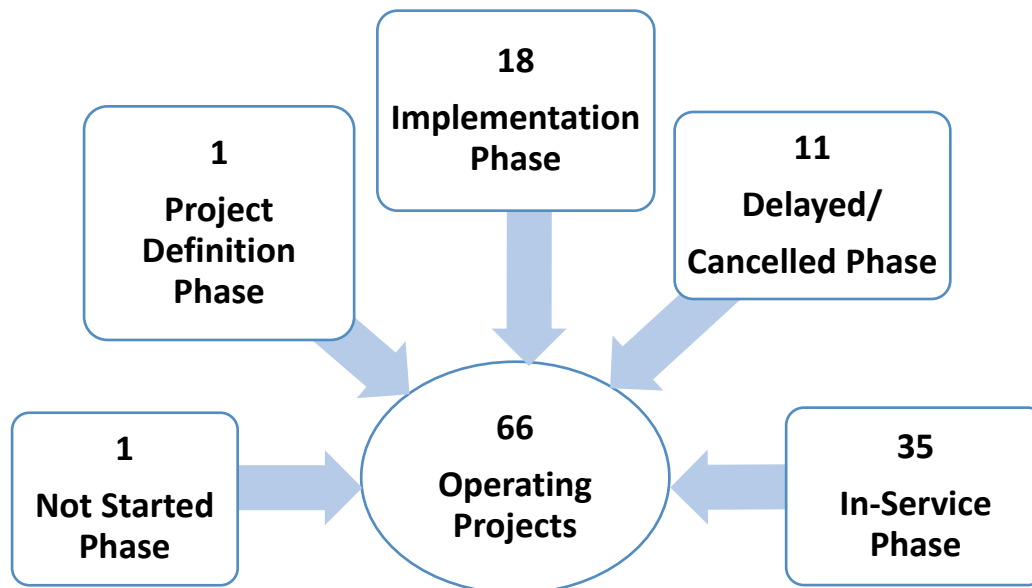
Appendix 2 provides the detail on the status for each operating project; green highlighted projects are on track, yellow projects could be delayed, red projects are experiencing major disruptions, and brown projects have been cancelled. Supply chain and labour shortages have negatively

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023

impacted progress of operating projects. The overall progress of all operating projects was estimated to be 70% complete.



Capital Projects

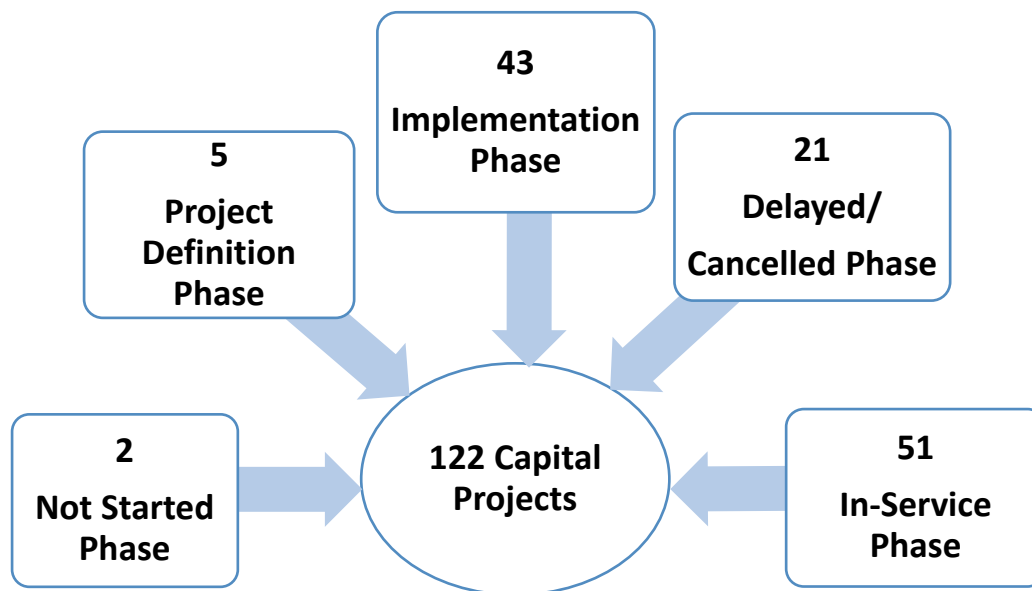
There are 122 capital projects with a total budget of \$48.8M for 2022 as approved during Financial Planning. The total spent on capital projects to date is \$20.6M or 42% of the budget. Of these 122 projects, 48 are in progress (definition or implementation phase), 51 are complete or substantially complete (in-service phase), two have not been started and 21 have been delayed or cancelled. Of the total projects that have either been delayed or cancelled two capital projects were cancelled and five deferred per Council resolution 22-0155, and one project was cancelled per Council resolution 22-0124. The most significant capital projects budgeted for 2022 are the NWECC Upgrades (\$5.76M), Sportsplex Rehabilitation & Addition (\$4.6M), the Airside concrete parking, taxi widening and approach lighting and sign replacement at the Campbell River Airport (\$8.01M – ACAP funding eligible at 95%, with \$2.88M grant funding increase approved partway through the year), and design and construction of 325 Beech Street (\$3.4M) which was delayed based on the Council resolution 22-0309.

Appendix 3 provides the detail on the status for each capital project; green highlighted projects are on track with expected project delivery timelines including multi-year projects, yellow projects could be delayed, red projects are experiencing major disruptions, and brown projects are cancellations. Supply and labour shortages have also negatively impacted progress of capital projects. The overall progress of all capital projects was estimated to be 64% complete.

Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023



Communications

The Q4 financial report will be posted on the City's website with other financial reports to ensure the public has an opportunity to review the City's financial progress throughout the year.

Conclusion

The City's year end financial results are indicative of the ongoing capacity limitations due to significant labour shortages, effects of the ongoing inflation, and supply chain shortages. While the operational revenues met budget expectations, the expenses were lower than anticipated. Lower expenditures resulted from the reduced labour costs (7.6% or \$2.2M below the budget) and RCMP contract costs (19% or \$1.6M below the budget). These decreased expenditures were partially offset with the increases in operations and maintenance expenses. The most prominent increases were the rising costs of fuel, supplies, and contracted services.

46% of the operating and capital projects were completed and were in service at the end of 2022. Progress for both, capital and operating projects was trending behind compared to the prior year. 17% of projects intended for 2022 have now been delayed until 2023/24 or cancelled due to higher than budgeted costs associated with supply shortages, high inflation rates, and labour shortages. Of the completed projects, 16 capital projects and nine operating projects were over-budget (by a total of \$174k and \$32k respectively). For some of the more significant projects, the budget will remain in place for a maintenance period should any deficiencies arise.




Report/Recommendation to Council

Quarterly Financial Report – Q4, 2022

March 1, 2023

Attachments:

1. Appendix 1 – Departmental Segments
2. Appendix 2 – Operating Projects (Q4, 2022)
3. Appendix 3 – Capital Projects (Q4, 2022)

Prepared by:		Reviewed by:	
 <hr/> Jenia Gorbatova, CPA Accountant II		 <hr/> Alan Ha, CPA Controller	
Reviewed for Form and Content / Approved for Submission to Council:			
 <hr/> Alaina Maher, BCom, CPA, CMA Director of Financial Services / CFO			
Corporate Review			Initials
Finance			AD

1 – GOVERNANCE	104 – Mayor & Council 110 – City Manager 200 – Deputy City Manager
2 – FINANCIAL SERVICES AND CAPITAL WORKS	00 – Taxation 02 – Miscellaneous Other 04 – Debt 07 – Reserves 08 – Fiscal Services 300 – Director of Finance 310 – Finance 320 – Capital Works 330 – Risk Management 332 – Supply Management
3 – CORPORATE SERVICES	400 – Director of Corporate Services 410 – Communications 420 – Human Resources 430 – Information Technology 440 – Legislative Services 442 – Property Management
4 – DEVELOPMENT SERVICES	500 – Director of Development Services 510 – Community Planning & Development Services
5 – COMMUNITY SAFETY	600 – Director of Community Safety 610 – Bylaw Enforcement 612 – Animal Control 620 – Fire Protection 623 – E911 630 – Police Protection 632 – Victim Services 640 – RCMP
6 - OPERATIONS	700 – Director of Fleet Operations 720 – Fleet 722 – Stores 724 – Facilities 730 – Roads 732 – Parks 734 – Cemeteries 780 – Liquid Waste Services 782 – Storm Water 790 – Water
7 – COMMUNITY PLANNING AND LIVABILITY	800 – Director of Planning and Recreation 810 – Long Range Planning 820 – Recreation and Culture 830 – Solid Waste 842 – Public Transit

8 – ECONOMIC DEVELOPMENT AND TOURISM	112 – Economic Development 710 – Airport
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Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.1.5	Remediation at the Airport CC3 S161	\$557,000	\$166,712.65	70%	Services agreement entered into with contractor.	Implementation	Dec 31, 2022	Some Disruption
Project 1.1.6	Runway Line Painting CC3 S048	\$20,000	\$0	10%	Painting contractor has been unable to deliver on this project due to supply issues with specialized paint. With weather conditions changing this work is no longer possible in 2022.	Delayed	Dec 31, 2022	Discontinued
Project 1.1.7	Wings & Wheels Event CC3 S128	\$15,000	\$0	0%	Due to continued investment in airport leased lands, alongside a major construction project on airport infrastructure in summer 2022, Sealand Aviation has made the decision not to proceed with the Wings and Wheels event in 2022. This is because there will be no available onsite parking for the public, nor for show aircraft or cars. Planning will commence in fall 2022 for a 2023 event where the airport will be able to showcase some of the new infrastructure and investment that has occurred since the last Wings and Wheels event in 2019. No changes since the last update.	Cancelled	Dec 31, 2022	Discontinued
Project 1.1.8	Update Airport Land Use & Development Strategy CC3 S149	\$150,000	\$0	0%	Land Use study will be commissioned in 2023 after the Airport Governance study is complete.	Not Started	Dec 31, 2022	Major Disruption
Project 1.1.9	Airport Governance and Management Study CC3 S182	\$250,000	\$143,901.76	85%	Council extended an invitation to the consultant for an in-person consultation in January 2023 in advance of final report preparation.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.16	Vaccine Passport Implementation CC3 S148	\$74,175	\$50,989.25	100%	The provincial Proof of Vaccination program was wrapped up April 2022 thus no longer requiring check in stations at the two recreation centers. There are no plans to re-establish a POV program unless directed by new PHO orders. No change since the last update.	In Service	Dec 31, 2022	Completed
Project 1.3.11	Network Security Audit CC3 S072	\$16,310	\$0	0%	Carry Forward to 2023. Security scan delayed due to resourcing.	Delayed	Dec 31, 2022	Some Disruption
Project 1.4.13	Bridge Inspections CC3 S114	\$20,000	\$8,287.50	100%	Project complete.	In Service	Dec 31, 2022	Completed
Project 1.4.14	Temporary Access Road: South Sewer Upgrade - CC3 S181	\$130,000	\$55,719.33	100%	This temporary road was closed to the public for a few weeks as the South Sewer project wrapped up before the end of May 2022. This project is complete.	In Service	Dec 31, 2022	Completed
Project 1.5.1	Industry Analysis and Investment Attraction CC3 S158	\$40,000	\$22,449.00	12%	Industry Sector videos completed in early 2022, the remaining Industry Analysis project will have a request for proposal issued late November/early December due to staffing and time constraints experienced throughout the year. Project will be completed early 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.5.2	CR Restart - Economic Development Resources CC3 S141	\$40,000	\$13,104.07	50%	Current invoices outstanding for work to be completed by December 2022. Auxiliary staff scheduled for November to assist with project pertaining to the CRM database.	Implementation	Dec 31, 2022	Some Disruption
Project 1.5.3	Economic Development Strategic Planning CC3 S126	\$23,705	\$4,098.33	75%	Invoices outstanding on the website project and some budget possibly carried forward into January 2023 due to availability of staff to assist with content deliverables.	Implementation	Dec 31, 2022	Some Disruption
Project 1.7.3	Asset Retirement Obligations PSA 3280 Implementation CC3 S165	\$260,000	\$22,382.33	15%	This project is for the City to implement a new accounting standard in relation to the recognition of liabilities associated with the retirement of assets. This project is currently in the scoping phase and is a 2 year project that needs to be completed in advance of the City's December 31, 2023 year end. Currently Finance staff are working with departments throughout the City to identify in scope assets that will then be valued to determine the City's liability.	Implementation	Dec 31, 2022	Some Disruption
Project 1.7.4	Financial Systems/Accounting Software CC3 S170	\$148,500	\$0	5%	This project is for in implementation of replacement to the City's current Financial Management System Vadim. The formal evaluation process of the software proposals is currently in the final stage.	Implementation	Dec 31, 2022	Some Disruption
Project 1.7.5	Property Appraisal Services CC3 S168	\$75,000	\$39,170.48	45%	Consultant has been onsite for review. Awaiting final report.	Implementation	Dec 31, 2022	Some Disruption
Project 1.8.1	Municipal Election CC3 S102	\$59,000	\$50,004.40	95%	Election has been completed.	In Service	Dec 31, 2022	Completed
Project 1.8.2	Downtown Initiatives CC3 S134	\$172,151	\$6,859.85	50%	A portion of these projects have been completed, including improvements to the BC Hydro Box at 13th / Shoppers Row, installation of garbage cans, security camera program expansion, expansion of the CPTED Grant Program. Most of the other projects are still waiting for implementation at this time.	Implementation	Dec 31, 2022	Some Disruption
Project 1.8.3	Safer Downtown CC3 S109	\$40,000	\$39,263.69	100%	Extension approved to extend the lease agreement until June 30, 2023.	In Service	Dec 31, 2022	Completed
Project 1.9.6	POC Recruitment - Bi-Annual CC3	\$29,230	\$36,824.37	100%	This project completed today with the class receiving confirmation of successful completion of the training.	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.10.1	Workplace Cultural Assessment CC3 S163	\$15,000	\$21,737.55	100%	The initial workplace culture assessment is complete and the project has moved into action planning and implementation of strategic corporate workplace culture priorities. As a result, this project is showing over-budget. New funding will be identified to continue critical workplace culture work in 2023.	In Service	Dec 31, 2022	Completed
Project 1.10.2	HR Position - Upgrade PT to FT CC3 S169	\$47,600	\$0	100%	The HR Advisor position was posted and filled as full-time, and the incumbent started in the position on April 4th. No changes since the last update.	In Service	Dec 31, 2022	Completed
Project 1.10.3	Attraction & Retention Branding Strategy CC3 S184	\$30,000	\$29,920	100%	This project wrapped up with final payment to the consultant prior to year end 2022.	In Service	Dec 31, 2022	Completed
Project 1.11.2	Public Art CC3 S086	\$0	\$0	0%	Project cancelled per Council resolution 22-0155.	Cancelled	Dec 31, 2022	Discontinued
Project 1.11.3	Rockland Roundabout Centerpiece Consultation CC3 S178	\$25,000	\$0	0%	Project was cancelled per Council resolution 22-0172, on April 25, 2022.	Cancelled	Dec 31, 2022	Discontinued
Project 1.11.4	Bald Eagle/Blue Heron Monitoring Contract Fees CC3 S174	\$3,000	\$6,100.00	100%	Monitoring contracts for Bald Eagle and Blue Heron nest trees completed	In Service	Dec 31, 2022	Completed
Project 1.11.5	Canada Goose Management CC3 S180	\$5,000	\$5,000	100%	Work was completed in June.	In Service	Dec 31, 2022	Completed
Project 1.11.6	E-Mobility (E-Bike & EV Charging Infrastructure Strategy for MTP) CC3 S173	\$25,000	\$0	0%	Project deferred per Council resolution 22-0155 to 2023 pending the completion of the Master Transportation Plan.	Delayed	Dec 31, 2022	Discontinued
Project 1.11.7	Energy Rebate & EV Programs CC3 S129	\$15,000	\$0	10%	In June, the City signed a contribution agreement with the Province to provide funding for municipal heat-pump top up rebates. A press release was issued July 18, 2022 along with program information being made available on the City's website. A social media campaign will run until energy rebates have been fully exhausted.	Implementation	Dec 31, 2022	Some Disruption
Project 1.11.8	Environmentally Sensitive Areas Policy CC3 S172	\$25,000	\$4,761.90	20%	This project was deferred to 2023. Environmental Co-op student working in with completion in 2023 Q2.	Implementation	Dec 31, 2022	Some Disruption
Project 1.11.9	Beautification Grants CC3 S053	\$40,000	\$27,436.42	100%	CNA's projects will completed by the end of September. DBIA is about halfway through completion of their project list, no status update on the WPBIA is currently available. All groups had until December 2 to submit their reports/invoices in order to be eligible for a grant.	In Service	Dec 31, 2022	Completed
Project 1.11.10	Downtown Small Initiatives Fund CC3 S067	\$30,000	\$30,758.38	100%	A number of projects have been completed, including the following: refurbishment of heritage signs; dreamscaping of mural lighting replacement; retrofit of a parklet into two and relocation of one; addition of foldable picnic table and chair sets for summer activities in Tidemark Square; Sunday market games, public parklet signs, parklet planter maintenance; and customization of the waste receptacles. An operating budget allocation for Parks to support implementation of beautification projects was made.	In Service	Dec 31, 2022	Completed
Project 1.11.11	Fir Street - BC Housing Project CC3 H004	\$6,869	\$0	100%	Long Range Planning and Sustainability portion of the project complete. Project is now being constructed.	In Service	Dec 31, 2022	Completed
Project 1.11.12	Housing Growth Review CC3 S124	\$21,563	\$0	54%	A draft of the 12 recommendations/actions has been prepared by staff. This document is currently undergoing a internal review and needs more work to be updated with the latest census information. This strategy will be presented to Council in the new year.	Delayed	Dec 31, 2022	Some Disruption
Project 1.11.13	Quinsam Heights Neighbourhood Plan & Land Use with First Nations CC3 S166	\$175,000	\$23,636.25	25%	Phase 1 - Background and Baseline Conditions nearly complete. Phase 2 to begin in April with Phase 3 - draft and final plan scheduled to be complete by end of 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.12.2	Building Inspector Training CC3 S164	\$85,500	\$0	80%	Position is now filled.	In Service	Dec 31, 2022	Completed
Project 1.12.3	Zoning Updates CC3 C036	\$48,699	-	55%	Work being done in house in combination with updates to the Subdivision and Development Servicing Bylaw. Contract awarded for SDS bylaw update.	Implementation	Dec 31, 2022	Some Disruption
Project 1.12.4	Development Process Update CC3 S100	\$20,000	\$0	80%	Work continues on implementation of process improvements in 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.12.5	Façade Revitalization & CPTED Improvements CC3 S038	\$50,000	\$1,946.55	81%	One application was made.	Implementation	Dec 31, 2022	Some Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.13.1	Night-time Security Downtown CC3 S150	\$50,000	\$55,000	33%	The City has entered into the contract with BIA to add patrolling of the public areas to the ongoing patrol of the private areas. The are multiple funding sources for these ongoing security services including UBCM funding through SRD. The night-time downtown security service has been providing positive outcomes with the reduced number of encampments. No changes since the last update.	Implementation	Dec 31, 2022	Some Disruption
Project 1.14.2	Enhanced Skate Park Environment CC3 S104	\$37,972	\$19,700.38	100%	This year, with the closure of the Sportsplex for renovations, we decided not to staff the park with skate park leaders, and instead, employed Foot Prints Security to patrol the Skatepark, BMX terrain, Splash park and Disc golf area. Parents were very pleased with this decision, as it provided a security presence and enhanced the safety for patrons to attend the area. The park was manned from 1 pm to 9 pm, 7 days a week and ran from June through mid September. Next year we are going to look at a hybrid model, whereby we hire some skateboard park leaders to show people how to skateboard and have a security presence as well.	In Service	Dec 31, 2022	Completed
Project 1.14.3	PLAY Campbell River CC3 S108	\$8,893	\$13,455.68	100%	Play Campbell River is now complete. It wrapped up at the end of August, with the return to school of our Co-op Student.	In Service	Dec 31, 2022	Completed
Project 1.14.4	Enhanced Cleaning at all City Facilities CC3 S138	\$235,000	\$75,153.47	100%	The BC Centre for Disease Control has posted new recommendations for cleaning protocols stating regular cleaning and good sanitation are adequate to control COVID-19 and most other pathogens. With the new recommendations from the CDC stating regular cleaning is adequate, the enhanced cleaning services at all City sites ended April 30.	In Service	Dec 31, 2022	Completed
Project 1.14.5	Temporary Weight Room Relocation (Sportsplex Renovations) CC3 S176	\$20,000	\$18,540.80	100%	The weight room has moved back to the Sportsplex and will open to the public as soon as the delays in supply chain are resolved.	In Service	Dec 31, 2022	Completed
Project 1.14.6	Rental Space CC3 S177	\$15,000	\$0	0%	Staff determined that rental space is not needed to provide Recreation Services during the closure of the Sportsplex. Staff moved various summer and fall programs to the Rotary Club Field House. No further updates as the project is now complete.	Cancelled	Dec 31, 2022	Discontinued

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.1.1	Runway Rehabilitation CC1 3027	\$80,000	\$0	15%	Project underway. Consultants currently developing alignment options for Taxiway C.	Implementation	Dec 31, 2022	Some Disruption
Project 1.1.2	General Aviation Entrance Shelter CC1 3028	\$25,000	\$0	0%	Project was deferred to 2024 per Council Resolution 22-0155.	Delayed	Dec 31, 2022	Major Disruption
Project 1.1.3	Public Smoking Shelters CC1 3029	\$10,000	\$7,968.29	100%	Smoking Shelter was installed in December 2022.	In Service	Dec 31, 2022	Completed
Project 1.1.4	Airport Condition Assessment CC1 3024	\$10,000	\$0	0%	Project deferred to 2024 per Council resolution 22-0155. This project is important but given the similar work being undertaken specific to the runway (see project 1.1.1) this will be deferred to a future year. No changes since the last update.	Delayed	Dec 31, 2022	Major Disruption
Project 1.2.1	Fleet Replacement Plan CC1 4009	\$1,138,568	\$236,829.34	50%	Of the 8 units planned for replacement in 2022, two (2) have been tendered and awarded, two (2) have been deferred in order to replace vehicles that prematurely failed in 2022 (one of which has been received, the other is expected imminently), and two (2) are in specification development. One unit anticipated for delivery in 2023 has been tendered and awarded. At the present time staff are anticipating lead times from 12-18 months for new build vehicles in the configuration needed for the City fleet. No changes at this time.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.2	MHC Envelope Repairs CC1 4058	\$77,054	\$89,807.55	100%	Final painting and lettering was completed in September. Project is now fully complete.	In Service	Dec 31, 2022	Completed
Project 1.2.3	ERT Materials Transfer Site Improvements CC1 4061	\$50,332	\$64,643.40	100%	Final site capping was completed in late summer. Project is now wholly complete and the site will be returned to normal operation as a materials transfer station.	In Service	Dec 31, 2022	Completed
Project 1.2.4	Dogwood Operations Centre Master Plan CC1 4085	\$50,000	\$0	25%	The request for proposal was awarded at the end of 2022. The start date has been delayed until April of 2023 due to the project manager's departure.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.5	Museum Roof Replacement & Skylight Repair CC1 4084	\$1,321,803	\$1,373,449.06	100%	Roof replacement is now substantially complete.	In Service	Dec 31, 2022	Completed
Project 1.2.6	Video Surveillance System Ongoing Camera Renewal Program CC1 4065	\$25,000	\$28,079.71	100%	Cameras at Dogwood Operations Centre and NVEC were replaced in mid October, evergreening equipment that was installed circa 2009. The 2022 replacement program is now complete.	In Service	Dec 31, 2022	Completed
Project 1.2.7	CRCC Roof Replacement CC1 4091	\$0	\$0	0%	Per Council resolution 22-0124 project was deferred to 2023 financial plan, due to staff capacity and capital budget reallocations. Tender is finalized.	Delayed	Dec 31, 2022	Discontinued
Project 1.2.8	RCMP Building Roof Replacement CC1 4092	\$485,000	\$8,804.00	0%	Tender closed early April 2022 with no bids. Staff solicited bids from potential firms but were unsuccessful. This project has been deferred to 2023. The tender specification is ready to issue.	Delayed	Dec 31, 2022	Discontinued
Project 1.2.9	Centennial Pool Changehouse Renovations CC1 4078	\$350,000	\$2,392.50	12%	Currently there is no project lead and grant for Canada Community Revitalization Fund application was unsuccessful. Project is set to be reviewed in 2023.	Delayed	Dec 31, 2022	Major Disruption
Project 1.2.10	Discovery Pier Structural Repairs CC1 4038	\$160,000	\$1,000	10%	Project has been tendered and awarded. Construction was scheduled for April 2022 but was delayed due to Hometown Hockey festival and contractor availability. Work has been re-scheduled for October/November 2022 after the summer tourist season is closed. The work had to be deferred to 2023 due to contractor availability and working with the Department of Fisheries and Oceans window to undertake this type of a project.	Delayed	Dec 31, 2022	Some Disruption
Project 1.2.11	City Facilities Fall Protection CC1 4048	\$87,415	\$0	100%	Project is complete.	In Service	Dec 31, 2022	Completed
Project 1.2.12	Energy and Water Consumption Reduction Projects CC1 4052	\$50,000	\$61,422.60	100%	Sportsplex gymnasium lights were replaced in early Q1 as part of this program. Remainder of 2022 budget was expended at a variety of facilities for replacement of plumbing or lighting fixtures with high efficiency models. The work was completed in December of 2022.	In Service	Dec 31, 2022	Completed
Project 1.2.13	Small Equipment CC1 4050	\$30,000	\$29,848.14	100%	Acquired equipment in 2022 included snowblowers, concrete forming tools, and portable arrow boards.	In Service	Dec 31, 2022	Completed
Project 1.2.14	EV Charging Stn - Sportsplex CC1 4093	\$5,350	\$5,065.00	25%	The EV charge station is scheduled to be installed Jan 25-27/23.	Implementation	Dec 31, 2022	Some Disruption
Project 1.2.15	Council Chambers Floating Floor - CC1 4095	\$65,000	\$81,751.39	100%	The flooring system is installed and the project is now complete. Some additional wiring will need to be completed when the final Audio/Visual system is installed.	In Service	Dec 31, 2022	Completed
Project 1.3.1	CRAdvantage Co-location Room Air Conditioning CC1 2038	\$45,000	\$0	58%	Project deferred to 2023 as per Council resolution 22-0155.	Delayed	Dec 31, 2022	Major Disruption
Project 1.3.2	Operations Management Software Planning and Replacement CC1 2030	\$802,250	\$126,158.15	19%	The City has now engaged a contracted project manager to administer this project. Pre-planning for the roll out of the first modules is nearing completion including significant efforts around data normalization, acquisition, and clean-up. Initial modules are being implemented in starting in Q4 with the project anticipated to continue through 2024.	Implementation	Dec 31, 2022	Some Disruption
Project 1.3.3	New Server (SCADA) for Water CC1 7050	\$15,000	\$0	44%	Installation scheduled for Q1 2023 as resourcing allows.	Implementation	Dec 31, 2022	Some Disruption
Project 1.3.4	Norm Wood Phone System CC1 5039	\$5,000	\$0	50%	The new fiber optic line is due to be installed at NVEC in Q1 or early Q2 of 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.3.5	Workstation/Laptop Replacement CC1 2002	\$46,000	\$41,850.33	100%	2022 Evergreen replacement cycle was completed.	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.3.6	Printer/Peripheral Replacement CC1 2001	\$20,000	\$1,371.19	0%	Purchasing of the equipment has been delayed until 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.3.7	GIS Orthophotos CC1 2016	\$25,000	\$0	0%	No work has been completed. This will become part of the work plan for the GIS Coordinator in 2023.	Delayed	Dec 31, 2022	Major Disruption
Project 1.3.8	Scheduled Photocopier Replacement CC1 2015	\$9,000	\$9,010.47	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.3.9	Council Chambers Sound System CC1 2033	\$150,000	\$95,538.64	80%	Part of the work has been completed.	Implementation	Dec 31, 2022	Some Disruption
Project 1.3.10	Internet Security Hardware CC1 2019	\$20,482	\$4,424.45	22%	Carry Forward. Depending on network security audit outcomes.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.1	Snow Clearing Equipment CC1 6045	\$300,000	\$149,265	100%	A new municipal tractor has now been received including a sidewalk width snowblower . Both are in service for 2022/2023 snow season. This equipment is anticipated to provide much improved ability to remove snow from City sidewalks and pathways such as the sea walk. Other attachments which provide functionality in the summer months for sidewalk cleaning and maintenance are expected to be delivered prior to year-end.	In Service	Dec 31, 2022	Completed
Project 1.4.2	Asphalt Overlays CC1 6025	\$500,000	\$139,482.82	56%	Asphalt overlays program delay due to contractor not having resources to complete the project. Project to be carried forward to 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.3	Traffic Control Upgrades - Replacement CC1 6020	\$220,000	\$2,644.60	100%	Year to date spending is for 2021 traffic light upgrades on the intersection of Dogwood and 13th Avenue which is completed and is in service. No additional projects planned for 2022.	In Service	Dec 31, 2022	Completed
Project 1.4.4	Parking Lot Improvements - Rotary Beach Park CC1 6018	\$24,944	\$22,085.07	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.4.5	Sidewalk Infill CC1 6006	\$250,000	\$47,990.64	5%	This project has been cancelled and is to be re-budgeted for 2024-2025.	Cancelled	Dec 31, 2022	Major Disruption
Project 1.4.6	Parking Lot Improvements CC1 6046	\$35,000	\$36,927.19	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.4.7	Master Transportation Plan Update CC1 6039	\$62,500	\$54,661.35	30%	Phase 1 of the Master Transportation Plan nearly complete, including initial public engagement re understanding barriers, needs and opportunities; Project Advisory Team mtg no 1; Baseline Conditions Report and Phase 1 Summary. Outstanding is Project Advisory team mtg no 2. Project is behind by a couple of months.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.8	Willis Road Pedestrian Upgrades - Pedestrian Path - Carolyn to Hwy 19 CC1 6034	\$324,384	\$5,779.41	2%	The project will be re-budgeted for 2023 – unable to complete due to staff shortages.	Project Definition	Dec 31, 2022	Major Disruption
Project 1.4.9	Transit Bus Shelters CC1 6007	\$90,000	\$42,462.55	69%	City staff have poured the bases for the bus shelters, waiting for contractor to install shelters.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.10	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights CC1 6012	\$39,287	\$262,695.48	100%	This project is complete – signals in both locations were activated in July 2022. Most of the project was funded through two grants.	In Service	Dec 31, 2022	Completed
Project 1.4.11	Cycling Infrastructure CC1 6001	\$211,802	\$36,363.97	22%	The funding for cycling infrastructure was requested to be carried forward to 2023.	Delayed	Dec 31, 2022	Some Disruption
Project 1.4.12	Willis Road Corridor Promotional Materials CC1 6043\$27,000 deferred to 2023 per Council resolution 22-0155	\$3,000	\$7,438.75	35%	A letter to the Minister of Transportation and Infrastructure as an outcome of the UBCM meetings was sent and acknowledged by the Ministry. No further updates available at this time.	Implementation	Dec 31, 2022	Some Disruption
Project 1.4.15	Bike Lanes on Hilschey Road CC1 6044	\$150,000	\$108,966.97	95%	A few minor adjustments to be made in 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.7.1	Financial Systems Software CC1 8012	\$1,743,990	\$114,458.11	5%	This project is for in implementation of replacement to the City's current Financial Management System Vadim. The project is currently in the implementation phase with the formal evaluation process of the proposals taking place.	Implementation	Dec 31, 2022	Some Disruption
Project 1.7.2	Corporate Asset Management CC1 2020	\$50,000	\$26,817.98	75%	Asset Management works in 2022 will be in support of the transition to the new Operations Management System software which is the City's primary infrastructure management and maintenance tool. Work will include both clean-up of existing data to ensure it is in a consistent format suitable for migration into the new software as well as acquisition of any missing data across the various major asset classes - water, sewer, storm, roads, parks, facilities, equipment. This will be a multi-year effort and the City has engaged a coop student through most of 2022 for this work.	Implementation	Dec 31, 2022	Some Disruption
Project 1.8.4	Property Acquisitions - Purchase of 1890 19th Ave - CC1 4030	\$675,000	\$588,538.38	95%	The property was acquired January 31, 2022. Demolition of house / grading were completed.	In Service	Dec 31, 2022	Completed
Project 1.8.5	Property Acquisitions - purchase of 3595 S. Island Hwy CC1 8013	\$960,000	\$941,884.41	100%	Property transfer completed on December 8th.	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.9.1	Decontamination Unit CC1 1012	\$200,000	\$0	50%	Have gone back to council with a request for more funding, as the bid has come in over budget. Vendor holding the price until March 2023, pending financial planning.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.9.2	Small Fire Fleet Replacement CC1 1015	\$179,000	\$0	70%	Still awaiting delivery of either of these two pickup trucks. We have been advised that one has arrived in Vancouver and its delivery is expected soon.	Implementation	Dec 31, 2022	Some Disruption
Project 1.9.3	LUCAS CPR Machines CC1 1013	\$37,000	\$37,017.21	100%	This project is completed and Lucas CPR Machines are in service on apparatus at No. 1 Hall and No. 2 Hall.	In Service	Dec 31, 2022	Completed
Project 1.9.4	Small Equipment Replacement CC1 1004	\$26,000	\$26,000	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.9.5	UTV (Utility All Terrain Vehicle) CC1 1014	\$37,280	\$37,076.02	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.11.1	Supportive Housing - 580 Dogwood CC1 8010	\$17,000	\$0	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.12.1	Building Inspector Electric Vehicle CC1 2039	\$40,000	\$0	0%	Project deferred to 2024 per Council resolution 22-0155.	Delayed	Dec 31, 2022	Discontinued
Project 1.14.1	Recreation Equipment CC1 9900	\$46,302	\$14,238.49	100%	Staff have purchased and taken delivery of all equipment for the year 2022.	In Service	Dec 31, 2022	Completed
Project 1.15.1	New Park/Playground - Maryland Green Space CC1 9071	\$50,000	\$17,702.77	48%	Project to be completed in Spring of 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.15.2	Willow Point Park Turf Installation CC1 9056	\$11,117	\$11,117.54	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.3	Baikie Island Bridge Replacement CC1 9068	\$395,940	\$132,530.30	45%	This project is a multi year project, bridge design is underway.	Implementation	Dec 31, 2022	Some Disruption
Project 1.15.4	Nunns Creek Park Backstop, Dugout and Fencing replacement CC1 9067	\$8,153	\$8,153.11	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.5	Lilelana and Rotary Park Irrigation CC1 9066	\$45,000	\$48,360.91	100%	Project completed, slight over run due to increase in PVC piping.	In Service	Dec 31, 2022	Completed
Project 1.15.6	Pathways Renewal - Dogwood Extension Walkway and Simms Creek Path CC1 9072	\$60,000	\$3,003.02	20%	Pathway Renewal program delay due to contractor not having resources to complete the project. Project to be carried forward to 2023.	Delayed	Dec 31, 2022	Some Disruption
Project 1.15.7	Water Fountain Replacement - Penfield Dog Park CC1 9074	\$20,000	\$19,917.13	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.8	Sign Replacement - Penfield West, Jaycee, Ken Forde and Dick Murphy CC1 9075	\$18,000	\$8,603.75	62%	Project has one more sign to be created and installed. Project to be finished in Spring 2023	Implementation	Dec 31, 2022	Some Disruption
Project 1.15.9	Garden Beds Renewal in City Parks CC1 9076	\$15,000	\$14,907.71	0%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.10	Tree Renewal in Parks CC1 9077	\$15,000	\$22,500.09	100%	Project is complete, waiting for \$7,500 from the approved BC Hydro Tree grant.	In Service	Dec 31, 2022	Completed
Project 1.15.11	Willow Point Basketball Court Hoops Stands CC1 9078	\$7,000	\$8,795.23	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.12	Elk Falls Cemetery Phase Two Detailed Design & Construction CC1 9053	\$101,459	\$100,088.64	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.13	Willow Point Lights CC1 9055	\$796,726	\$831,606.92	100%	Project complete, overruns due to sharp price increase in wiring and paying a premium for drilling company.	In Service	Dec 31, 2022	Completed
Project 1.15.14	Park Modifications for Baseball Relocation CC1 9070	\$142,917	\$142,770.48	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.15.15	Pickleball Courts Construction at Robron CC1 9069	\$32,134	\$34,890.77	100%	Project complete, slight overrun due to adding sound proofing fencing for neighbors.	In Service	Dec 31, 2022	Completed
Project 1.15.16	Campbellton Neighbourhood Association Parkette Projects CC1 9057	\$68,919	\$73,088.81	100%	19th Ave parkette is complete.	In Service	Dec 31, 2022	Completed
Project 1.15.17	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot and Baikie Island CC1 9079	\$45,000	\$57,304.86	29%	Washrooms are here, waiting for legal documents from Ministry to put one of the washrooms on Beaver Lodge Lands. Rotary is providing additional funding to the city for this project.	Implementation	Dec 31, 2022	Some Disruption
Project 1.15.18	Nunns Creek Master Plan CC1 9015. Project was deferred to 2023 per Council Resolution 22-0155	\$8,773	\$0	0%	Project is on hold and will be completed subsequent to the completion of the Parks and Recreation Strategic Plan.	Delayed	Dec 31, 2022	Major Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.15.19	Robron Fieldhouse Irrigation & Landscaping CC1 9073	\$45,000	\$8,848.53	19%	Irrigation design has been done. Spring 2023 project.	Implementation	Dec 31, 2022	Some Disruption
Project 1.15.20	Marine Foreshore Restoration - CC1 9008	\$75,000	\$70,986.36	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.16.1	Design/Construction for 325 Beech Street CC1 4094	\$3,392,725	\$145,055.15	75%	The project is on hold. Negotiations between City staff/Council and the Developer of the 325 Beech Street project have determined the site is no longer viable due to geotechnical reasons. Further direction and internal consultation are to be conducted to determine the next steps.	Delayed	Dec 31, 2022	Major Disruption
Project 1.16.2	Capital Works Project Management CC1 8006	\$488,323	\$488,322.04	83%	Department resourcing currently aligned with 2022 Capital Project workplan.	In Service	Dec 31, 2022	Completed
Project 1.16.3	CRAdvantage 10th Ave Extension CC1 2037	\$79,276	\$5,038	100%	Civil works completed. Maintenance Period.	In Service	Dec 31, 2022	Completed
Project 1.16.4	Airport Lighting, Visual Aids and Taxiway Rehabilitation CC1 3018	\$8,014,145	\$4,422,082.97	89%	After a brief Holiday break, this project is back in action as of February 1st. Many of the long lead items have been received by the contractor and are scheduled to be installed in February and March. Work being completed is the installation of the approach lights, the apron flood lights, and the wind socks. Runway edge lights will follow. Some items are still weather-dependent and will be completed later in the spring. Operational impacts will be intermittent with some short runway closures so the contractor can complete the installation of the lighting systems in critical approach path areas near the runway. Work will continue into the new year and prepare for commissioning the systems followed by flight checks with Nav Can and substantial completion by Spring 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.5	Waterfront Sewer Forcemain CC1 5002	\$428,800	\$183,233.10	100%	Project complete and now in Maintenance Period.	In Service	Dec 31, 2022	Completed
Project 1.16.6	Hwy 19A Sewer Upgrade - Twillingate to Barlow CC1 5037	\$2,162,813	\$1,777,143.00	95%	Work complete. Consultant continues to correct deficiencies with some minor change orders.	In Service	Dec 31, 2022	Completed
Project 1.16.7	Norm Wood Environmental Centre Upgrades CC1 5006	\$5,767,328	\$404,706.34	65%	Work on site has commenced and installation of new upgrades is underway on all items. A RFP for a SCADA programmer specialist has concluded and is underway for the modernization of the treatment requirements. A previously reported a request for an extension has been made due to one of the long lead items being identified by the supply chain vendors as not available due to high demand. The emergency power unit generator engine will be delayed by the manufacturer and efforts to expedite the order are being made by the project team. Impacts are still being determined, but much of the project is expected to remain on schedule. More information on this contemplated delay and its impacts will be provided as this develops.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.8	2021 Sewer Main Rehabilitation CC1 5802	\$172,792	\$0	98%	Project is in Maintenance Period. Inspections will be completed by May 2023 at the contractor's request.	In Service	Dec 31, 2022	Completed
Project 1.16.9	Sewer Main Replacement - 2018 CC1 5020	\$11,853	\$0	100%	3 year maintenance period.	In Service	Dec 31, 2022	Completed
Project 1.16.10	2022 Sewermain Rehabilitation CC1 5803	\$977,500	\$849,315.34	95%	This project is substantially complete as of November 2022. Project is in Maintenance Period. 2023 Rehab program will begin project definition stage in February 2023 with Liquid Waste Services.	In Service	Dec 31, 2022	Completed
Project 1.16.11	6th Ave - Thulin Utility Renewal CC1 6501. Portion of the project is deferred per Council resolution 22-0155.	\$2,825,099	\$49,073.38	55%	This project has been publicly tendered and is finalizing the outcomes with a report to Council for the recommendation of award to the lowest compliant tenderer. Once an award is made, a pre-construction meeting will be held to finalize contract documents, schedules, permits, and a construction start date. A communication plan is already in place for this project and will update/inform the affected residents. Work will begin with the archaeological investigations under the HCA permit followed by the utility renewal work should there be no impacts. The project will be closing the road network along 6th ave and Thulin to local traffic only. Periodic lane closures are to be expected at the Island Hwy and 6th Avenue intersection during the critical tie-in work to install the underground utilities. Further detailed information about any traffic disruptions dates and timing will be shared via the communications manager or representatives once formalized.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.12	Storm System Renewals CC1 6600	\$39,192	\$0	0%	Budget for this fiscal year has been allocated to storm sewer renewal portion of the 6th Avenue utility upgrades (CC1 6501). No other projects are active and require definition. Stakeholder to advise via 2023 Financial Planning.	Not Started	Dec 31, 2022	Some Disruption
Project 1.16.13	Nunns Creek/2nd Avenue Detention Pond (Quinsam) CC1 6504	\$25,000	\$0	5%	Project has been re-evaluated and work schedule has changed as part of the 2023 budget process.	Project Definition	Dec 31, 2022	Some Disruption

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.16.14	Watermain Renewal - Hilchey Road Part 2 (Galerno Rd to Hwy 19A) CC1 7803	\$650,601	\$126,530.11	85%	The remaining work for this project was delayed and is now ready to recommence in March. Some minor traffic delays are expected while this work is undertaken.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.15	Erickson Road Renewal CC1 7804	\$100,000	\$16,978.50	5%	Strategic Priorities Fund Grant Application Submitted to the UBCM. The project is awaiting an announcement from Province. Anticipate a response by April 2023. Project definition to be determined.	Project Definition	Dec 31, 2022	Some Disruption
Project 1.16.16	Seagull Walkway Design - North CC1 6009 \$1,175,072 deferred to 2023 per Council resolution 22-0155	\$250,000	\$68,918.73	70%	Scope Change from Consultants due to expand scope to include Surface Works as per South system concept. DFO Project Authorization application process underway. Working with local F/N on habitat compensation opportunities Construction deferred to 2023. \$1,175,072 was deferred to 2023 per Council resolution 22-0155	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.17	#1 Fire Station Replacement - Public Engagement/Detail Design CC1 1006	\$100,000	\$2,437.50	20%	We have engaged a communications consultant and will be coming to Council Feb 9th with a communications plan for approval.	Implementation	Dec 31, 2022	Some Disruption
Project 1.16.18	Sportsplex Rehabilitation & Addition CC1 4080	\$4,651,659	\$4,344,061.39	100%	The project is complete and in Maintenance Period.	In Service	Dec 31, 2022	Completed
Project 1.16.19	Highway 19A - Lift Station 7 to Big Rock Boat Ramp CC1 8008/8009	\$437,516	\$208,804.48	100%	Project completed.	In Service	Dec 31, 2022	Completed
Project 1.17.1	Sewer Asset Registry CC1 5023	\$25,000	\$0	54%	Asset database cleanup has started under the OMS project. We are awaiting specific direction to ensure we are not missing things or doing things twice. The Operations Management Software project requires time to assess the quality of our data and will inform us as soon as possible. This project will need to be continued in the following year.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.2	Sewer Condition Assessment CC1 5030	\$55,000	\$48,420.08	45%	Sewer condition assessments have been ongoing all year with the flow monitoring program. Internally the focus has shifted to the Campbellton region. A review of the McElhane report is directing our inspections. This is a long-term project and will carry on in 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.3	City Wide Sewer Modelling Program CC1 5038	\$200,000	\$91,234.76	33%	The Request for proposal has been judged and a vendor selected. The kickoff meeting occurred last week and we are in the process of purchasing the licensing agreement for the InfoSWMM software.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.4	Lift Station #7 Pump and Controls Upgrade CC1 5033	\$186,093	\$163,495.81	100%	Project was successfully completed in early January 2023.	In Service	Dec 31, 2022	Completed
Project 1.17.5	NWEC Shower and Locker Room Renovation CC1 5034	\$105,672	\$94,296.07	87%	Progress has been seen, however, we still require fixtures and finishing. There is also engineering sign off and building inspections to be completed by the end of 2022.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.6	Lift Station #11 Biofilter Reconstruction CC1 5035	\$96,100	\$22,283.06	5%	A solution has been found where some required rehab work can be completed this year and we can push the complete rebuild out 3-5 years. Work is currently underway. Additional funding will be required, approximately \$50,000 which will be addressed in future budgets (2024 or 2025).	Delayed	Dec 31, 2022	Major Disruption
Project 1.17.7	Sewer Facility Renewal CC1 5024	\$200,000	\$1,740.00	90%	The site survey has been completed. We are waiting for the final condition assessment report and digital survey data. Liquid Waste Services staff is working with the vendor to polish the report.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.8	Campbellton Sewer Upgrade CC1 5040	\$250,000	\$0	10%	We are continuing to review data in this catchment and combining engineering reports with real time data. This process will take the rest of Q1 in 2023 to complete so we get a full indication of the wet weather I&I in the system. King tides and heavy rain may be a significant factor in flows and will definitely direct the focus of the repair work required.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.9	Meter Renewal CC1 8002	\$100,000	\$73,530.06	98%	Final 2022 meter order completed in mid-Dec 2022. Invoice is with Finance for processing. Once approved, 2022 capital meter project is considered complete.	In Service	Dec 31, 2022	Completed
Project 1.17.10	Quinsam Heights Integrated Storm Water Management Plan CC1 6508	\$200,000	\$9,693.90	5%	ISMP has been awarded to vendor. Implementation has started and the 18 month data collection process has begun.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.11	Downtown Storm Mitigation CC1 6502	\$300,000	\$83,554.47	100%	Construction complete. Project is in Maintenance Period	In Service	Dec 31, 2022	Completed

Plan Number	Description	Budget	Year to Date Spending	Progress	Last Update	Project Lifecycle Phase	End Date	Status
Project 1.17.12	2nd and 4th Ave Outfall Upgrades CC1 6506	\$75,000	\$5,253.00	50%	Funds from this project have been reallocated to emergency repairs to the existing storm water infrastructure. This includes. Rockland pond 8 emergency tree removal and cleaning (completed 15-10-2022). Rockland pond 10 emergency tree removal and cleaning (completed 15-10-2022). Dogwood pond emergency tree removal and cleaning (ongoing - further work is required in 2023). Vigar and Perkins back flowing ditch cleaning (completed 11-10-2022). McPhedran and Evergreen Emergency ditch clearing (Ongoing) We anticipate replacing several more culverts before the end of the year to completely use this budgeted amount. Some are known however once the rain does come, we will find others of high importance that are not flowing.	Implementation	Dec 31, 2022	Some Disruption
Project 1.17.13	Midport Rd Storm Drain Upgrade CC1 6507	\$20,000	\$0	50%	There continues to be development proposals in the area that will effect the proposed upgrade. Liquid Waste Services will continue to gather information and make decisions once a clear path forward can be found.	Delayed	Dec 31, 2022	Some Disruption
Project 1.17.17	Lift Station #4 - Slope Stabilization CC1 5041	\$656,795	\$0	0%	Slope stabilization and repairs for lift station #4.	Not Started	Dec 31, 2023	Status Pending
Project 1.18.1	Water Service Renewal CC1 7027	\$50,000	\$58,532.10	100%	Service renewal projects completed for 2022.	In Service	Dec 31, 2022	Completed
Project 1.18.2	John Hart Reservoir CC1 7047	\$98,230	\$0	70%	Land services has begun discussion with BC Hydro and BC Parks for land acquisition. Given the time estimate from BC Parks for land lease approval we have begun discussions with BC Hydro to put the entire reservoir on their land. Will carry forward into 2023.	Implementation	Dec 31, 2022	Some Disruption
Project 1.18.3	Water System Strategic Action Plan Update CC1 7049	\$150,000	\$16,657.90	50%	Koers continues to work on the Water Model Update. The project will need to be carried forward into 2023.	Implementation	Dec 31, 2022	Some Disruption



CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
For the Year Ended December 31, 2022**

Independent Auditor's Report

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

Opinion

We have audited the financial statements of the City of Campbell River (the "City"), which comprise the statement of financial position as at December 31, 2022, and the statements of operations, changes in net financial assets, and cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2022, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information, comprising the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Campbell River, British Columbia

May 11, 2023

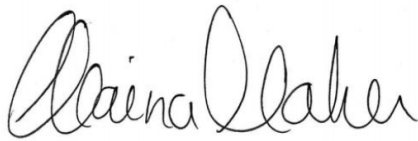
MNP LLP

Chartered Professional Accountants

CITY OF CAMPBELL RIVER
FINANCIAL REPORTING RESPONSIBILITY
For the Year Ended December 31, 2022

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

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



Alaina Maher, BCom, CPA, CMA
Director of Financial Services/Chief Financial Officer




Aaron E. Daur, CPA
Financial Services Manager

CITY OF CAMPBELL RIVER
STATEMENT OF FINANCIAL POSITION
As at December 31, 2022

	2022	2021
FINANCIAL ASSETS		
Cash and cash equivalents (Note 2)	\$ 68,684,882	\$ 106,990,872
Investments (Note 3)	42,206,379	157,039
Accounts receivable (Note 5)	8,333,857	6,147,471
Inventory held for sale	88,054	56,704
	119,313,172	113,352,086
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (Note 6)	15,111,751	14,244,297
Deposits and holdbacks	5,618,655	5,316,001
Development cost charges (Note 7)	13,602,602	12,851,727
Deferred revenue (Note 7)	12,063,722	12,661,158
Long-term debt (Note 8 & Schedule 1)	9,812,720	10,746,957
	56,209,450	55,820,140
NET FINANCIAL ASSETS	63,103,722	57,531,946
NON FINANCIAL ASSETS		
Inventory of supplies	411,168	403,781
Prepays	155,408	54,099
Tangible capital assets (Schedule 2)	292,866,771	290,325,147
	293,433,347	290,783,027
ACCUMULATED SURPLUS (Note 10)	\$ 356,537,069	\$ 348,314,973

See Contingent liabilities Note 11.



Alaina Maher, BCom, CPA, CMA
 Director of Financial Services/Chief Financial Officer



Aaron E. Daur, CPA
 Financial Services Manager

CITY OF CAMPBELL RIVER
STATEMENT OF OPERATIONS
For the Year Ended December 31, 2022

	2022 Budget (See Note 13)	2022 Actual	2021 Actual
REVENUE			
Taxes & parcel taxes (Note 12)	\$ 39,247,766	\$ 39,229,522	\$ 37,329,041
Payments in lieu of taxes	714,300	793,684	760,729
Sale of services	27,451,821	28,480,632	27,139,784
Services provided to other governments	1,735,975	1,370,111	1,499,057
Transfers from other governments (Note 16)	11,744,726	9,378,944	3,586,616
Investment and other income	1,078,423	2,669,532	1,177,820
Other revenue	346,000	776,760	1,014,408
Development cost charges recognized	2,931,876	937,338	2,199,740
Contributed tangible capital assets (Note 17)	337,531	349,354	4,017,610
Gain/(loss) on disposal of tangible capital assets	-	18,262	(39,543)
	85,588,418	84,004,139	78,685,262
EXPENSES			
General government	8,991,711	15,409,564	9,267,734
Protective services	20,175,604	18,036,917	18,693,861
Transportation services	13,923,318	15,466,891	13,508,920
Environmental health services	2,849,388	2,766,081	2,600,238
Public health services	242,532	254,088	247,658
Development services	2,959,648	2,579,250	2,780,745
Parks, recreation and cultural services	10,469,455	9,284,480	8,760,780
Sewer utility services	4,740,601	5,247,954	5,055,377
Water utility services	6,516,087	6,736,818	6,811,304
	70,868,344	75,782,043	67,726,617
ANNUAL SURPLUS	14,720,074	8,222,096	10,958,645
Accumulated Surplus, Beginning of Year	348,314,973	348,314,973	337,356,328
ACCUMULATED SURPLUS (Note 10)	\$ 363,035,047	\$ 356,537,069	\$ 348,314,973

See Budget legislative compliance Note 13.

CITY OF CAMPBELL RIVER
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2022

	2022 Budget (See Note 13)	2022 Actual	2021 Actual
ANNUAL SURPLUS	\$ 14,720,074	\$ 8,222,096	\$ 10,958,645
TANGIBLE CAPITAL ASSETS			
Acquisition of tangible capital assets	(54,258,593)	(13,721,632)	(12,913,995)
Contributed tangible capital assets (Note 17)	-	(349,354)	(4,017,610)
Proceeds on disposal of tangible capital assets	-	33,963	87,363
Loss on disposal of tangible capital assets	-	(18,262)	39,543
Writedown of tangible capital assets	-	144,807	1,171,132
Amortization	10,296,551	11,368,854	11,013,762
	(43,962,042)	(2,541,624)	(4,619,805)
OTHER NON-FINANCIAL ASSETS			
Decrease/(increase) in inventory of supplies	-	(7,387)	71,039
Increase in prepaids	-	(101,309)	(32,699)
	-	(108,696)	38,340
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(29,241,968)	5,571,776	6,377,180
NET FINANCIAL ASSETS, BEGINNING OF YEAR	57,531,946	57,531,946	51,154,766
NET FINANCIAL ASSETS, END OF YEAR	\$ 28,289,978	\$ 63,103,722	\$ 57,531,946

CITY OF CAMPBELL RIVER
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2022

	2022	2021
OPERATING ACTIVITIES		
Annual surplus	\$ 8,222,096	\$ 10,958,645
Non-cash items included in annual surplus:		
Long-term debt actuarial adjustment	(149,870)	(122,201)
Contributed tangible capital assets	(349,354)	(4,017,610)
Loss/(Gain) on disposal of tangible capital assets	(18,262)	39,543
Writedown of tangible capital assets	144,807	1,171,132
Amortization expense	11,368,854	11,013,762
Decrease/(increase) in inventory of supplies	(7,387)	71,039
Increase in prepaids	(101,309)	(32,699)
Changes in financial assets and liabilities:		
Accounts receivable	(2,186,386)	2,360,912
Inventory held for resale	(31,350)	(32,056)
Accounts payable and accrued liabilities	867,454	(3,224,495)
Deposits and holdbacks	302,654	818,526
Development cost charges	750,875	131,152
Deferred revenue	(597,436)	2,176,604
	18,215,386	21,312,254
CAPITAL ACTIVITIES		
Proceeds on sale of tangible capital assets	33,963	87,363
Acquisition of tangible capital assets	(13,721,632)	(12,913,995)
	(13,687,669)	(12,826,632)
FINANCING ACTIVITIES		
Debt principal repaid	(784,367)	(782,314)
	(784,367)	(782,314)
INVESTING TRANSACTIONS		
Purchase of investments	(42,049,340)	-
	(42,049,340)	-
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(38,305,990)	7,703,308
CASH AND CASH EQUIVALENTS BEGINNING OF YEAR	106,990,872	99,287,564
CASH AND CASH EQUIVALENTS END OF YEAR	\$ 68,684,882	\$ 106,990,872
INTEREST RECEIVED		
	\$ 2,499,619	\$ 716,090
INTEREST PAID		
	\$ 454,250	\$ 421,712

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

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

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

1. Significant accounting policies

a) Basis of presentation

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

b) Reporting entity

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

The Cemetery Trust Funds administered by the City are specifically excluded from the Financial Statements and are reported separately (Note 4).

c) Accrual accounting

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

d) Revenue recognition

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

i) Taxation

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

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

d) Revenue recognition (continued)

ii) Sale of services

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

iii) Transfers from other governments

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

iv) Other revenue

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

v) Development cost charges and other deferred revenues

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

e) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less at the date of acquisition, are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. Cash and cash equivalents include money market funds, operating bank accounts and high interest savings accounts.

f) Investments

Investments are recorded at cost, adjusted for amortization of premiums or discounts over the term of the investments on a straight-line basis. Provisions for losses are recorded when they are considered to be other than temporary. Investment income is recognized as revenue in the period it is earned. Accrued interest is included in accounts receivable. Short-term investments are those that mature between three months and one year. Long-term investments are those that mature in more than one year. Investments are comprised of pooled funds, term deposits, and corporate, federal and provincial bonds with maturity dates greater than 90 days after acquisition.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

g) Long-term debt

All long-term debt is borrowed from the Municipal Finance Authority of BC (MFA). Interest payments and actuarial earnings related to long-term debt obligations are recorded on an accrual basis. Actuarial revenue is investment earnings on the City's principal payments made to, and invested by, the MFA, prior to the MFA using these funds to retire the related debt. The actuarial interest rate is set when the debt is issued to the City and may be adjusted by MFA during the term of the debt if market conditions dictate that the rate can no longer be achieved. The rates of interest on outstanding debt are 1.28% to 3.15% as disclosed on Schedule 1. Actual actuarial earnings beyond the set rate are paid to the City when the related debt is retired. Actuarial revenue is recognized and compounded annually starting in the second

h) Financial instruments

The City's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities, deposits and holdbacks, short-term and long-term debt. Unless otherwise noted, it is management's opinion that the City is not exposed to significant interest, currency or credit risk arising from these financial instruments. Interest rates for long-term debt are set at fixed rates for the term. The City does not have significant foreign currency denominated transactions. Accounts receivable are due from a broad base of customers, except as otherwise commented on in Note 5.

i) Non-financial assets

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

i) Tangible capital assets

Tangible capital assets are recorded at cost, net of disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization that is calculated when the asset is put in

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

Asset	Useful life (years)
Land	N/A
Buildings	7-60
Furniture, machinery & equipment	3-50
Drainage infrastructure	30-80
Roads, bridges & highways	15-60
Marine infrastructure	30-40
Sewer infrastructure	20-60
Water infrastructure	20-60

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

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

1. Significant accounting policies (continued)

i) Non-financial assets (continued)

ii) Inventory

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

j) Use of estimates/measurement uncertainty

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

k) Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2022.

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

l) Recent accounting pronouncements

PS 3280 Asset Retirement Obligations, issued August 2018, establishes standards for recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets and is effective for the City as of January 1, 2023. A liability will be recognized when, as at the financial reporting date:

- i) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- ii) The past transaction or event giving rise to the liability has occurred;
- iii) It is expected that future economic benefits will be given up; and
- iv) A reasonable estimate of the amount can be made.

Liabilities are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs capitalized into the carrying amount of the related tangible capital asset. In subsequent periods, the liability is adjusted for accretion and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and accretion expense is included in the Statement of Operations.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

2. Cash and cash equivalents

	2022	2021
General Operating Fund	\$ 51,312,489	\$ 90,855,804
Development cost charges	13,602,602	12,851,727
Capital lending reserve fund	3,227,105	2,752,286
Parkland acquisition reserve fund	542,686	531,055
	\$ 68,684,882	\$ 106,990,872

3. Investments

	2022	2021
Deposits	\$ 10,159,676	\$ 157,039
Municipal Finance Authority Bond Fund	3,075,094	-
Municipal Finance Authority Mortgage Fund	9,042,119	-
Portfolio Investments	19,929,490	-
	\$ 42,206,379	\$ 157,039

- a. Deposits include long-term, non-redeemable guaranteed investment certificates with varying maturity dates from October 2023 to December 2027 and varying rates of return ranging from 4.40% to 4.70%.
- b. The carrying value of the Municipal Finance Authority Short-Term Bond fund at December 31, 2022 was \$3,075,094 and the market value at December 31, 2022 was \$2,917,562.
- c. The carrying value of the Municipal Finance Authority Pooled Mortgage Fund at December 31, 2022 was \$9,042,119 and the market value at December 31, 2022 was \$8,778,629.
- d. The City of Campbell River's portfolio investments are comprised of fixed income securities. The fixed income securities have varying maturity dates from April 23, 2023 to December 2, 2031 and have rates of return ranging from 3.22% to 4.95%.

4. Trust funds

The City holds trust funds under British Columbia law for the purposes of maintaining public cemeteries. These funds are excluded from the Financial Statements and are comprised of the following:

	December 31, 2021	Collections	Expenses	December 31, 2022
CR Municipal Cemetery	\$ 343,847	\$ 7,357	\$ -	\$ 351,204
Elk Falls Memorial Cemetery	262,276	5,612	-	267,888
	\$ 606,123	\$ 12,969	\$ -	\$ 619,092

5. Accounts receivable

	2022	2021
Property taxes	\$ 1,485,024	\$ 1,526,377
Due from other governments	3,154,939	1,072,415
Other	3,693,894	3,548,679
	\$ 8,333,857	\$ 6,147,471

Other receivables include an amount from one customer of \$363,420 (2021 - \$426,596) which is a structured payment established through a local service agreement and is collected as part of the annual tax levy with the final payment occurring in 2027. The annual repayment amount is \$81,353 based on an interest rate of 4.71% over the 20 year repayment term. There are 5 years remaining on the repayment term.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

6. Accounts payable and accrued liabilities

	2022	2021
Trade accounts payable	\$ 2,204,868	\$ 1,932,936
Due to other governments	6,555,501	7,054,796
Accrued liabilities	240,546	209,684
Accrued wages and benefits	6,028,115	4,964,160
Accrued interest	82,721	82,721
	\$ 15,111,751	\$ 14,244,297

Included in accrued liabilities is a liability for a contaminated site the City owns. The site is potentially contaminated with elevated levels of minerals in its soil and groundwater from its former use as a dumping site for industrial wood waste and requires remediation to an acceptable environmental standard. The City has estimated that the necessary remediation will cost approximately \$190,000 (2021 - \$190,000) based on a letter of opinion from the City's consultant.

Full-time permanent employees receive up to one-third or one-sixth of their sick bank on retirement, per their respective collective agreement. Permanent employees are also entitled to awards of supplemental vacation on certain anniversary years. The value of the liabilities for sick leave and supplemental vacation as at December 31, 2022 are calculated by an Actuary engaged by the City and reflect the likelihood that eligible employees will become entitled to such benefits. There are no additional liabilities accrued for these amounts as they are included in the sick leave, vacation, and banked overtime liability accounts.

Accrued wages and benefits:

	2022	2021
Employee future benefits	\$ 1,619,700	\$ 1,791,800
Vacation liability	755,839	825,017
Banked overtime liability	324,157	327,300
Wages and other accruals	3,328,419	2,020,043
	\$ 6,028,115	\$ 4,964,160

Employee future benefits:

	2022	2021
Accrued benefit obligation - beginning	\$ 1,791,800	\$ 1,842,200
Current service cost	162,800	164,500
Interest cost	46,400	39,900
Benefits paid	(174,800)	(171,300)
Recognition of Actuarial loss/gain	(206,500)	(83,500)
	\$ 1,619,700	\$ 1,791,800

Discount rate	4.50%	2.50%
Inflation rate	2.50%	2.50%

7. Development cost charges and deferred revenue

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

The funded DCC's are disclosed as cash and cash equivalents in Note 2 and total \$13,602,602 (2021 - \$12,851,727).

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

7. Development cost charges and deferred revenue (continued)

	December 31, 2021	Transfers	Collections	December 31, 2022
Development cost charges				
Park development	\$ 1,240,830	\$ 4,567	\$ 116,370	\$ 1,352,633
Parkland acquisition	1,448,139	945,552	194,124	696,711
Roads	1,431,584	11,245	442,342	1,862,681
Sanitary sewer	1,623,838	9,661	267,232	1,881,409
Storm drains	2,080,109	52,598	275,217	2,302,728
Water	5,027,227	15,909	495,122	5,506,440
	<u>\$ 12,851,727</u>	<u>\$ 1,039,532</u>	<u>\$ 1,790,407</u>	<u>\$ 13,602,602</u>
Deferred revenue				
Future local improvements	\$ 2,506,942	\$ -	\$ 67,773	\$ 2,574,715
Prepaid property taxes	3,656,366	6,343,583	6,713,277	4,026,060
Community Works Fund	4,469,078	2,882,160	1,563,290	3,150,208
Parkland acquisition	531,054	-	11,632	542,686
Other	1,497,718	1,225,065	1,497,400	1,770,053
	<u>12,661,158</u>	<u>10,450,808</u>	<u>9,853,372</u>	<u>12,063,722</u>
	<u>\$ 25,512,885</u>	<u>\$ 11,490,340</u>	<u>\$ 11,643,779</u>	<u>\$ 25,666,324</u>

8. Long-term debt

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

Year	General	Sewer	Water	Total
2023	\$ 133,396	\$ 337,363	\$ 402,703	\$ 873,462
2024	26,897	371,636	454,200	852,733
2025	15,887	383,191	467,826	866,904
2026	-	355,200	481,861	837,061
2027	-	317,405	496,317	813,722
2028 & thereafter	-	2,505,070	3,063,768	5,568,838
Total Long Term Debt	<u>\$ 176,180</u>	<u>\$ 4,269,865</u>	<u>\$ 5,366,675</u>	<u>\$ 9,812,720</u>

The interest payments for the next five years are:

Year	General	Sewer	Water	Total
2023	\$ 42,334	\$ 141,510	\$ 216,650	\$ 400,494
2024	5,378	141,510	216,650	363,538
2025	2,373	141,510	216,650	360,533
2026	-	135,750	216,650	352,400
2027	-	127,680	216,650	344,330
2028 & thereafter	-	829,920	1,110,375	1,940,295
Total Interest Payments	<u>\$ 50,085</u>	<u>\$ 1,517,880</u>	<u>\$ 2,193,625</u>	<u>\$ 3,761,590</u>

The City has no debt assumed by others on its behalf, and has not directly assumed any debt for others (Note 11b).

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

9. Municipal Finance Authority debt reserve fund

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

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

	2022		2021
General	\$ 24,790	\$	24,248
Sewer	65,429		63,999
Water	80,108		78,358
	\$ 170,327	\$	166,605

10. Accumulated surplus

	2022		2021
Unappropriated surplus			
General	\$ 4,400,000	\$	4,400,000
Sewer	800,000		800,000
Water	850,000		850,000
	6,050,000		6,050,000
Non-statutory reserves			
General	23,371,285		23,903,010
Airport	643,880		66,008
Sewer	13,970,533		12,062,612
Water	26,911,708		24,600,030
	64,897,406		60,631,660
Statutory reserves			
Capital lending	3,227,105		2,752,286
Investment in tangible capital assets	282,362,558		278,881,027
Total	\$ 356,537,069	\$	348,314,973

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.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

10. Accumulated surplus (continued)

The Statutory reserves have been established by bylaw in accordance with the Community Charter and their use is restricted by legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Investment in tangible capital assets includes the net book value of capital assets for all City funds (General, Airport, Sewer, Water), less long term obligations associated with these assets.

11. Contingent liabilities

a) Pension liability

The municipality and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2021, the plan has about 227,000 active members and approximately 118,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry- age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The City of Campbell River paid \$1,926,261 (2021 - \$2,011,686) for employer contributions, while employees contributed \$1,671,887 (2021 - \$1,662,581) to the plan in fiscal 2022. The City of Campbell River expects to pay \$2,030,000 for employer contributions in the next fiscal year.

The next valuation will be as at December 31, 2024, with results available in 2025.

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

b) Regional District debt

Debt issued by the Strathcona Regional District is a direct joint and several liability of the Regional District and each member municipality, including the City of Campbell River. Readers are referred to the Strathcona Regional District Audited Financial Statements for specific information and detail.

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

11. Contingent liabilities (continued)

c) Other claims and contingent liabilities

In the course of a year, the City is faced with lawsuits, assessment appeals on property values, and other claims for damages and management believes the exposure to be insignificant. As at December 31, 2022 there existed several claims which management believes may be successful against the City. The City has recorded a liability for these claims, as it believes a reasonable estimate can be made. An accrued liability of \$49,673 (2021 - \$21,308) has been recorded for these claims.

12. Property taxation

	2022	2021
Municipal Taxation:		
General municipal property taxes	\$ 36,342,950	\$ 34,625,075
Local service taxes	81,555	81,353
Parcel taxes	2,293,065	2,106,064
1% utility tax	511,952	516,549
Total municipal taxation	\$ 39,229,522	\$ 37,329,041
Collections for Other Taxing Authorities:		
BC Assessment Authority	\$ 416,089	\$ 373,451
Comox Strathcona Regional Hospital District	3,158,952	3,200,761
Comox Strathcona Regional Solid Waste Board	1,254,978	1,265,316
Municipal Finance Authority	2,186	1,681
Provincial School Levy	18,410,123	17,317,190
Strathcona Regional District	6,975,073	6,939,812
Regional Library	1,740,361	1,677,091
Total collections for other taxing authorities	31,957,762	30,775,302
Payments to other taxing authorities	(31,957,762)	(30,775,302)
Net taxation for municipal purposes	\$ 39,229,522	\$ 37,329,041

13. Budget legislative compliance

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

The budget amounts presented throughout these financial statements are based on the Ten Year Financial Plan bylaw adopted by Council on January 10, 2022, to the exception of the amounts noted below.

Adjustments to the 2022-2031 Financial Plan Annual Surplus:

Annual surplus, as per Statement of Operations	\$ 14,720,074
Adjustments for non-cash item:	
Amortization offset	10,296,551
Debt principal repayments	(782,313)
Capital expenses	(54,258,593)
Net transfer from reserves & unappropriated surplus	30,024,281
	\$ -

CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022

14. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for future lease/rental revenue, E-911 operations agreement and a local area service agreement. The following table summarizes the contractual rights of the City for future assets:

	Lease/Rental Revenue	Local Area Service
2023	\$ 1,874,047	\$ 81,353
2024	1,802,578	81,353
2025	1,906,493	81,353
2026	177,640	81,353
2027	177,640	81,353
Thereafter, to completion	1,853,211	-
Total Contractual Rights	\$ 7,791,609	\$ 406,765

15. Segmented reporting

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

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

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

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

Environmental health services - activities related to solid waste management.

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

Development services - activities related to economic development, community planning and development.

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

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

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

16. Government transfers

	2022	2021
Federal	\$ 6,905,857	\$ 2,078,652
Provincial	2,423,087	1,457,964
Regional	50,000	50,000
	\$ 9,378,944	\$ 3,586,616

**CITY OF CAMPBELL RIVER
NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended December 31, 2022**

17. Contributed tangible capital assets

\$349,354 of contributed tangible capital assets were received in 2022. These assets consisted of subdivision installations (roads, drainage, water and sewer assets). These contributed assets are reported on the Statement of Changes in the Net Financial Assets.

18. Comparative figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
SCHEDULE OF LONG-TERM DEBT
As at December 31, 2022**

SCHEDULE 1

Bylaw	Description	Maturity Date	Interest Rate %	Balance at Dec 31, 2021	Debt Issued	Principal Payments	Actuarial Adjust	Balance at Dec 31, 2022
Long-term debt								
General								
3303	Issue #103	23/04/23	2.65	\$ 32,991	\$ -	\$ 9,713	\$ 6,459	\$ 16,819
3301	Issue #104	20/11/23	2.90	116,286	-	34,235	22,769	59,282
3302	Issue #104	20/11/23	2.90	84,818	-	24,971	16,607	43,240
3302	Issue #106	13/10/24	2.25	33,327	-	6,668	4,008	22,651
3301	Issue #112	06/10/25	1.28	60,397	-	9,953	4,376	46,068
				<u>327,819</u>	<u>-</u>	<u>85,540</u>	<u>54,219</u>	<u>188,060</u>
Sanitary Sewer								
3345	Issue #112	12/10/26	1.28	146,581	-	24,157	10,620	111,804
3345	Issue #117	06/10/26	1.47	219,820	-	29,471	11,521	178,828
3519	Issue #147	09/04/32	2.66	4,276,098	-	258,080	15,717	4,002,301
				<u>4,642,499</u>	<u>-</u>	<u>311,708</u>	<u>37,858</u>	<u>4,292,933</u>
Water								
3518	Issue #141	07/04/32	2.80	2,247,676	-	155,923	19,570	2,072,183
3518	Issue #145	23/04/33	3.15	3,585,396	-	231,196	21,438	3,332,762
				<u>5,833,072</u>	<u>-</u>	<u>387,119</u>	<u>41,008</u>	<u>5,404,945</u>
Accrued actuarial adjustment				<u>(56,433)</u>	<u>-</u>	<u>-</u>	<u>16,785</u>	<u>(73,218)</u>
Total long-term debt				<u>\$ 10,746,957</u>	<u>\$ -</u>	<u>\$ 784,367</u>	<u>\$ 149,870</u>	<u>\$ 9,812,720</u>

**CITY OF CAMPBELL RIVER
FINANCIAL STATEMENTS
TANGIBLE CAPITAL ASSET CONTINUITY SCHEDULE
As at December 31, 2022**

SCHEDULE 2

	Land	Buildings	Machinery & Equipment	Engineered Structures	Assets Under Construction	Total 2022	Total 2021
COST							
Opening balance	\$ 33,014,289	\$ 45,222,133	\$ 32,457,271	\$ 408,528,417	\$ 1,713,193	\$ 520,935,303	\$ 506,345,107
Reclassification	-	-	(891,902)	891,902	-	-	-
Additions	1,475,331	145,117	917,261	5,243,234	5,940,689	13,721,632	12,913,995
Contributed tangible capital assets	-	-	-	349,354	-	349,354	4,017,610
Construction completed	-	-	60,125	333,942	(394,067)	-	-
Writedowns	-	-	-	-	(144,807)	(144,807)	(1,171,132)
Disposals	-	-	(408,016)	(269,421)	-	(677,437)	(1,170,277)
Closing balance	34,489,620	45,367,250	32,134,739	415,077,428	7,115,008	534,184,045	520,935,303
ACCUMULATED AMORTIZATION							
Opening balance	-	24,572,573	17,434,546	188,603,037	-	230,610,156	220,639,765
Amortization current year	-	1,011,615	1,328,697	9,028,542	-	11,368,854	11,013,762
Amortization from disposals	-	-	(401,671)	(260,065)	-	(661,736)	(1,043,371)
Closing balance	-	25,584,188	18,361,572	197,371,514	-	241,317,274	230,610,156
NET BOOK VALUE	\$ 34,489,620	\$ 19,783,062	\$ 13,773,167	\$ 217,705,914	\$ 7,115,008	\$ 292,866,771	\$ 290,325,147
NET BOOK VALUE (PRIOR YEAR)	\$ 33,014,289	\$ 20,649,560	\$ 15,022,725	\$ 219,925,380	\$ 1,713,193		

CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 SCHEDULE OF SEGMENTED REPORTING
 For the Year Ended December 31, 2022

SCHEDULE 3
 (page 1 of 2)

	General Government		Protective Services		Transportation Services		Environmental Health Services		Public Health Services		Development Services	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
REVENUE												
Taxes & parcel taxes (Note 12)	\$ 36,854,902	\$ 35,144,129	\$ -	\$ -	\$ 1,033,128	\$ 854,160	\$ -	\$ -	\$ -	\$ -	\$ 81,555	\$ 78,848
Payments in lieu of taxes	793,684	760,729	-	-	-	-	-	-	-	-	-	-
Sale of services	461,435	429,494	2,028,427	1,924,043	4,052,718	2,737,097	2,848,625	2,790,382	97,215	95,789	2,218,598	2,265,833
Services provided to other governments	807,166	1,005,824	485,545	418,918	-	-	-	-	77,400	74,315	-	-
Transfers from other governments (Note 16)	1,129,924	681,990	565,139	473,066	7,552,760	2,305,830	-	-	-	-	123,927	115,211
Investment and other income	1,772,695	853,174	-	-	18,370	1,189	-	-	-	-	-	-
Other revenue	-	-	-	-	618,530	716,305	-	13,385	-	-	480	-
Development cost charges recognized	-	-	-	-	-	2,197,970	-	-	-	-	937,338	-
Contributed tangible capital assets (Note 17)	-	-	-	-	349,354	2,928,075	-	-	-	-	-	-
Gain/(loss) on disposal of tangible capital assets	-	-	-	-	27,618	34,393	-	-	-	-	-	-
	41,819,806	38,875,340	3,079,111	2,816,027	13,652,478	11,775,019	2,848,625	2,803,767	174,615	170,104	3,361,898	2,459,892
EXPENSES												
Amortization	345,872	421,611	419,158	416,954	4,998,098	4,843,737	-	-	32,580	21,041	-	-
Interest & debt issue expenses	51,179	8,869	-	-	44,911	44,911	-	-	-	-	-	-
Operating expenses	8,026,973	2,943,355	8,318,553	9,397,936	7,930,761	6,416,286	2,689,925	2,536,886	30,682	41,784	1,370,848	1,569,300
Wages & benefits	6,985,540	5,893,899	9,299,206	8,878,971	2,493,121	2,203,986	76,156	63,352	190,826	184,833	1,208,402	1,211,445
	15,409,564	9,267,734	18,036,917	18,693,861	15,466,891	13,508,920	2,766,081	2,600,238	254,088	247,658	2,579,250	2,780,745
ANNUAL SURPLUS (DEFICIT)	\$ 26,410,242	\$ 29,607,606	\$ (14,957,806)	\$ (15,877,834)	\$ (1,814,413)	\$ (1,733,901)	\$ 82,544	\$ 203,529	\$ (79,473)	\$ (77,554)	\$ 782,648	\$ (320,853)

See Note 15 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 SCHEDULE OF SEGMENTED REPORTING
 For the Year Ended December 31, 2022

SCHEDULE 3
 (page 2 of 2)

	Parks, Recreation & Culture Services		Total General Government		Sewer Utility Services		Water Utility Services		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
REVENUE										
Taxes & parcel taxes (Note 12)	\$ 530,913	\$ 526,732	\$ 38,500,498	\$ 36,603,869	\$ 729,024	\$ 725,172	\$ -	\$ -	\$ 39,229,522	\$ 37,329,041
Payments in lieu of taxes	-	-	793,684	760,729	-	-	-	-	793,684	760,729
Sale of services	812,903	782,090	12,519,921	11,024,728	7,031,486	6,651,460	8,929,225	9,463,596	28,480,632	27,139,784
Services provided to other governments	-	-	1,370,111	1,499,057	-	-	-	-	1,370,111	1,499,057
Transfers from other governments (Note 16)	7,194	519	9,378,944	3,576,616	-	-	-	10,000	9,378,944	3,586,616
Investment and other income	-	-	1,791,065	854,363	279,296	129,438	599,171	194,019	2,669,532	1,177,820
Other revenue	49,150	53,066	668,160	782,756	61,500	94,879	47,100	136,773	776,760	1,014,408
Development cost charges recognized	-	-	937,338	2,197,970	-	-	-	1,770	937,338	2,199,740
Contributed tangible capital assets (Note 17)	-	-	349,354	2,928,075	-	579,035	-	510,500	349,354	4,017,610
Gain/(loss) on disposal of tangible capital assets	-	-	27,618	34,393	(9,356)	(27,761)	-	(46,175)	18,262	(39,543)
	1,400,160	1,362,407	66,336,693	60,262,556	8,091,950	8,152,223	9,575,496	10,270,483	84,004,139	78,685,262
EXPENSES										
Amortization	1,722,105	1,669,231	7,517,813	7,372,574	1,769,478	1,586,137	2,081,563	2,055,051	11,368,854	11,013,762
Interest & debt issue expenses	-	-	96,090	53,780	141,510	151,283	216,650	216,650	454,250	421,713
Operating expenses	2,992,008	2,642,579	31,359,750	25,548,126	2,097,406	2,188,840	2,543,699	2,739,708	36,000,855	30,476,674
Wages & benefits	4,570,367	4,448,970	24,823,618	22,885,456	1,239,560	1,129,117	1,894,906	1,799,895	27,958,084	25,814,468
	9,284,480	8,760,780	63,797,271	55,859,936	5,247,954	5,055,377	6,736,818	6,811,304	75,782,043	67,726,617
ANNUAL SURPLUS (DEFICIT)	\$ (7,884,320)	\$ (7,398,373)	\$ 2,539,422	\$ 4,402,620	\$ 2,843,996	\$ 3,096,846	\$ 2,838,678	\$ 3,459,179	\$ 8,222,096	\$ 10,958,645

See Note 15 for description of Segment Reporting categories.

CITY OF CAMPBELL RIVER
 FINANCIAL STATEMENTS
 SCHEDULE OF COVID-19 SAFE RESTART GRANT FOR LOCAL GOVERNMENT FUNDS
 As at December 31, 2022

SCHEDULE 4

Description	Balance at December 31, 2021	Annual Interest Allocation	Amounts Spent	Amounts Used for Lost Revenues	Ending Balance
Opening Balance					
COVID-19 Safe Restart Grant for Local Governments funding	\$ 3,632,409				
Transfer to offset lost revenue at the Airport	-	-	-	\$ 359,956	-
Funds to cover Airport operating expenses as a result of COVID-19	-	-	\$ 79,934	-	-
Bylaw enforcement for the downtown core	-	-	55,000	-	-
Services for vulnerable persons - downtown cleanliness	-	-	46,845	-	-
Facility operating costs - COVID-19 vaccine passport security booths	-	-	50,989	-	-
Facility re-opening and operating costs	-	-	75,153	-	-
Activation of Emergency Operations Centre for COVID-19 response	-	-	5,390	-	-
Purchase of LUCAS CPR Machine	-	-	37,017	-	-
Transfer to offset lost revenue	-	-		81,752	-
Interest allocated on reserve balances	-	79,584	-	-	-
Closing Balance	\$ 3,632,409	\$ 79,584	\$ 350,328	\$ 441,708	\$ 2,919,957

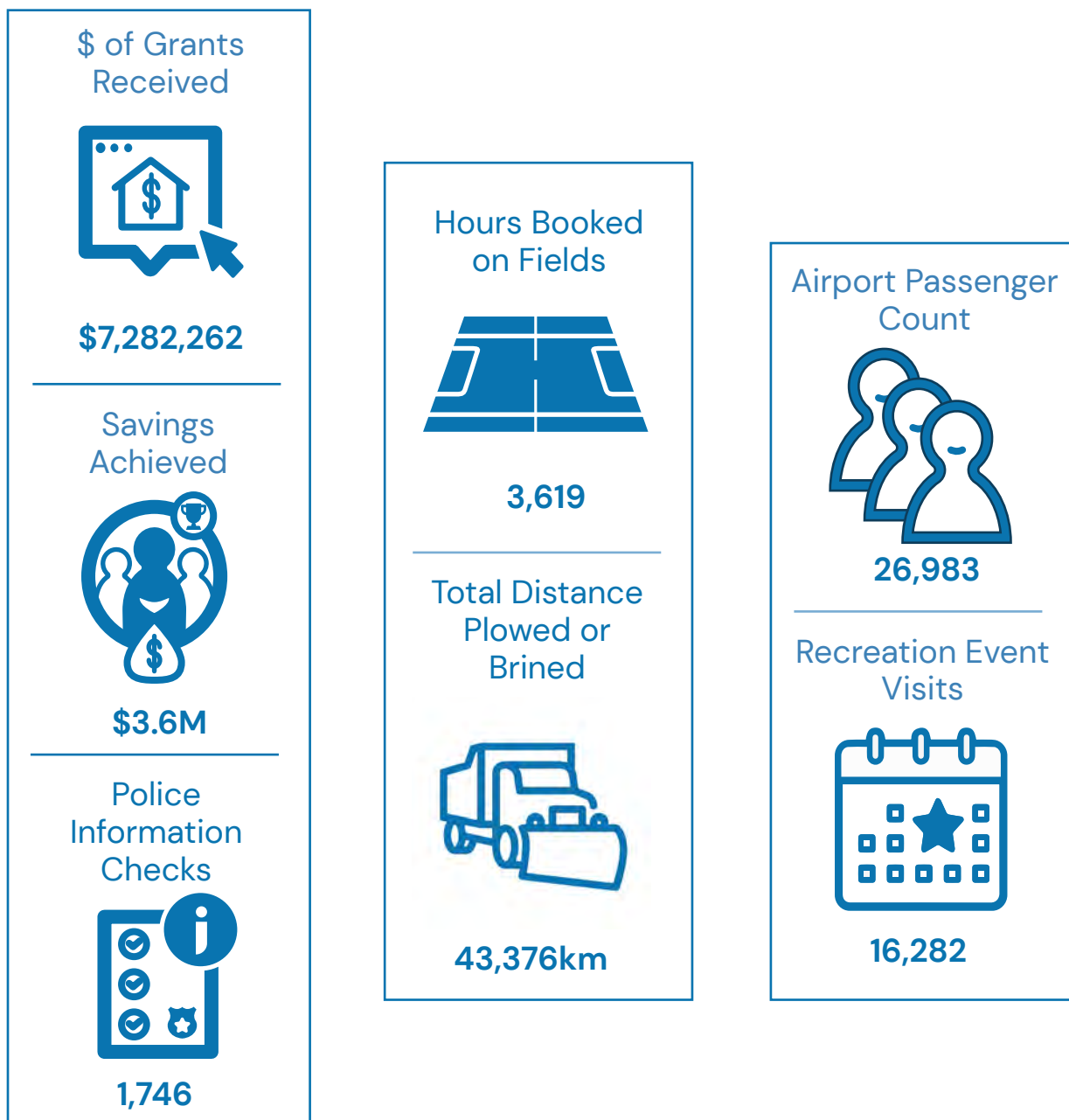
CITY SCORECARD

Highlights 2022

Work in Progress and Key Performance Indicators

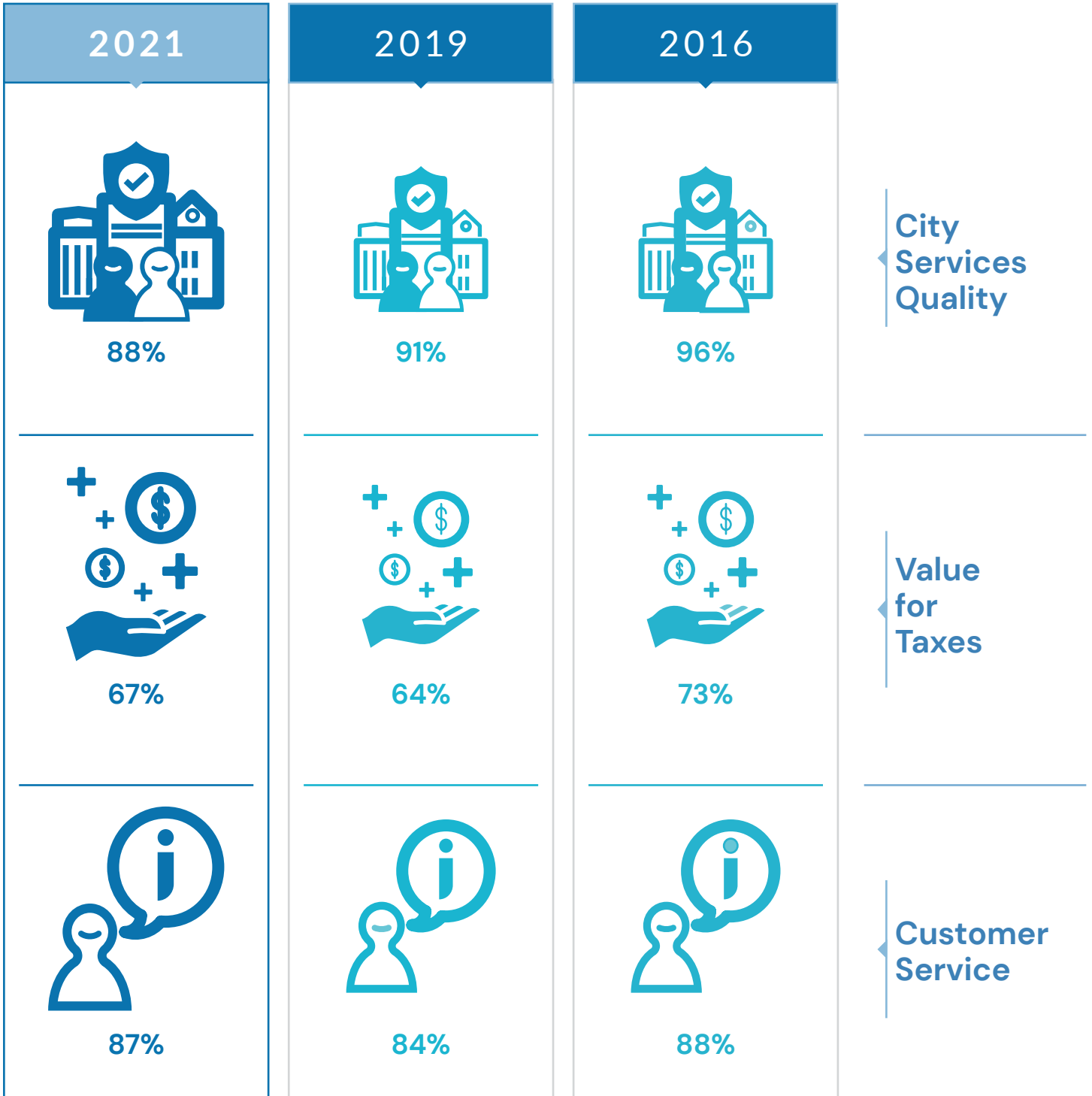
City Scorecard is a work in progress that aims to track trends and measure outcomes against objectives established in Council’s Strategic Plan as well as departmental operational and master plans.

The scorecard helps illustrate the type of service delivered, set standards and share results. The following key performance indicators are samples of City service measurements.

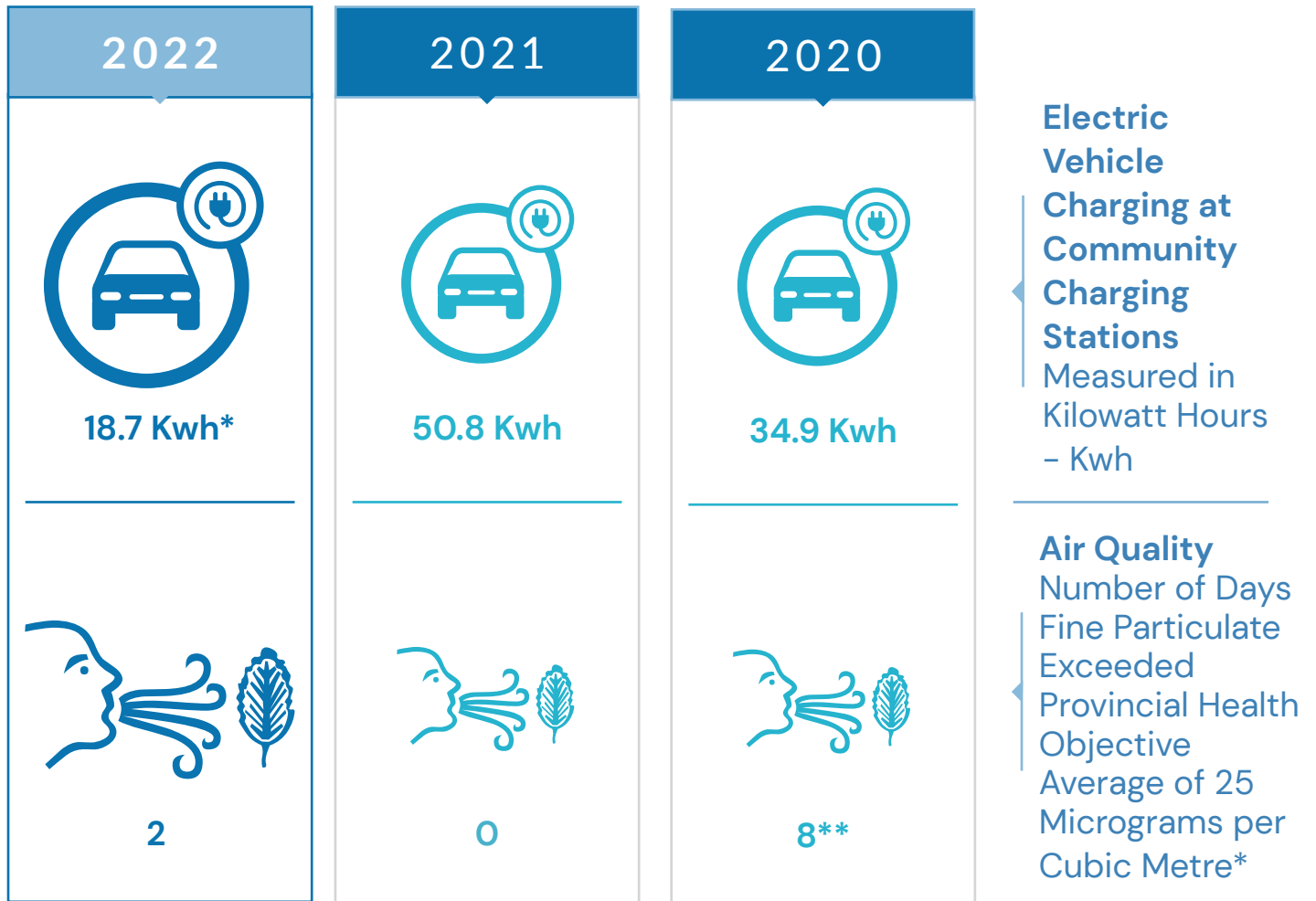


CITY MANAGER

The City Manager scorecard information comes from the City's bi-annual Citizen Satisfaction survey. A survey will be completed in 2023, and the data gathered will feature in the 2023-2032 Financial Plan.

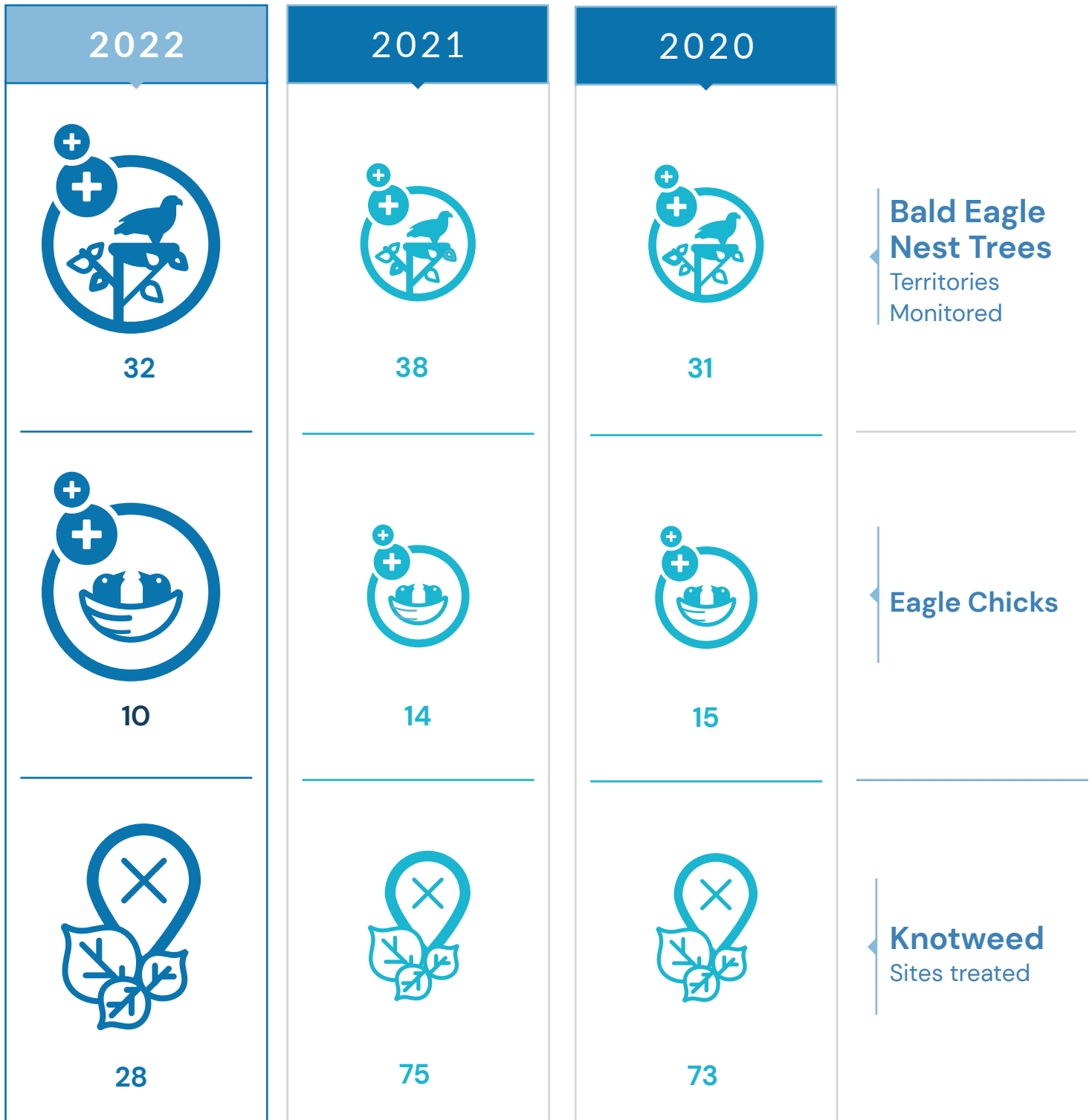


LONG RANGE PLANNING AND SUSTAINABILITY



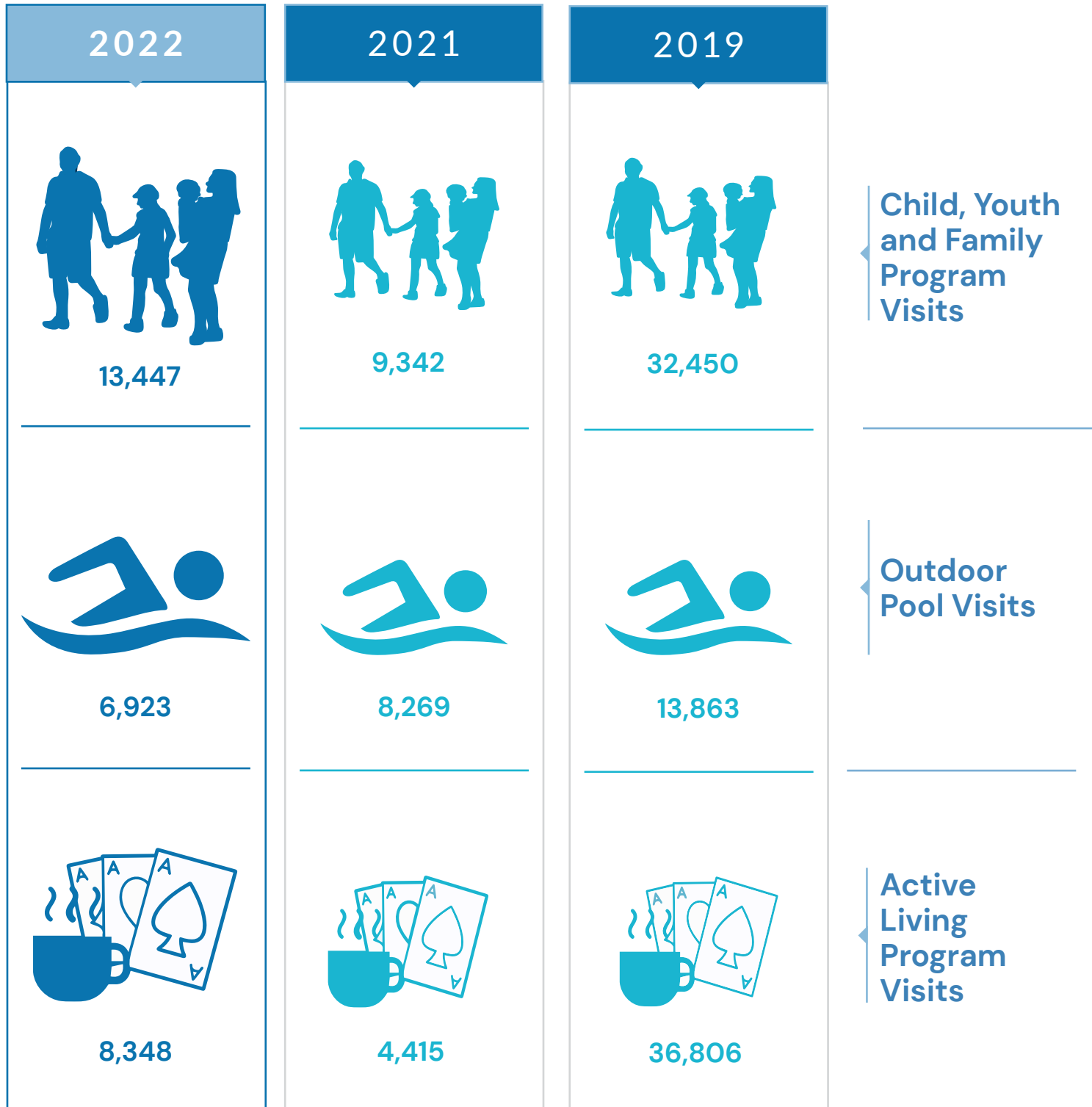
*The City now tracks Electric Vehicle (EV) charging data, which was previously recorded by US ChargePoint. The change in consumption of EV Charging from 2020 and 2021 to 2022 is due to this change in data collection ownership.

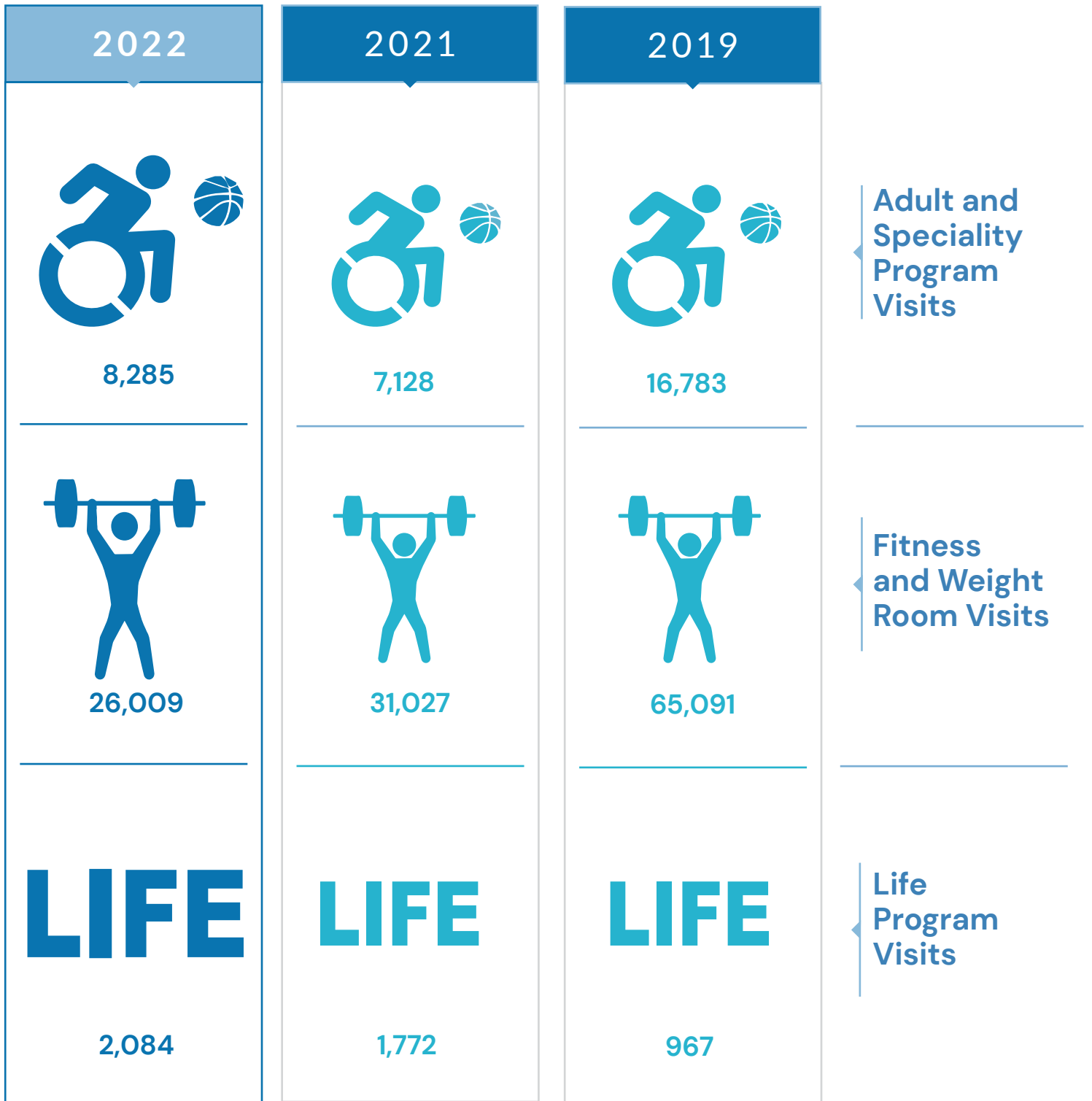
**Slightly exceeded in September 2020, due to wildfire smoke from other areas.



RECREATION AND CULTURE

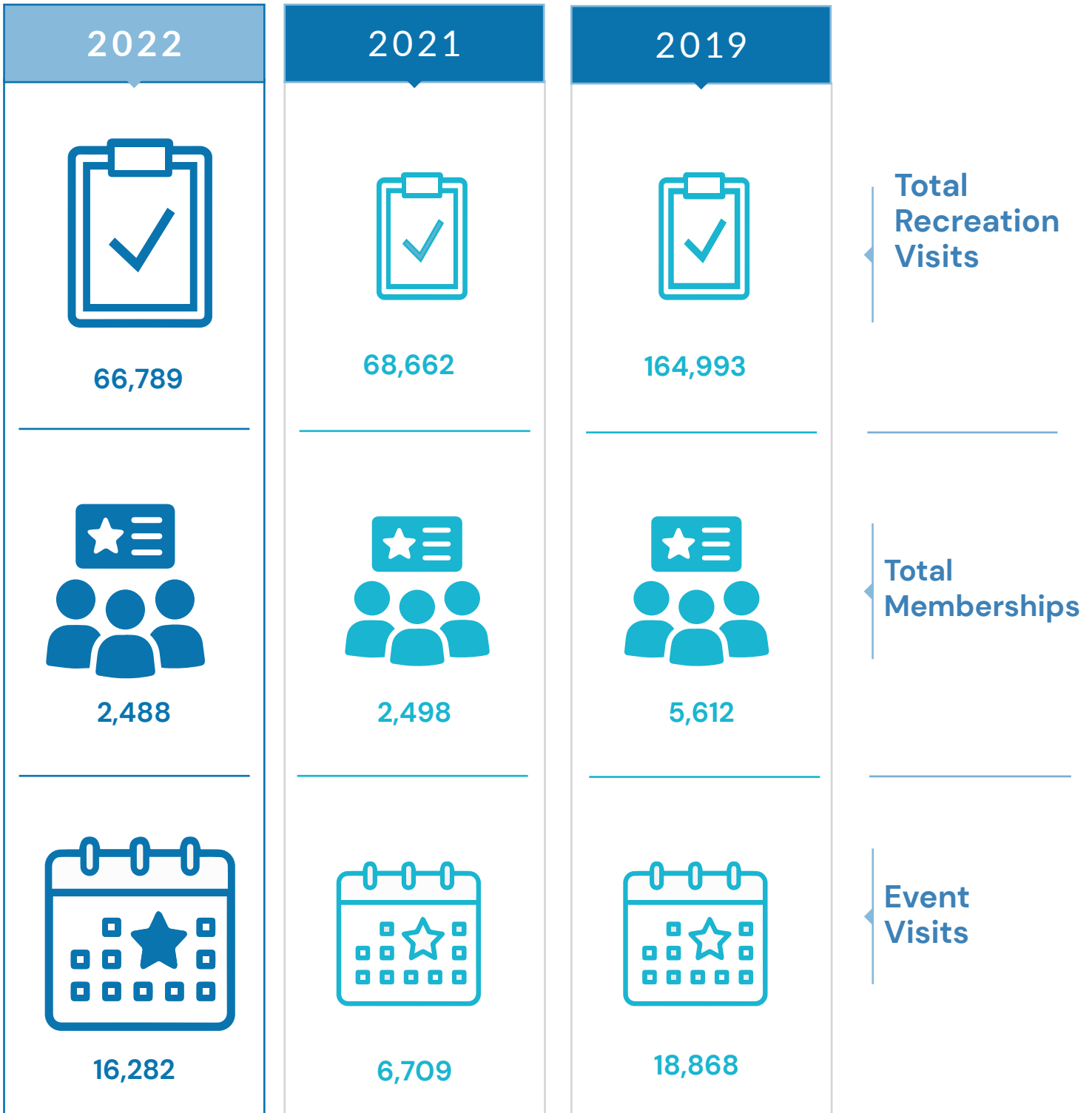
The 2020 Recreation and Culture Scorecard is not included due to the effects of COVID-19 and the changes this caused to our programming.



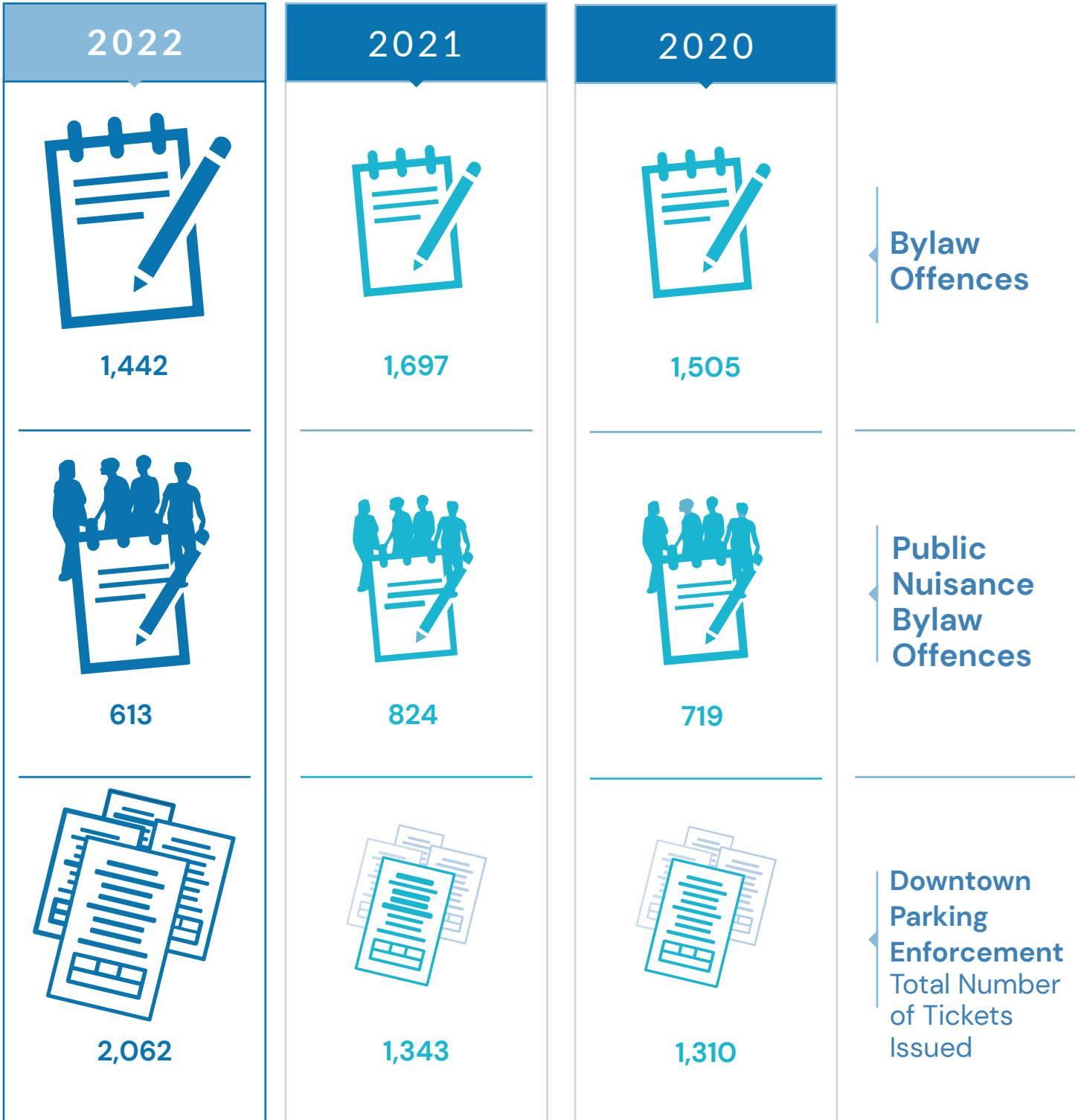


RECREATION AND CULTURE

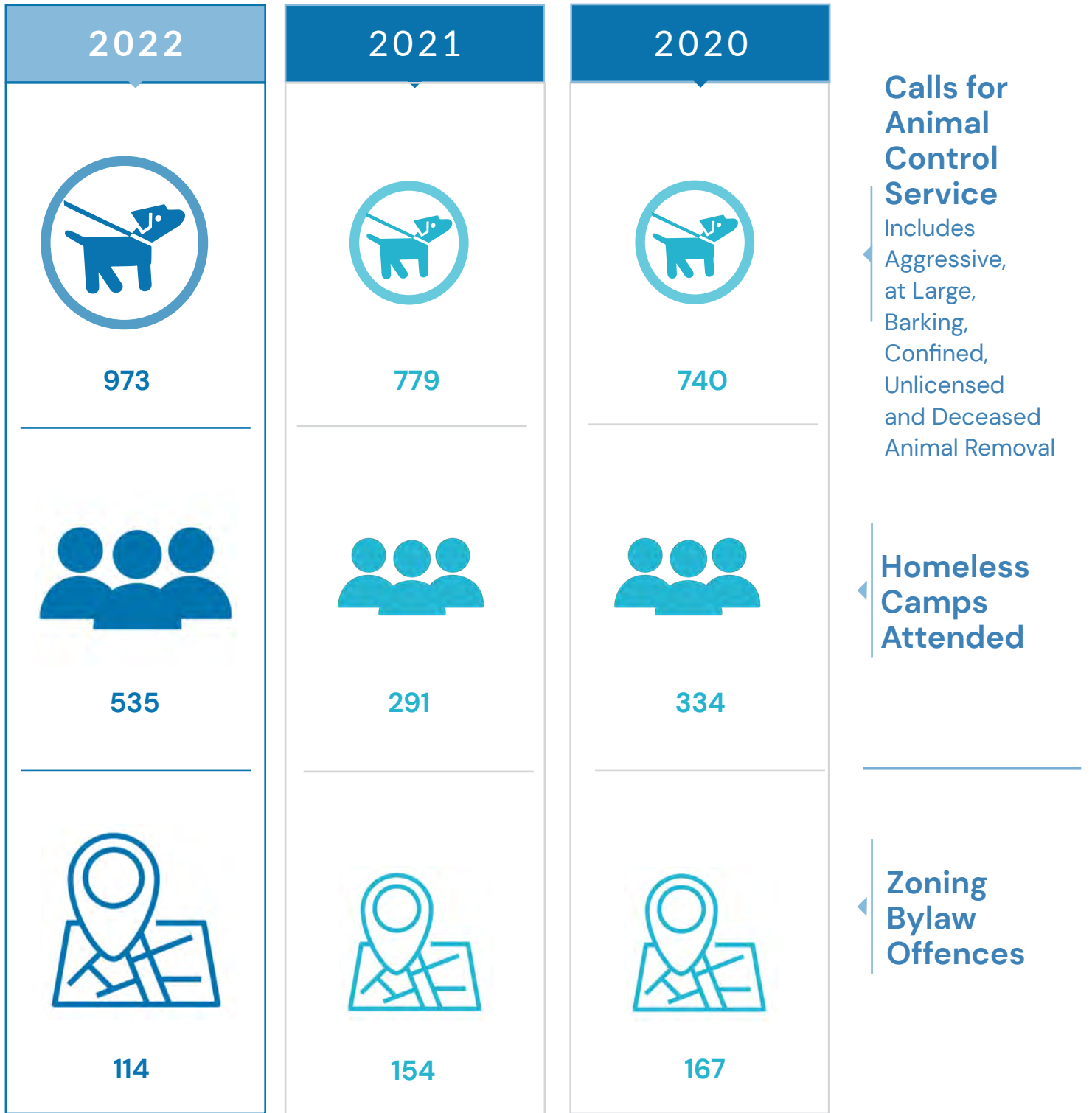
The 2020 Recreation and Culture Scorecard is not included due to the effects of COVID-19 and the changes this caused to our programming.



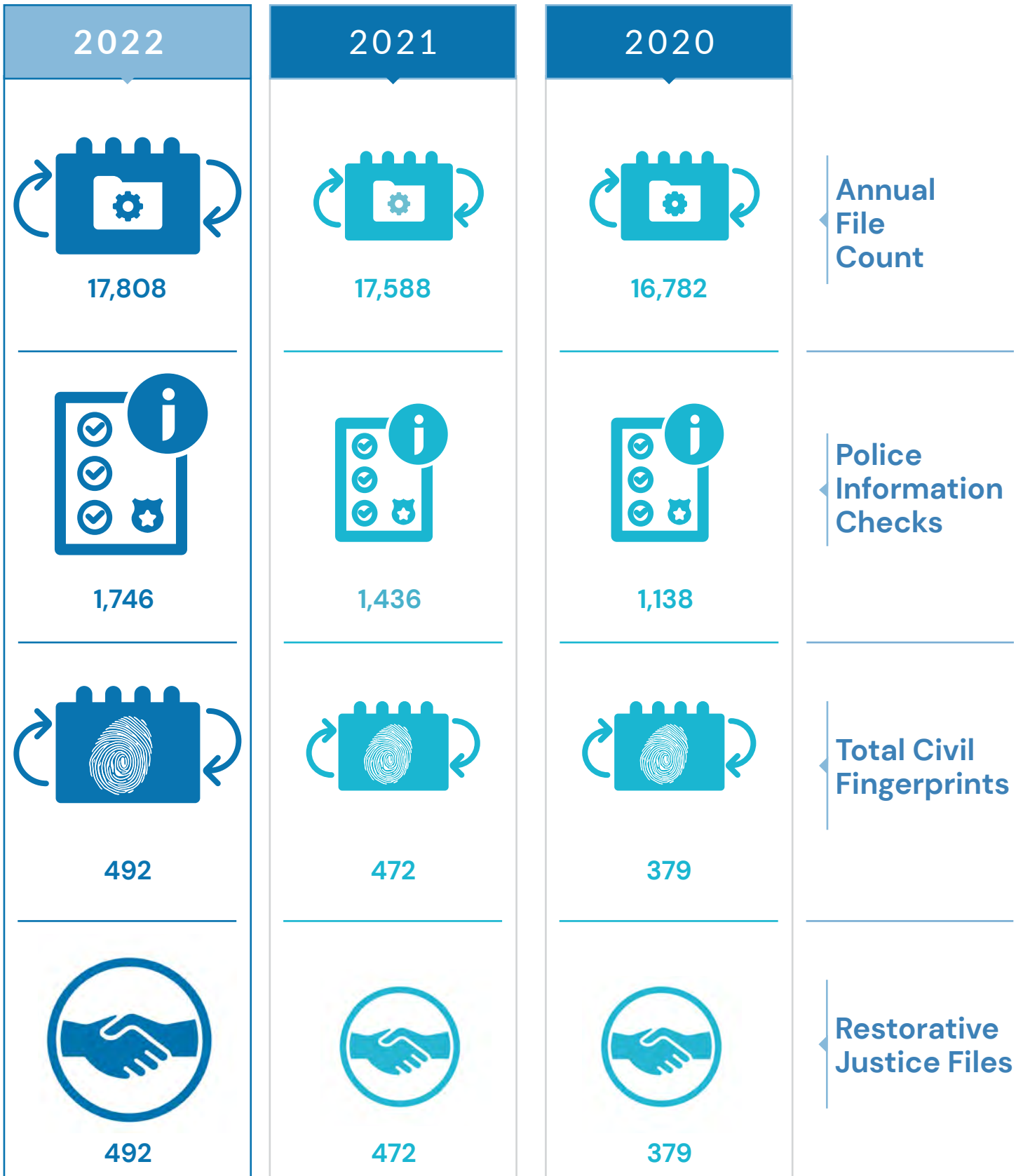
BYLAW ENFORCEMENT



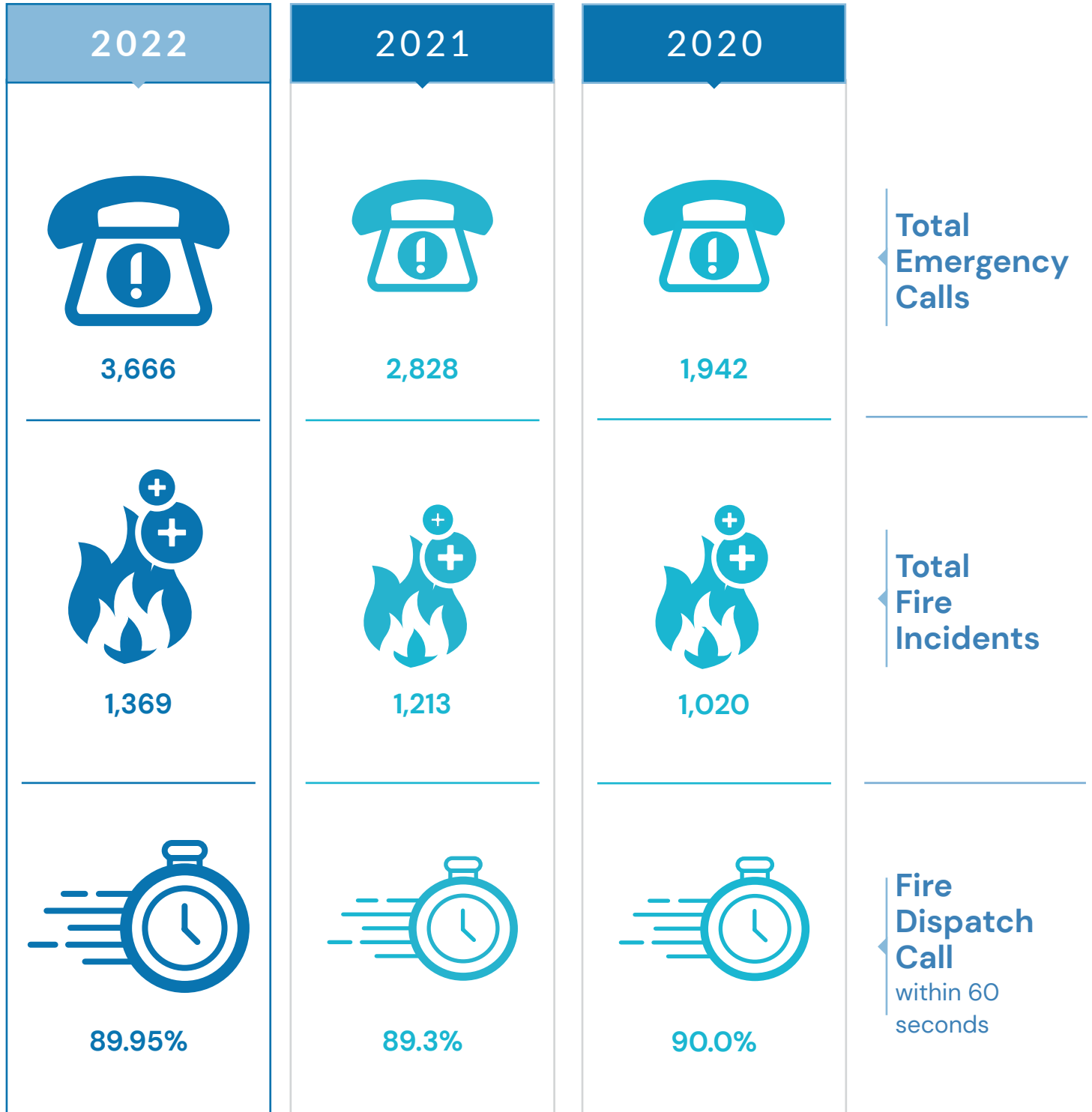
BYLAW ENFORCEMENT



POLICE SERVICES



FIRE SERVICES





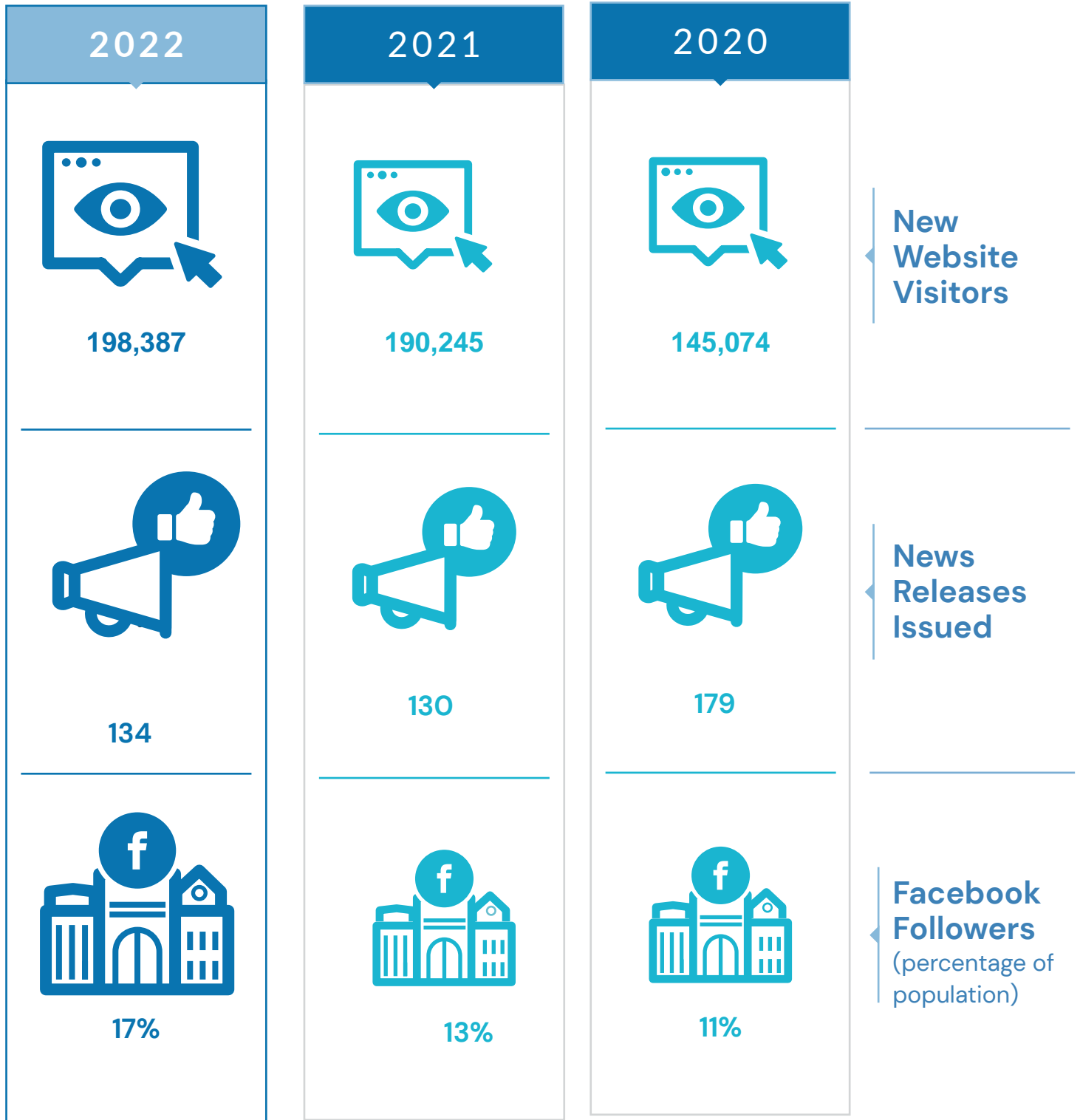
Value of Buildings Saved from Fire

2020 increase due to fire in hospital and increase in commercial building fires

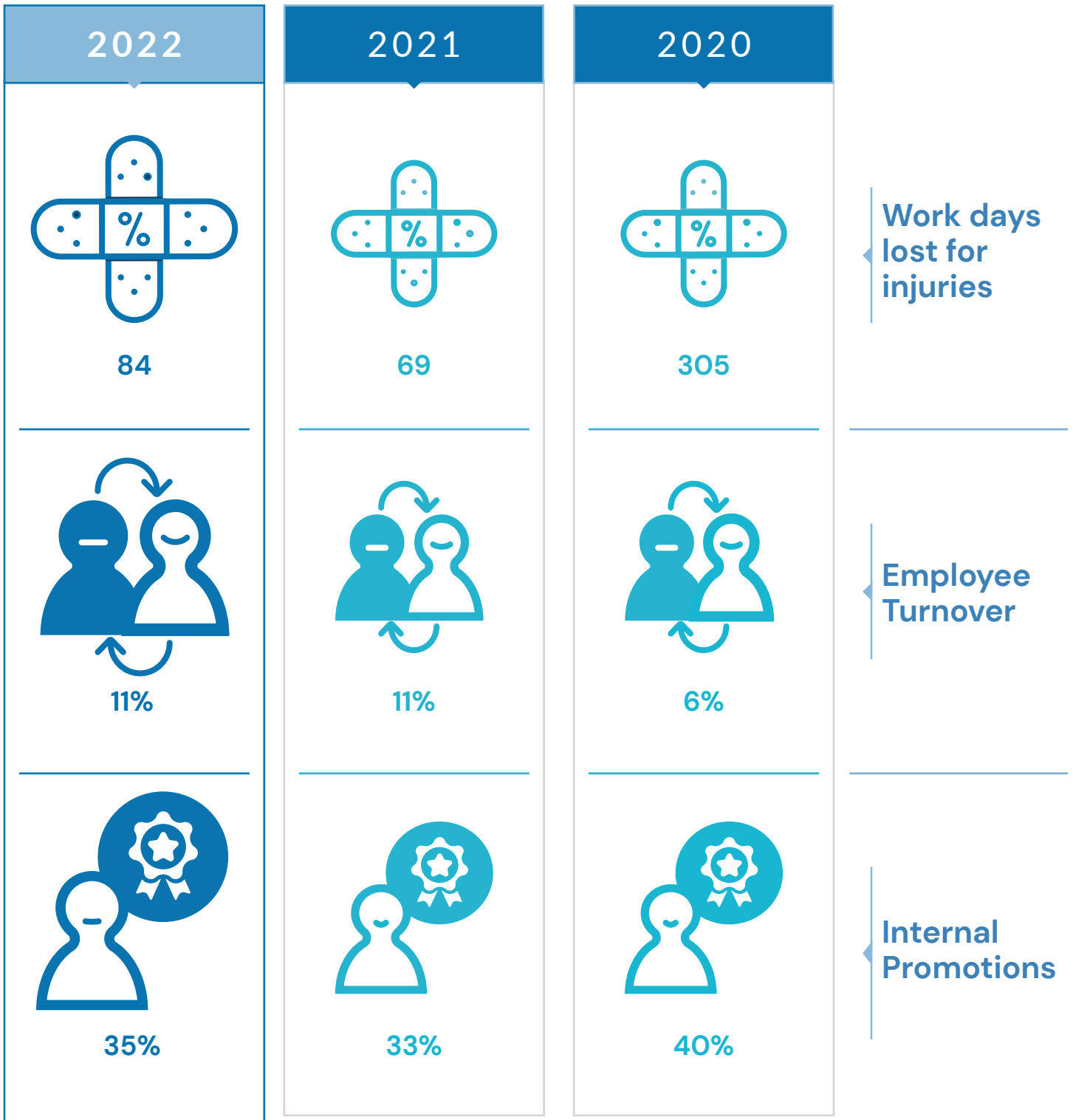
For Every \$1 Spent on Fire Protection

Insurance Costs Saved by Campbell River Property Owners

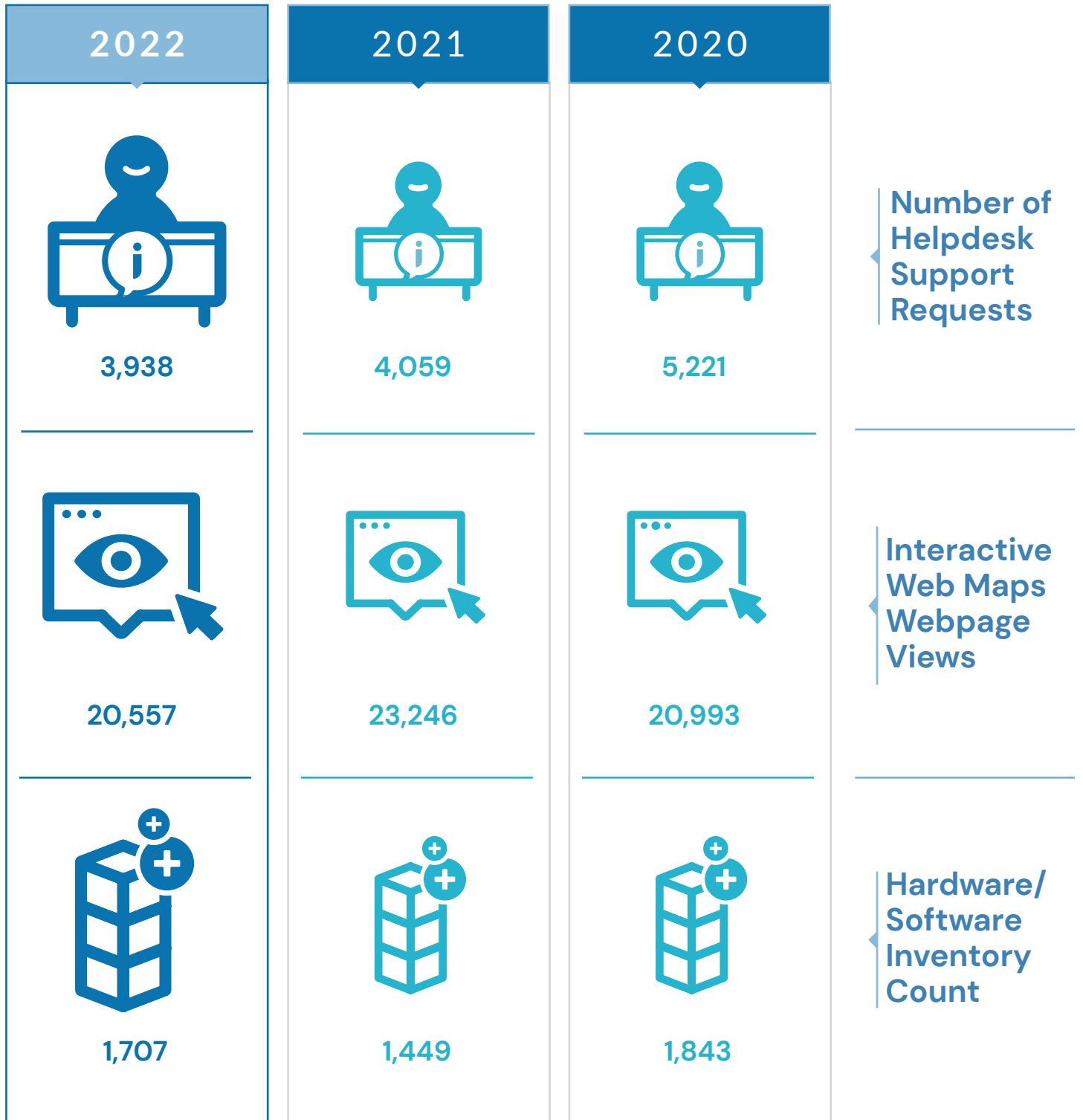
COMMUNICATIONS



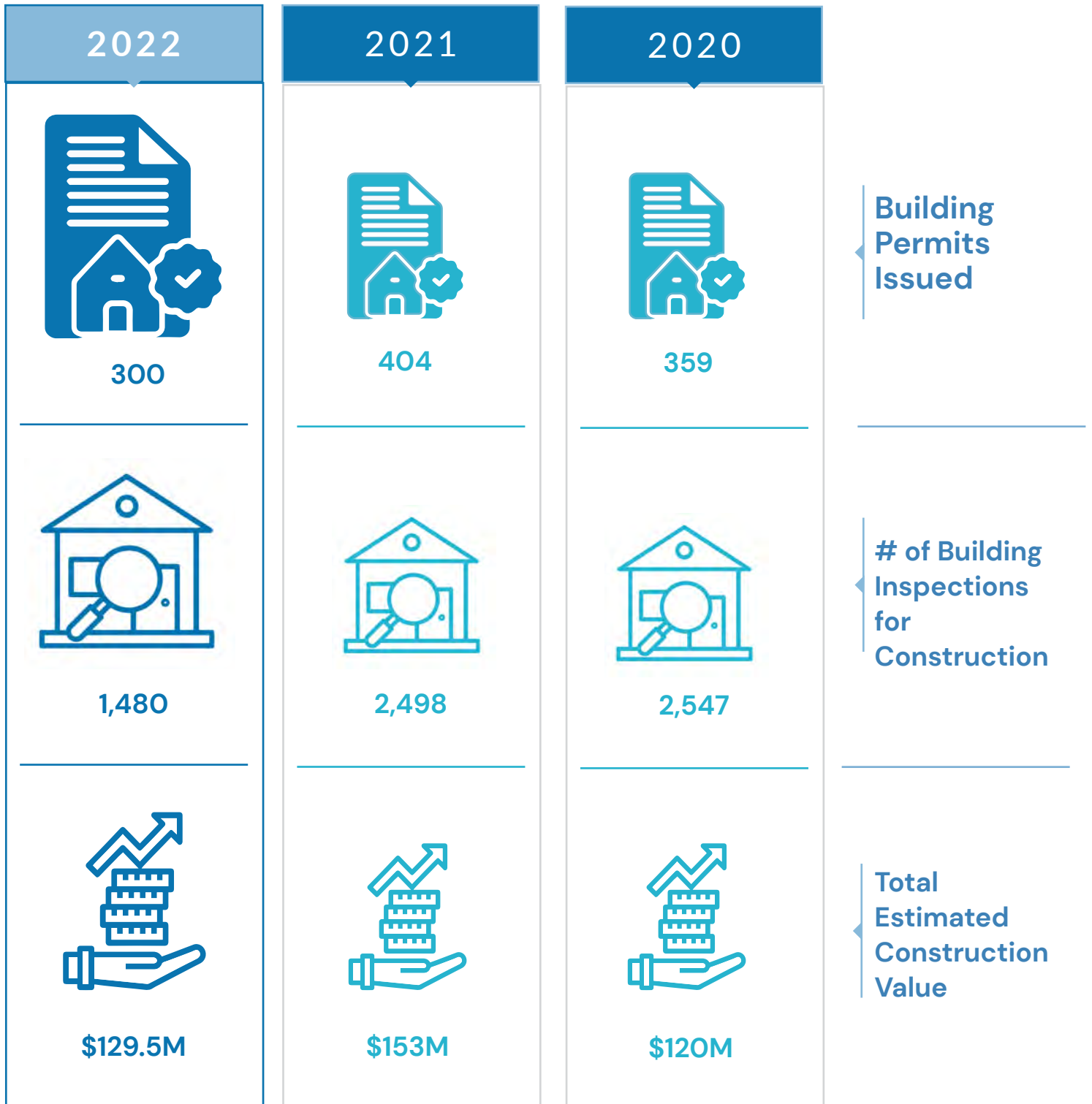
HUMAN RESOURCES



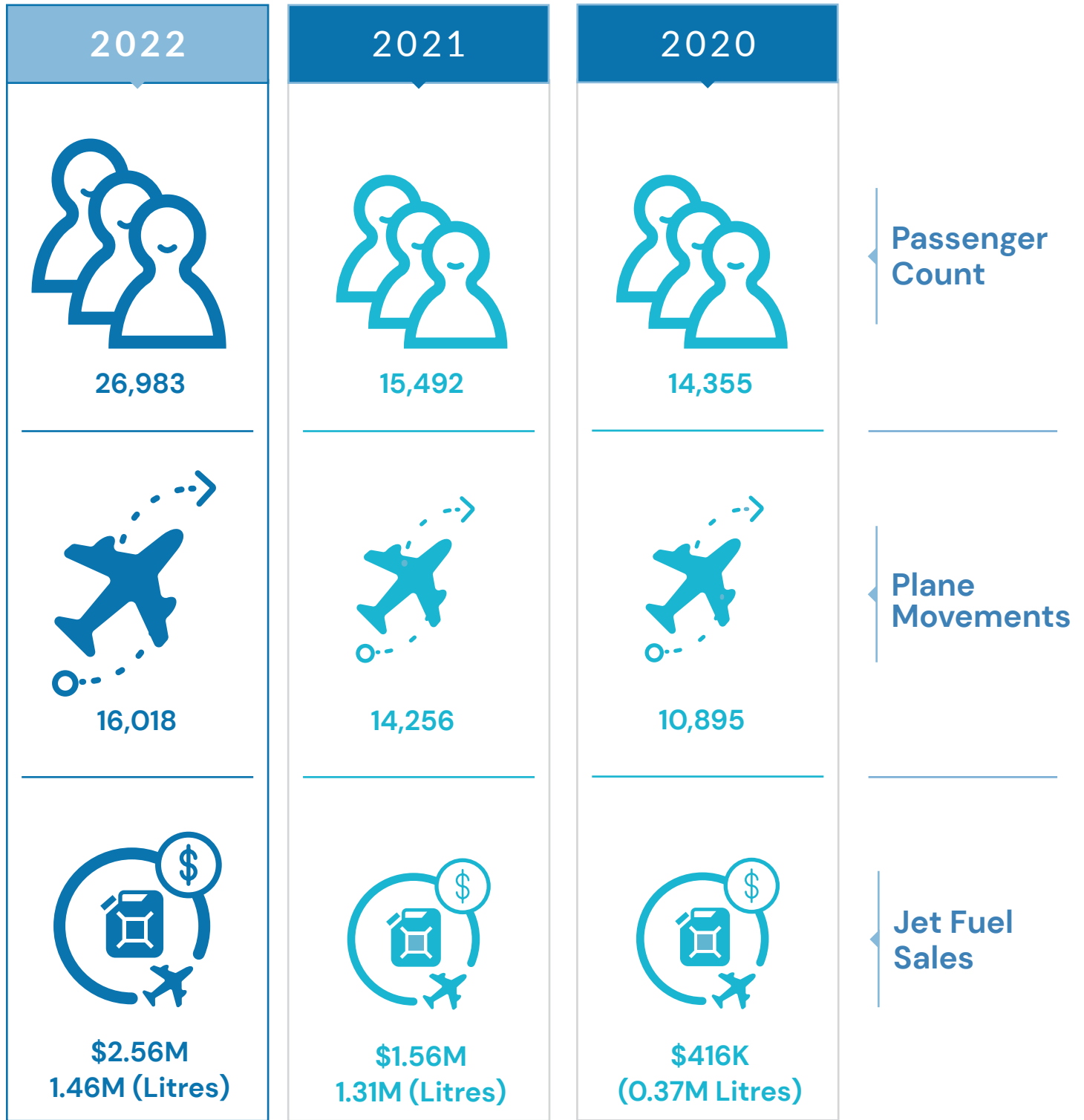
INFORMATION TECHNOLOGY

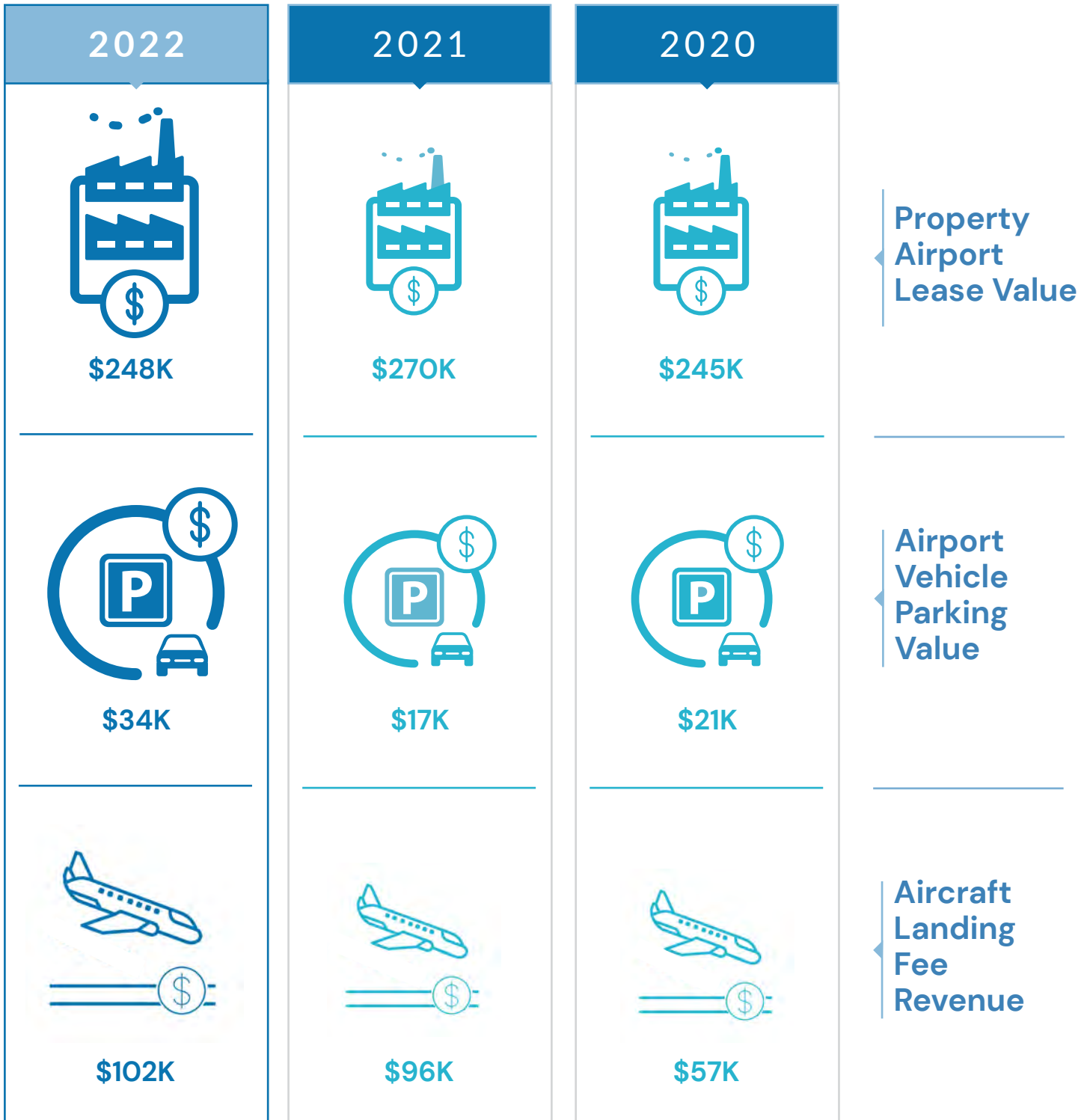


BUILDING SERVICES

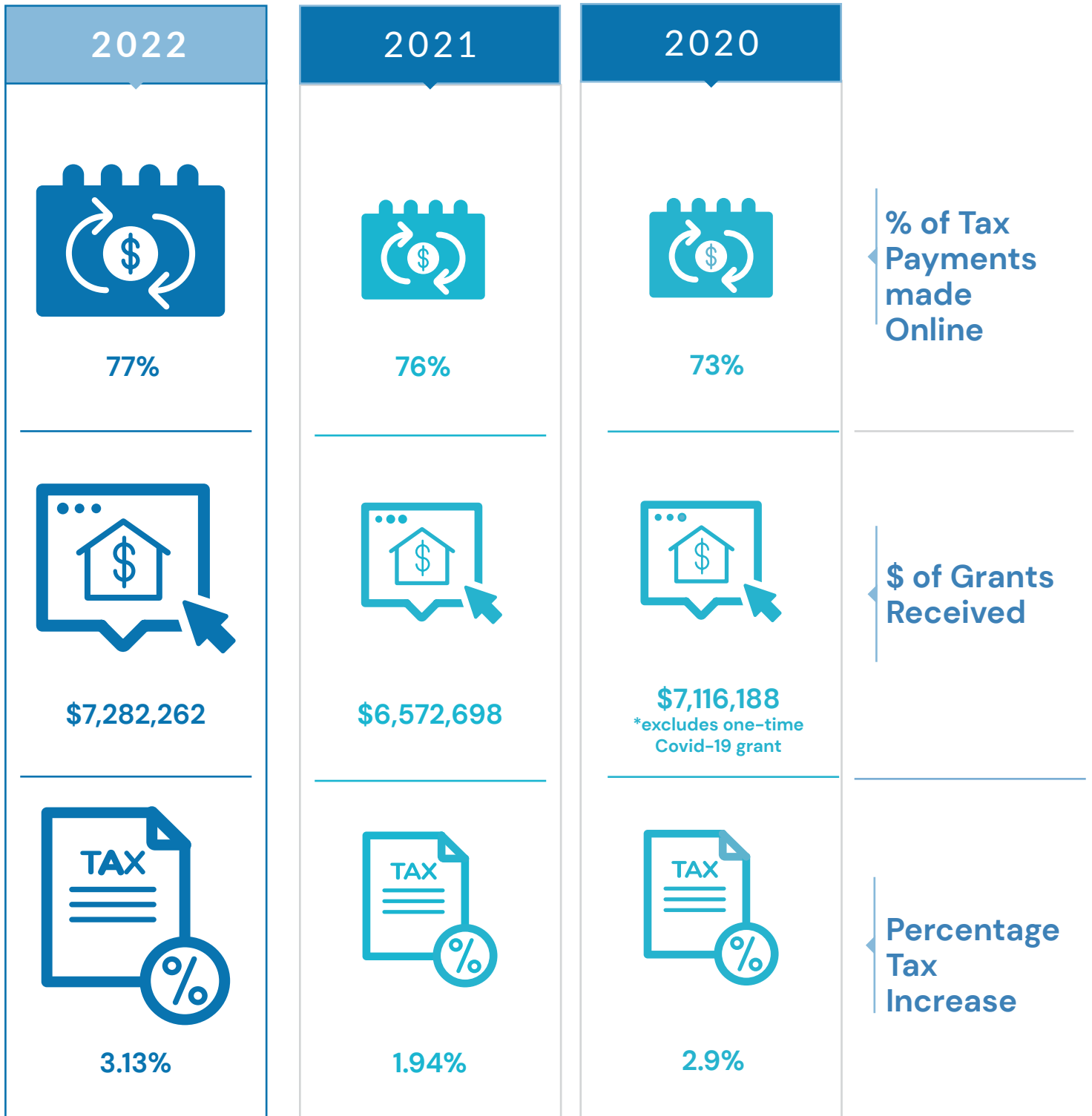


AIRPORT

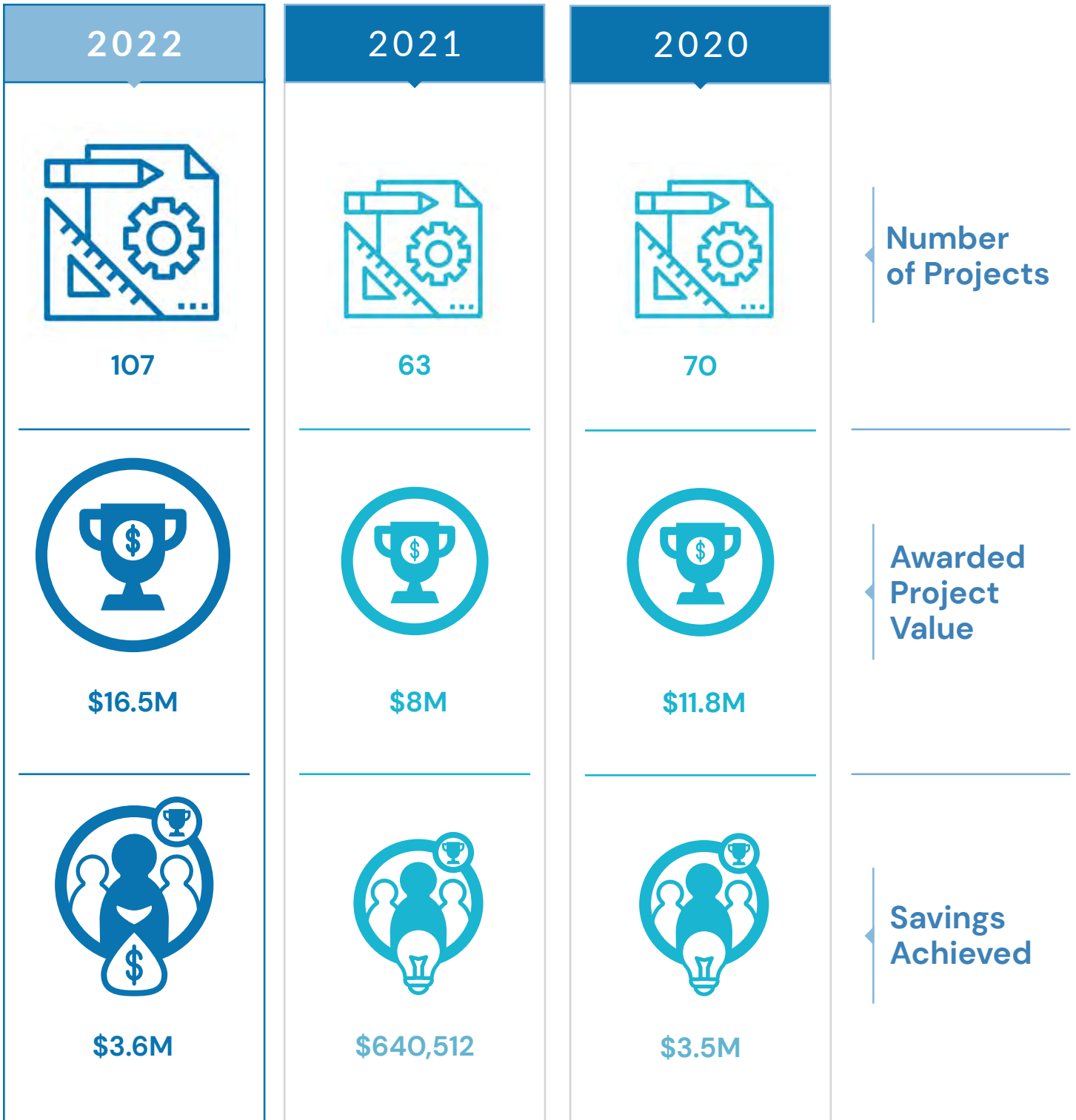




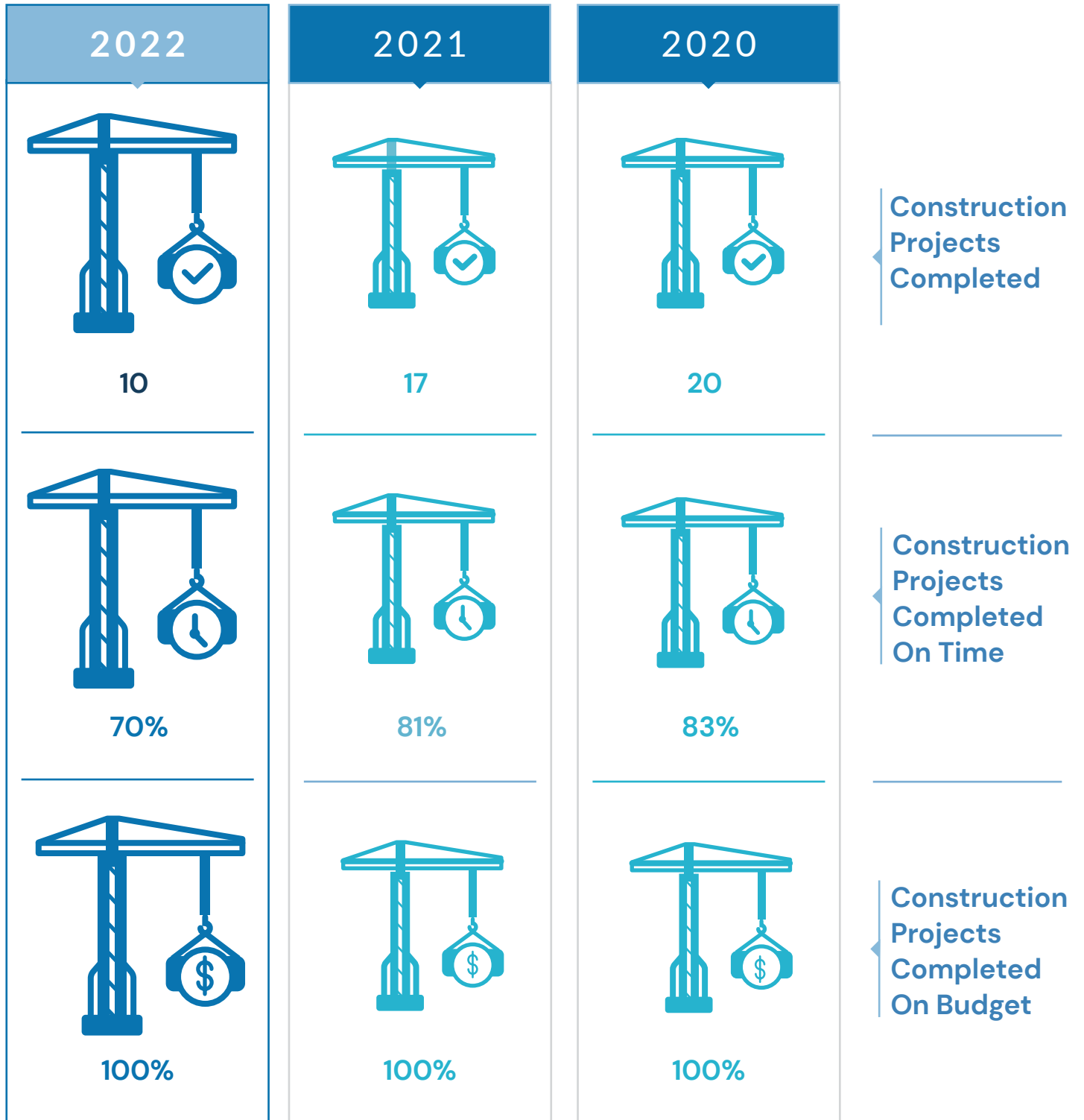
FINANCE



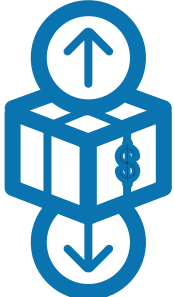








PURCHASING



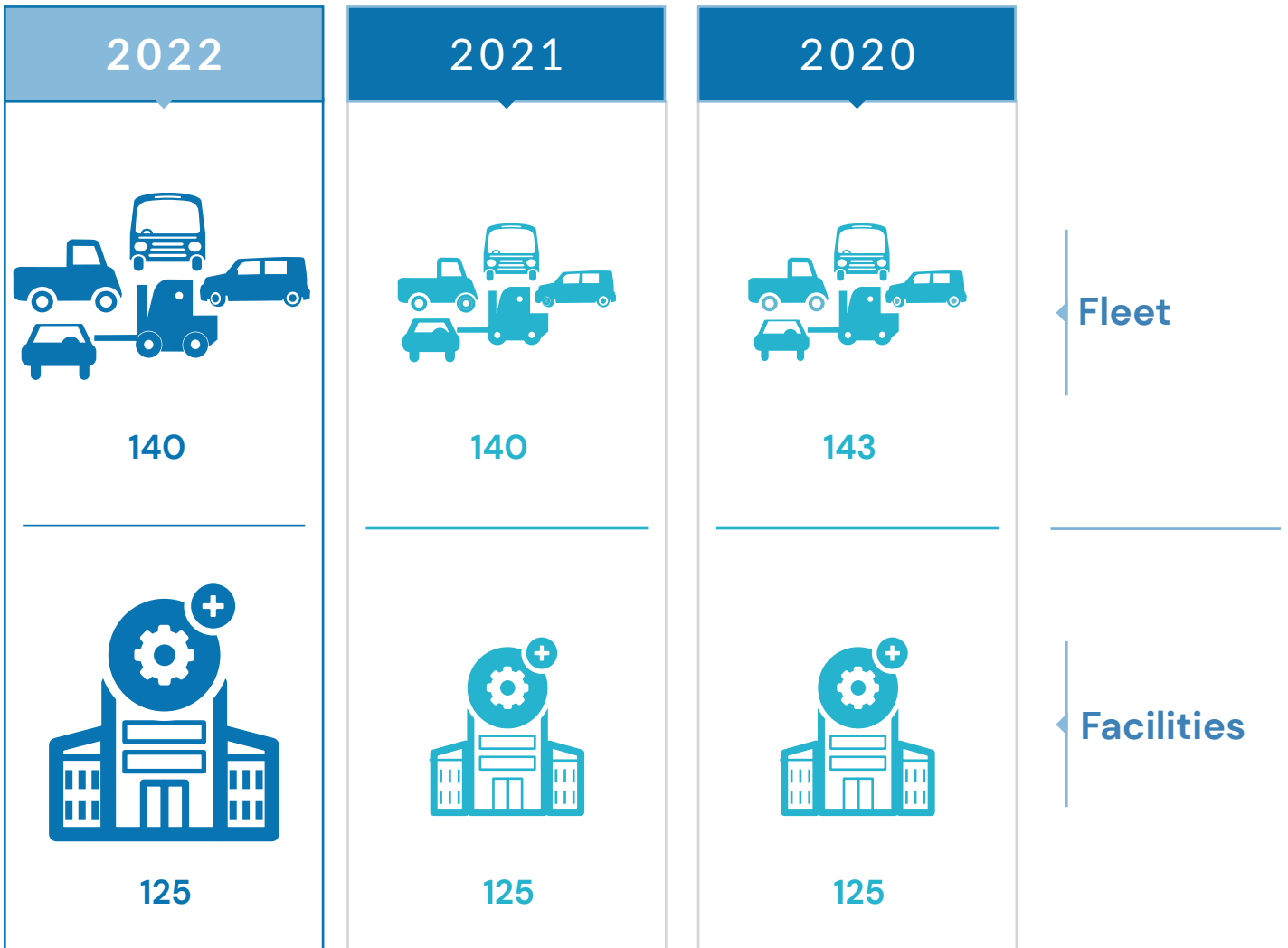
CAPITAL PROJECTS



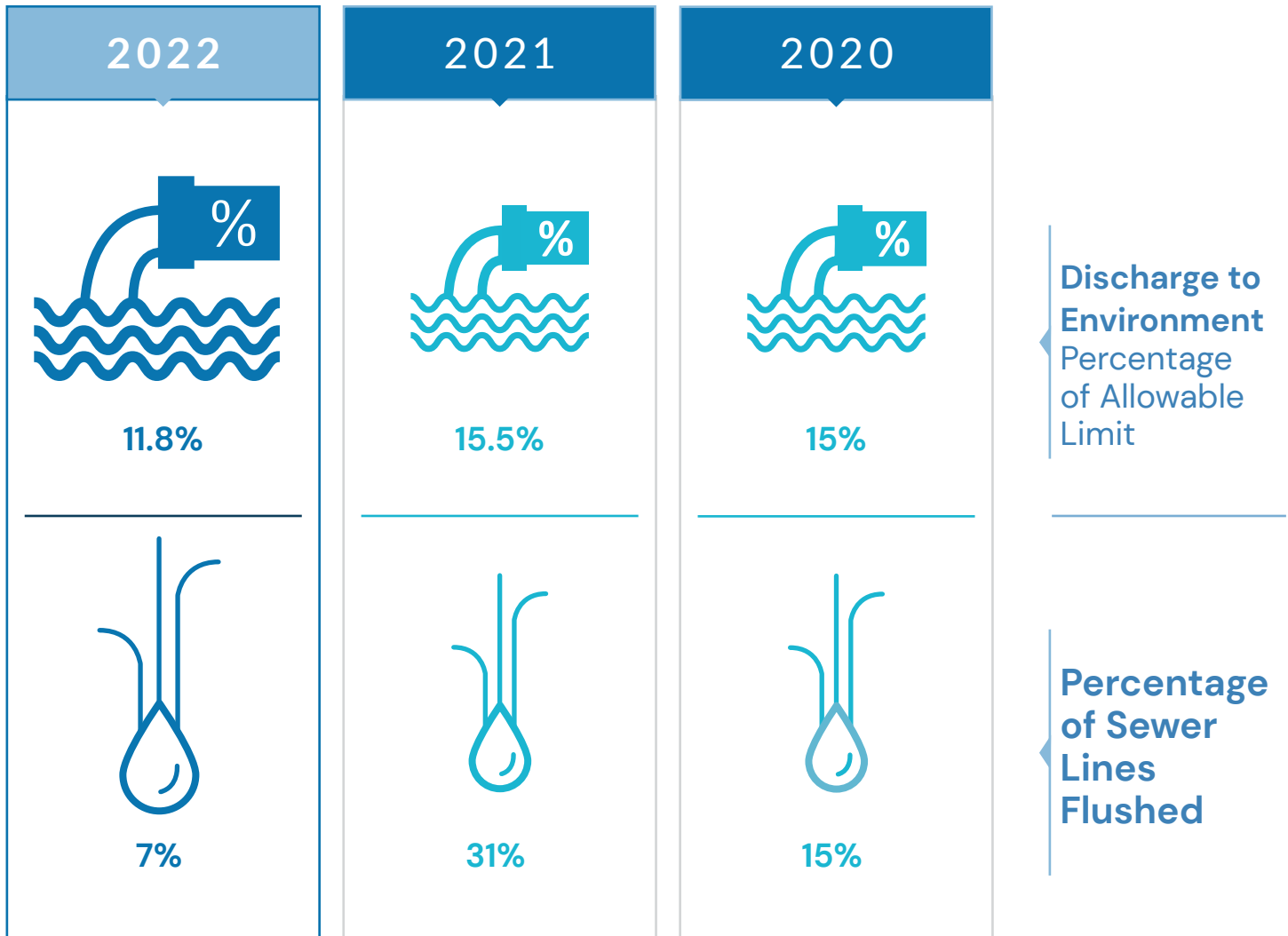
FLEET AND FACILITIES

2022	2021	2020	
 <p>\$315K</p>	 <p>\$348K</p>	 <p>\$431K</p>	Stores Inventory Value
 <p>1,713</p>	 <p>1,171</p>	 <p>1,693</p>	Stores Stock Items
 <p>2,997</p>	 <p>1,258</p>	 <p>2,906</p>	External Service Requests Dogwood Operations

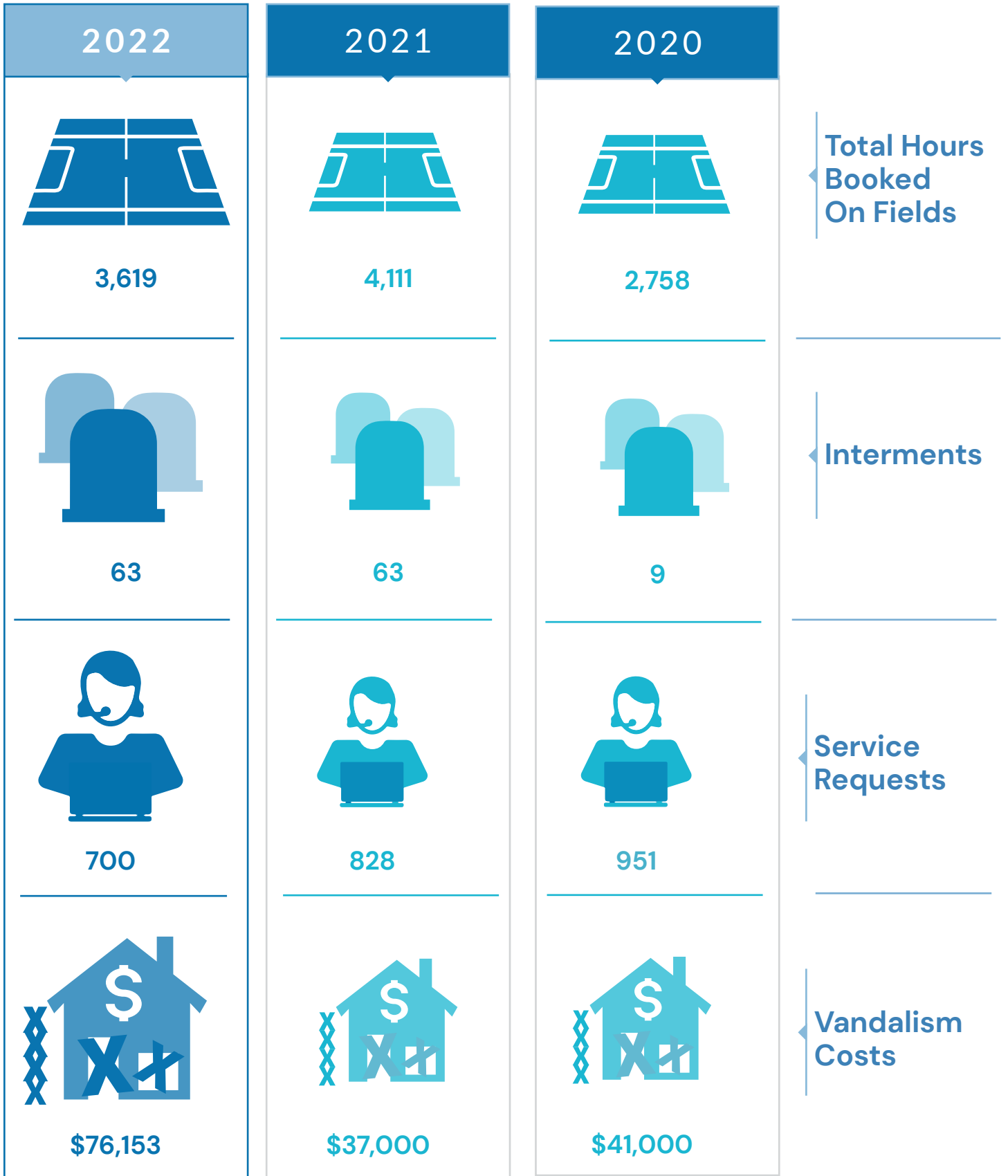
FLEET AND FACILITIES



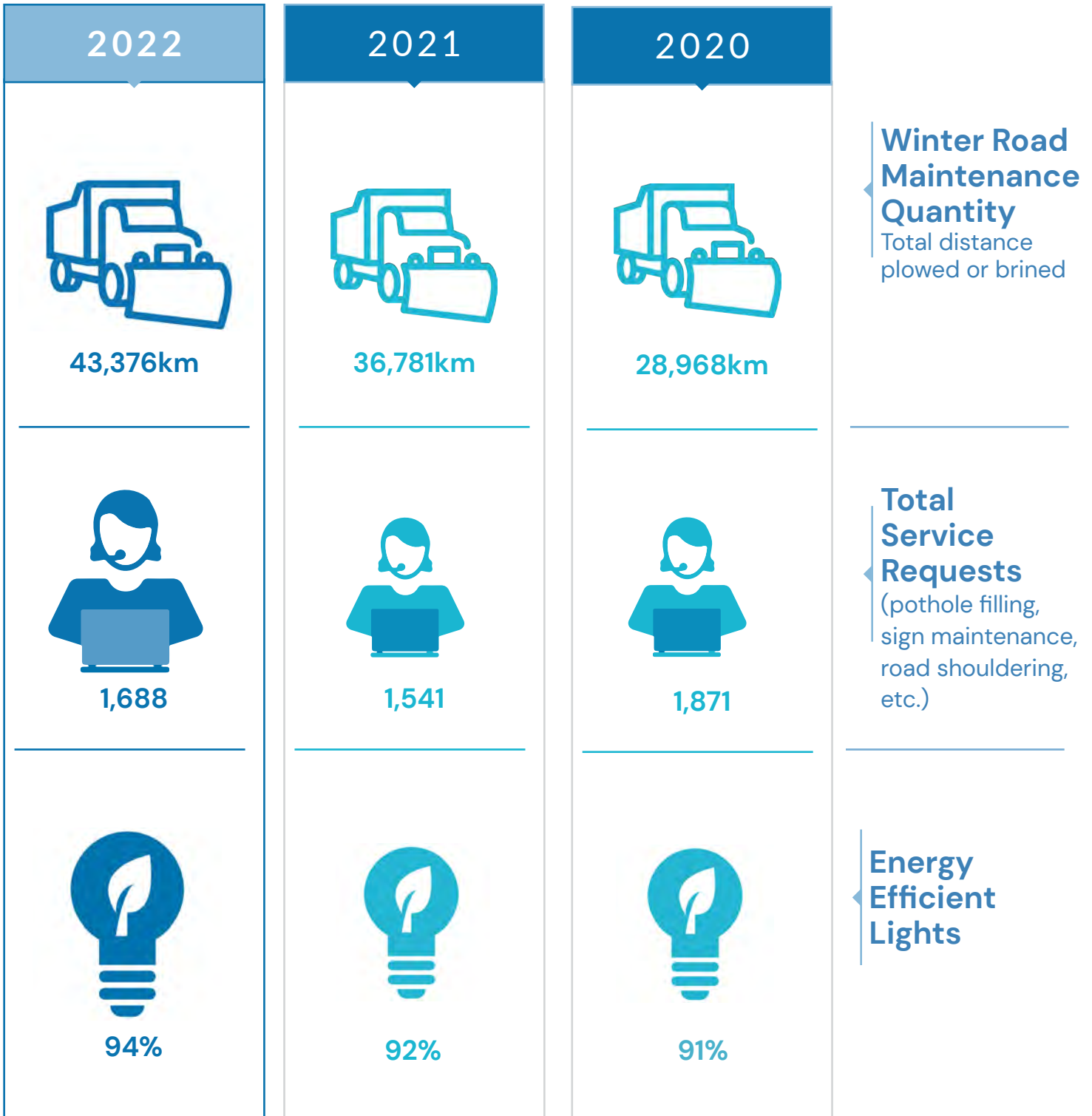
LIQUID WASTE



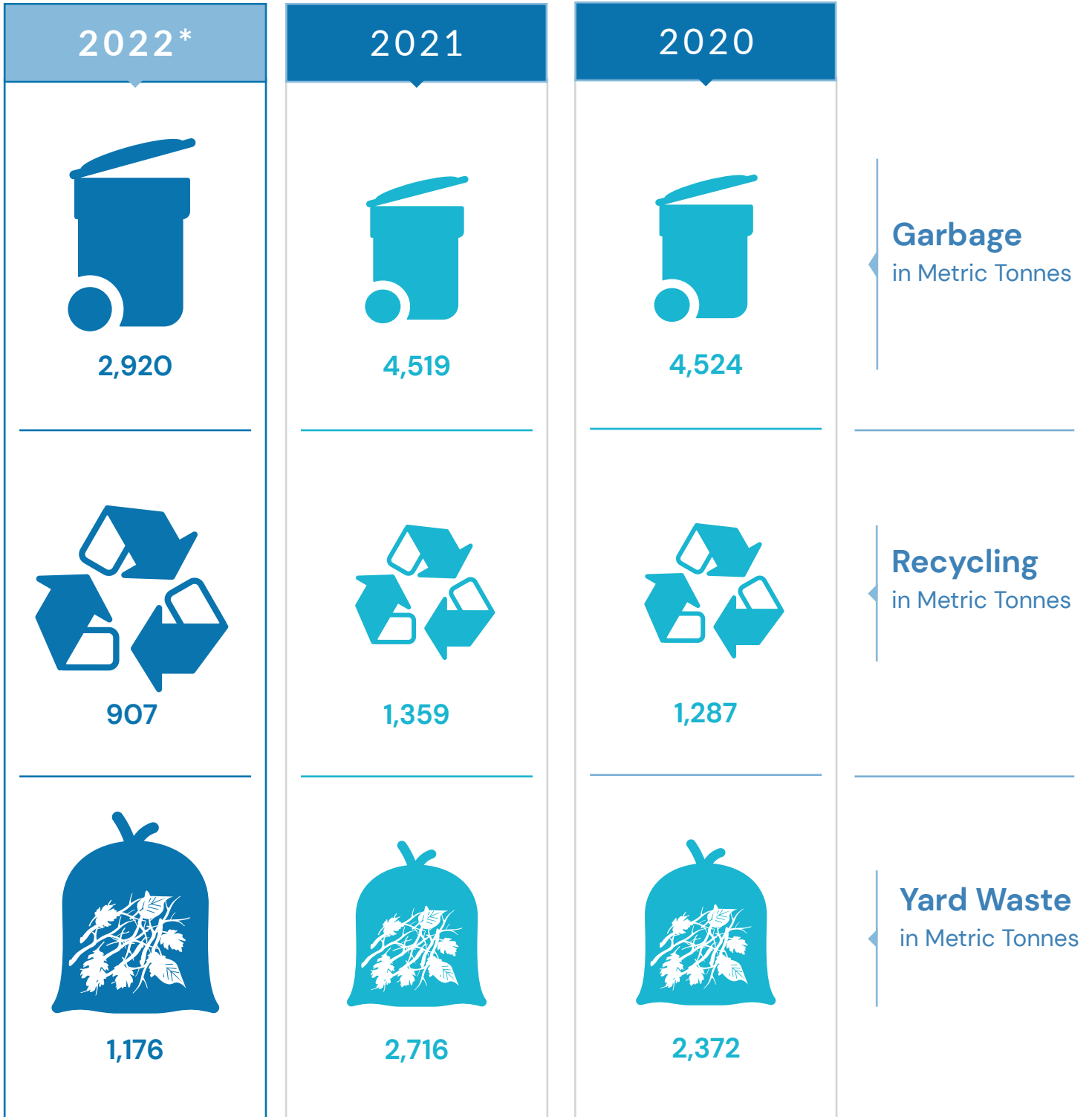
PARKS



ROADS

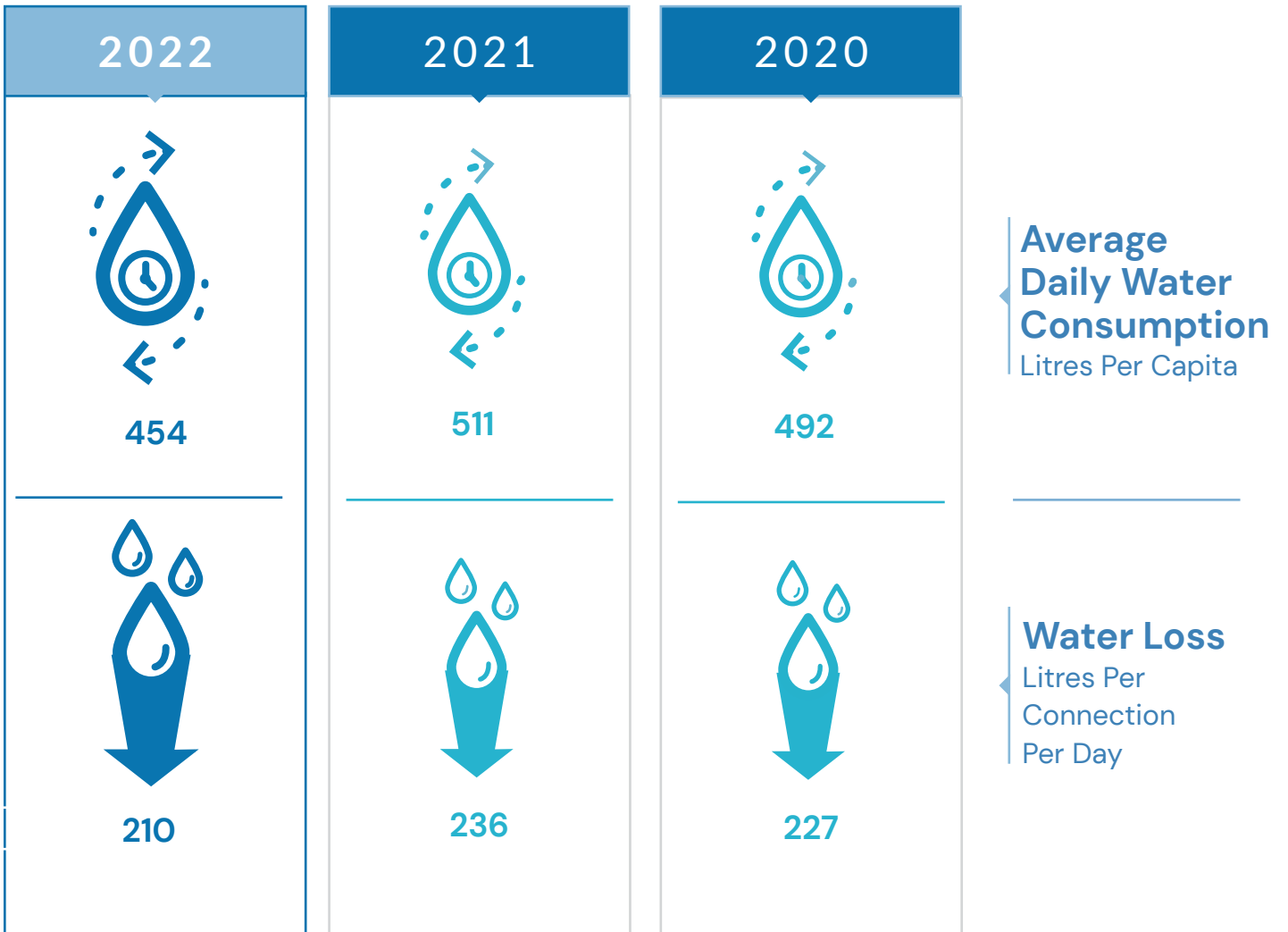


SOLID WASTE



*At the time of publishing, complete 2022 garbage, recycling and yard waste collection figures were not available and reflect collection from January to August 2022 only.

WATER





FINANCIAL AND STATISTICAL ANALYSIS

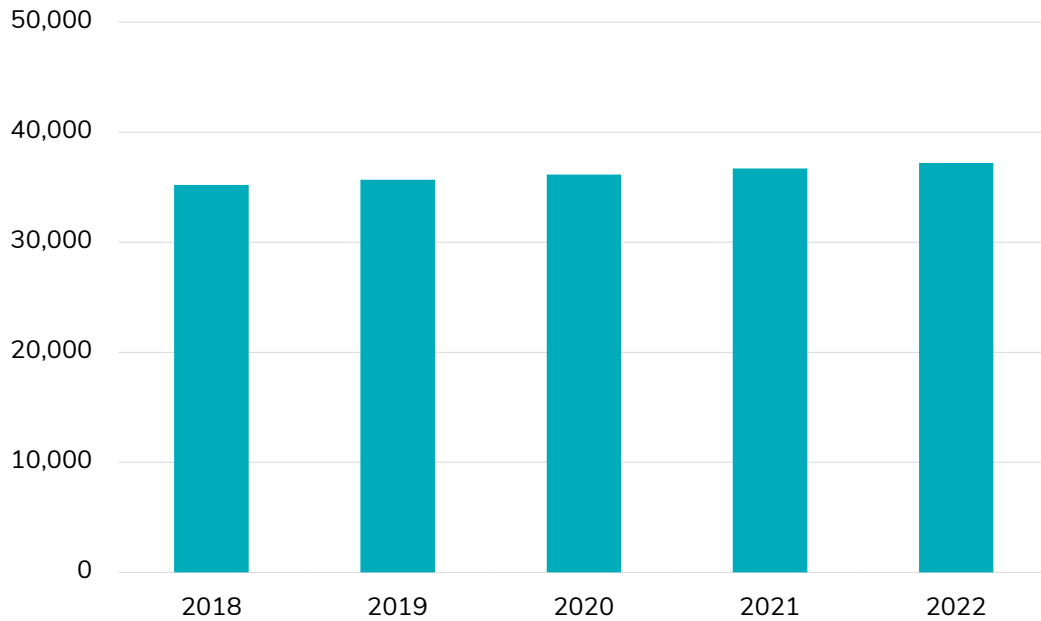
The City of Campbell River reports on a significant amount of financial and non-financial information.

The City regularly reviews and analyzes data collected to ensure informed policy decisions are made.

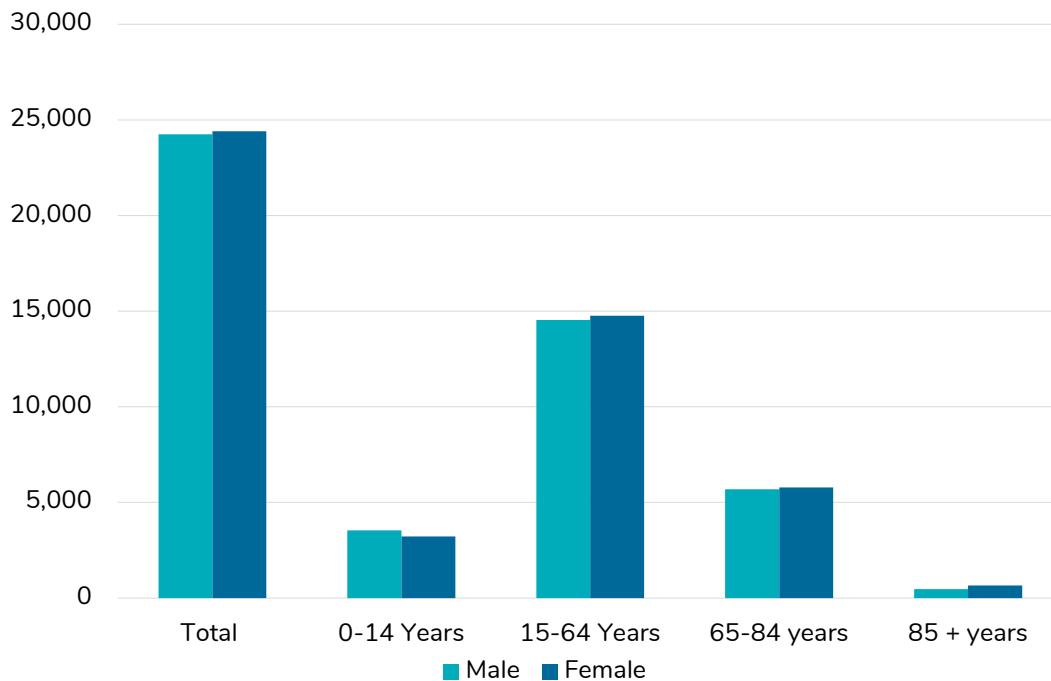
DEMOGRAPHICS

Population totals are based on population estimates from the provincial site referenced below
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

POPULATION ESTIMATES



POLULATION DYNAMICS



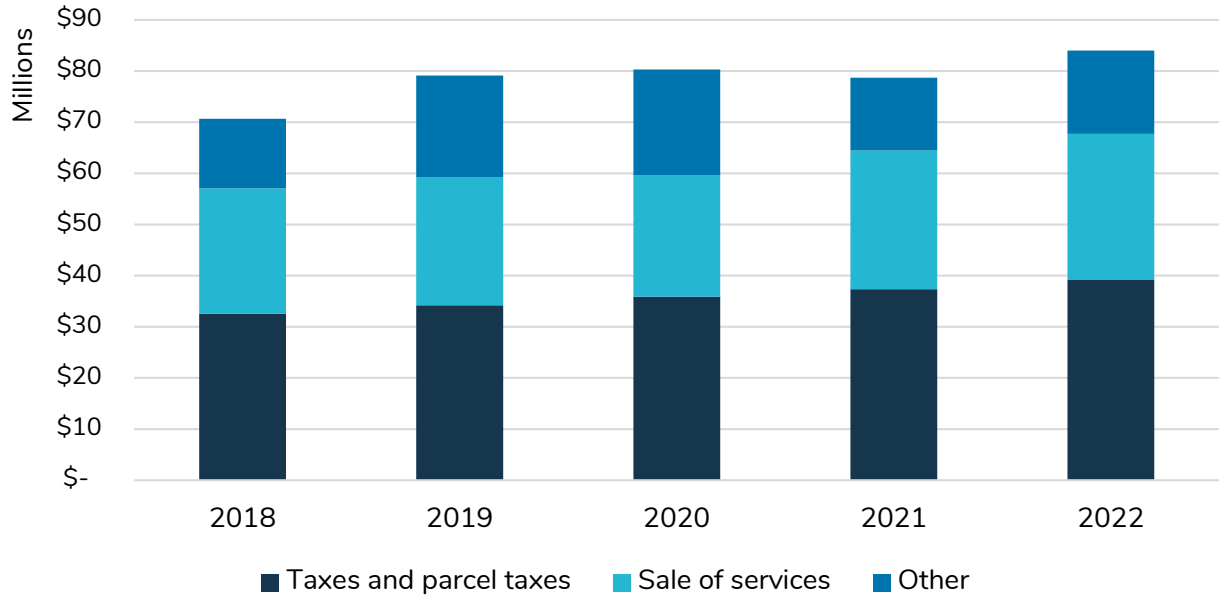
REVENUES BY SOURCE

Source: Finance Department

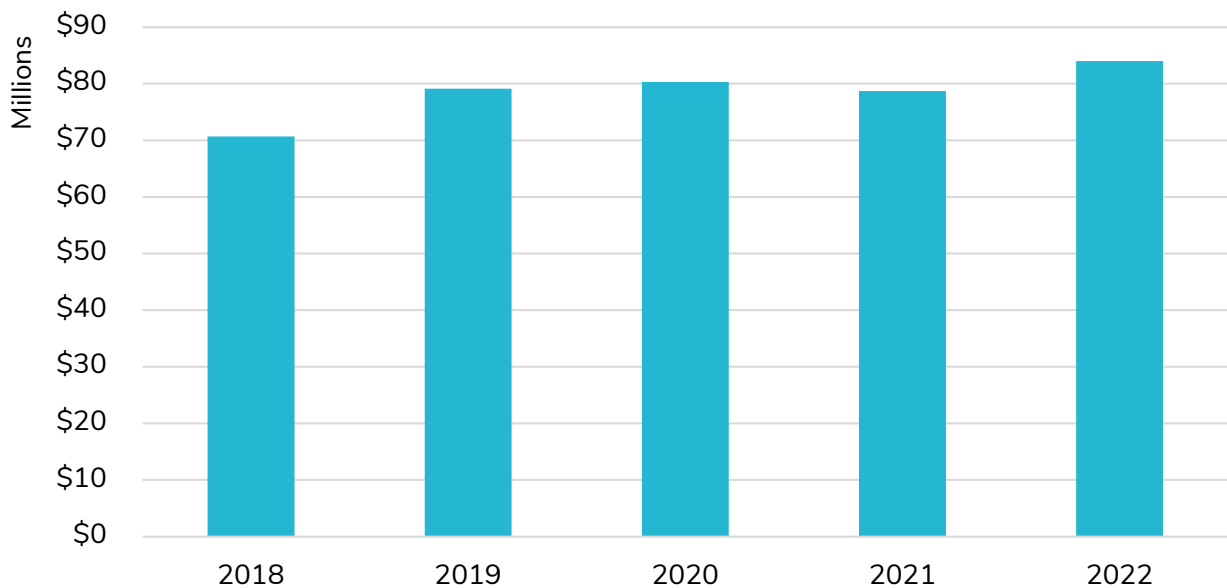
Revenues by Source	2022	2021	2020	2019	2018
Taxes and parcel taxes	\$ 39,229,522	\$ 37,329,041	\$ 35,854,588	\$ 34,213,916	\$ 32,528,517
Payments in lieu of taxes	793,684	760,729	711,370	683,089	716,817
Sale of services	28,480,632	27,139,784	23,816,603	25,065,270	24,535,635
Services provided to other governments	1,370,111	1,499,057	1,596,147	1,545,783	1,681,129
Transfers from other governments	9,378,944	3,586,616	13,423,631	4,961,949	5,986,445
Investment and other income	2,669,532	1,177,820	921,336	1,869,796	1,536,179
Other revenue	776,760	1,014,408	285,472	338,391	262,653
Development cost charges recognized	937,338	2,199,740	1,351,905	248,992	152,834
Contributed tangible capital assets	349,354	4,017,610	2,639,297	10,227,164	3,350,027
Gain/(loss) on disposal of tangible capital assets	18,262	(39,543)	(311,012)	(46,126)	(72,536)
Total revenues	\$ 84,004,139	\$ 78,685,262	\$ 80,289,337	\$ 79,108,224	\$ 70,677,700

REVENUES BY SOURCE

Source: Finance Department



TOTAL REVENUES

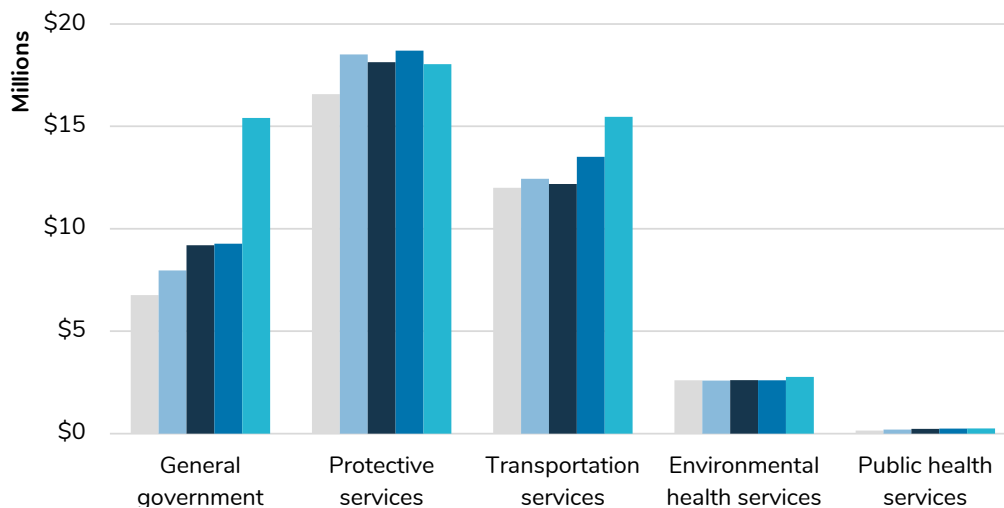


EXPENSES BY FUNCTION

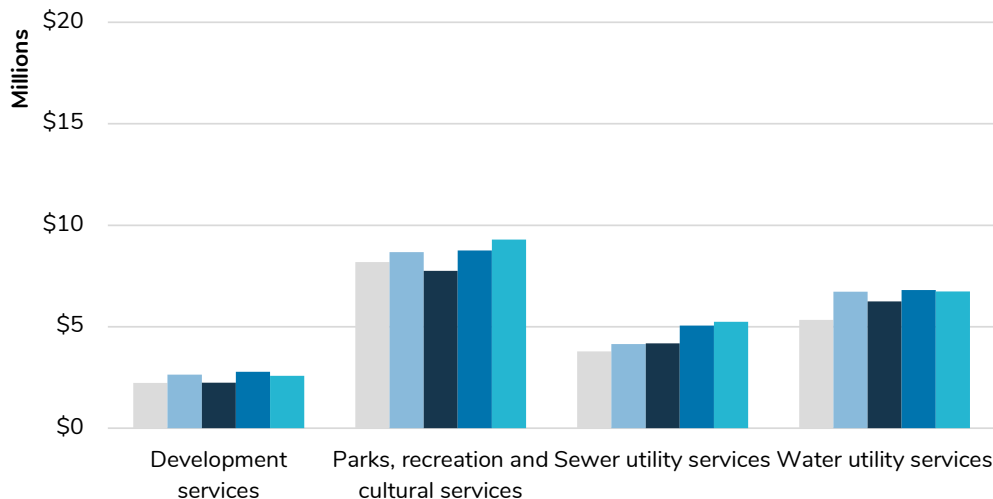
Source: Finance Department

Expenses by Function	2022	2021	2020	2019	2018
General government	\$ 15,409,564	\$ 9,267,734	\$ 9,198,207	\$ 7,962,897	\$ 6,760,561
Protective services	18,036,917	18,693,861	18,127,980	18,506,359	16,572,269
Transportation services	15,466,891	13,508,920	12,188,199	12,442,699	12,000,146
Environmental health services	2,766,081	2,600,238	2,609,372	2,590,889	2,604,117
Public health services	254,088	247,658	229,155	199,877	148,775
Development services	2,579,250	2,780,745	2,244,067	2,634,950	2,226,581
Parks, recreation and cultural	9,284,480	8,760,780	7,758,785	8,674,083	8,184,428
Sewer utility services	5,247,954	5,055,377	4,184,035	4,149,424	3,779,109
Water utility services	6,736,818	6,811,304	6,247,816	6,723,650	5,341,630
Total Expenses	\$ 75,782,043	\$ 67,726,617	\$ 62,787,616	\$ 63,884,828	\$ 57,617,616

EXPENSES BY FUNCTION (PART 1)



EXPENSES BY FUNCTION (PART 2)

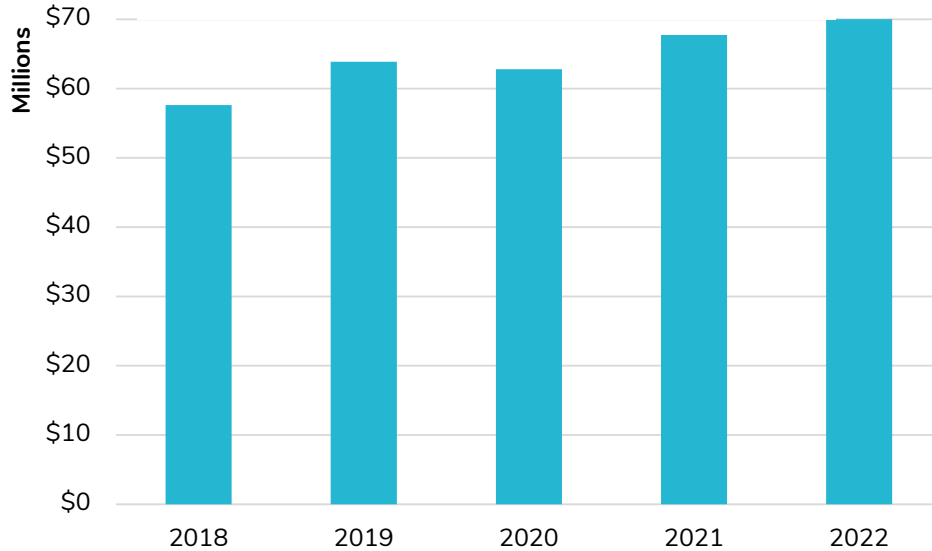


■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022

EXPENSES BY FUNCTION

Source: Finance Department

TOTAL EXPENSES

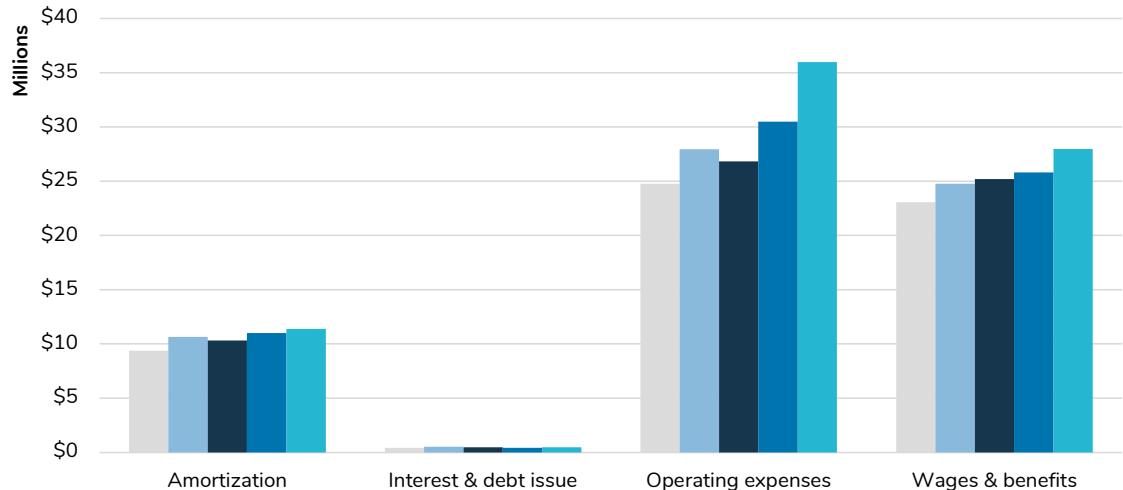


EXPENSES BY OBJECT

Source: Finance Department

Expenses by Object	2018	2019	2020	2021	2022
Amortization	\$ 9,381,614	\$ 10,637,391	\$ 10,323,551	\$ 11,013,762	\$ 11,368,854
Interest & debt issue	420,457	525,724	454,851	421,713	454,250
Operating expenses	24,753,427	27,955,156	26,813,202	30,476,674	36,000,855
Wages & benefits	23,062,118	24,766,557	25,196,012	25,814,468	27,958,084
Total expenses by object	\$ 57,617,616	\$ 63,884,828	\$ 62,787,616	\$ 67,726,617	\$ 75,782,043

EXPENSES BY OBJECT

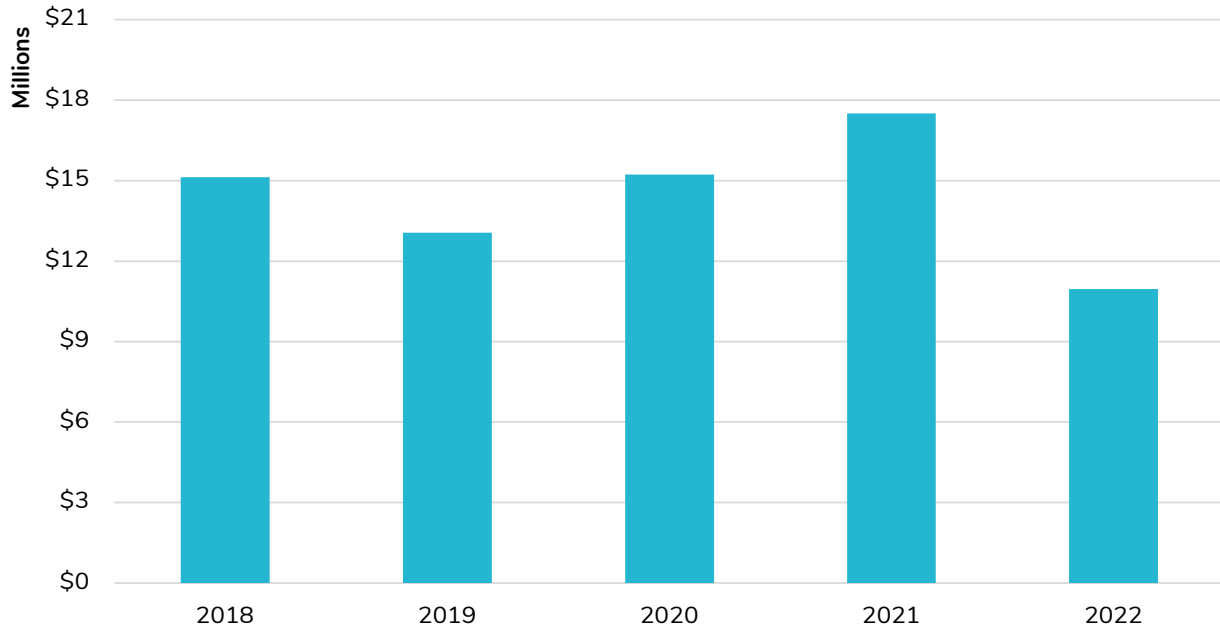


■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022

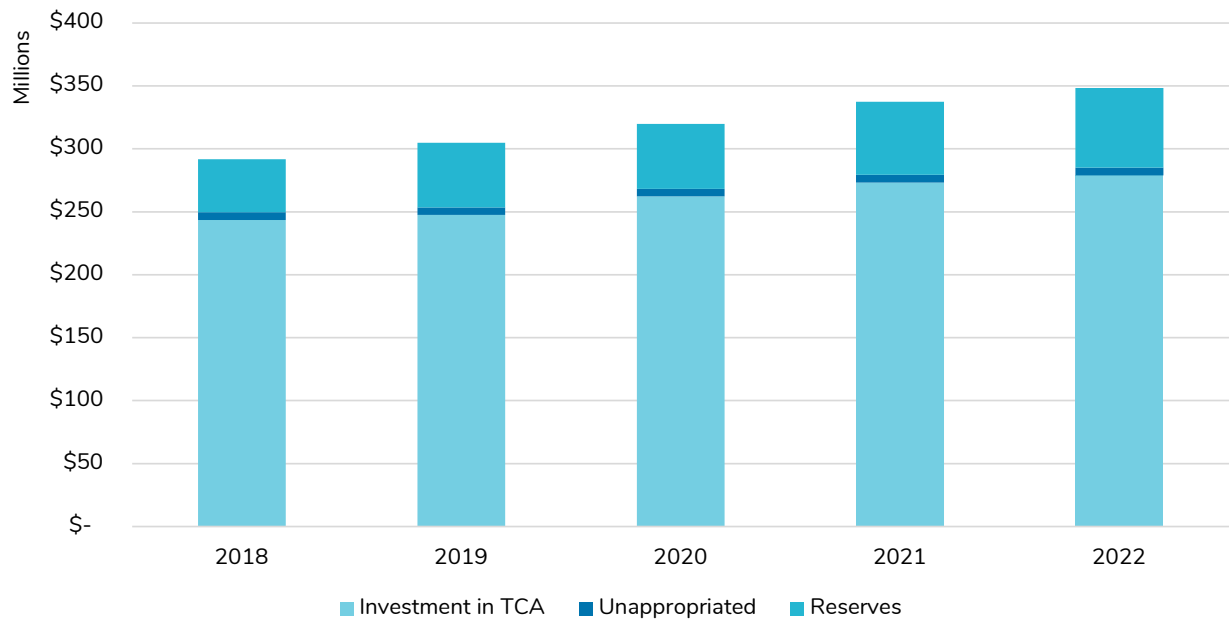
ANNUAL SURPLUS

Source: Finance Department

ANNUAL SURPLUS

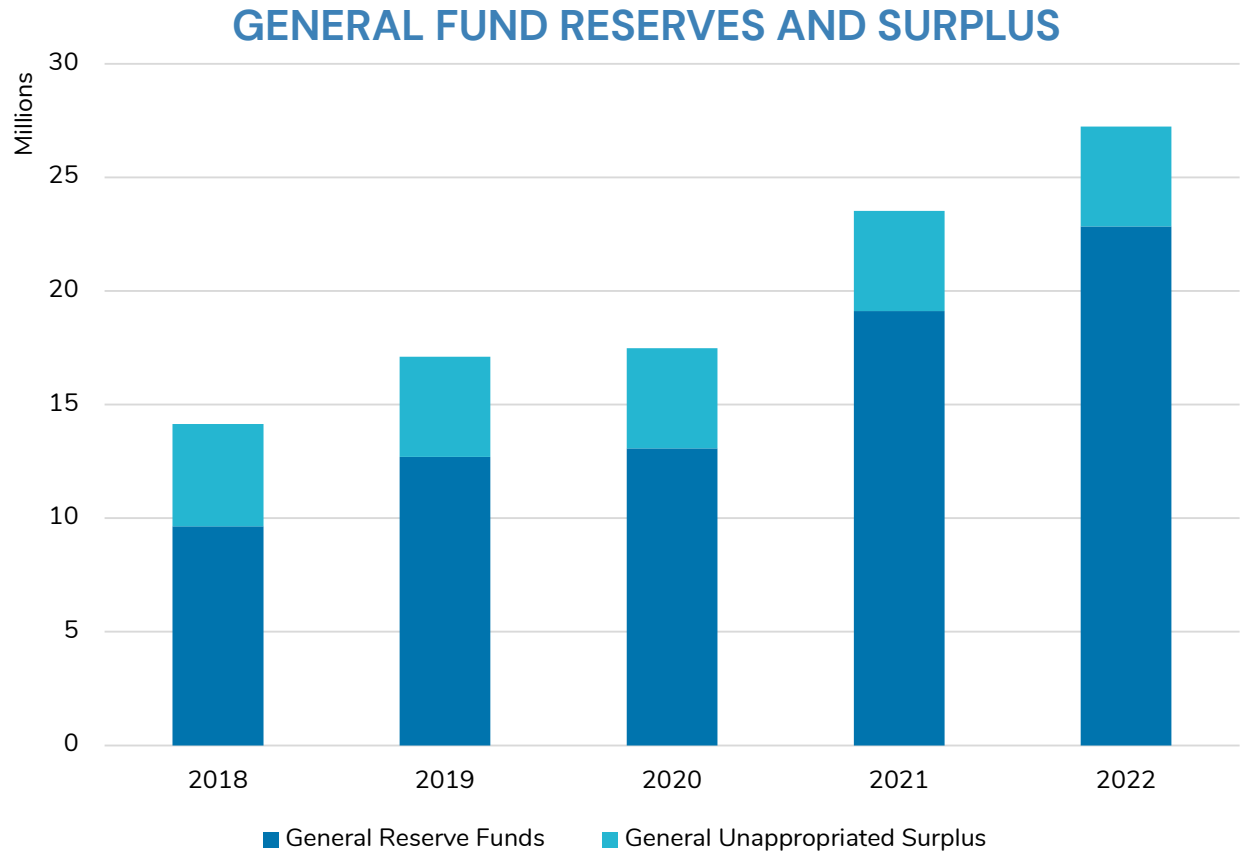


ACCUMULATED SURPLUS



SURPLUS/EQUITY FUNDS

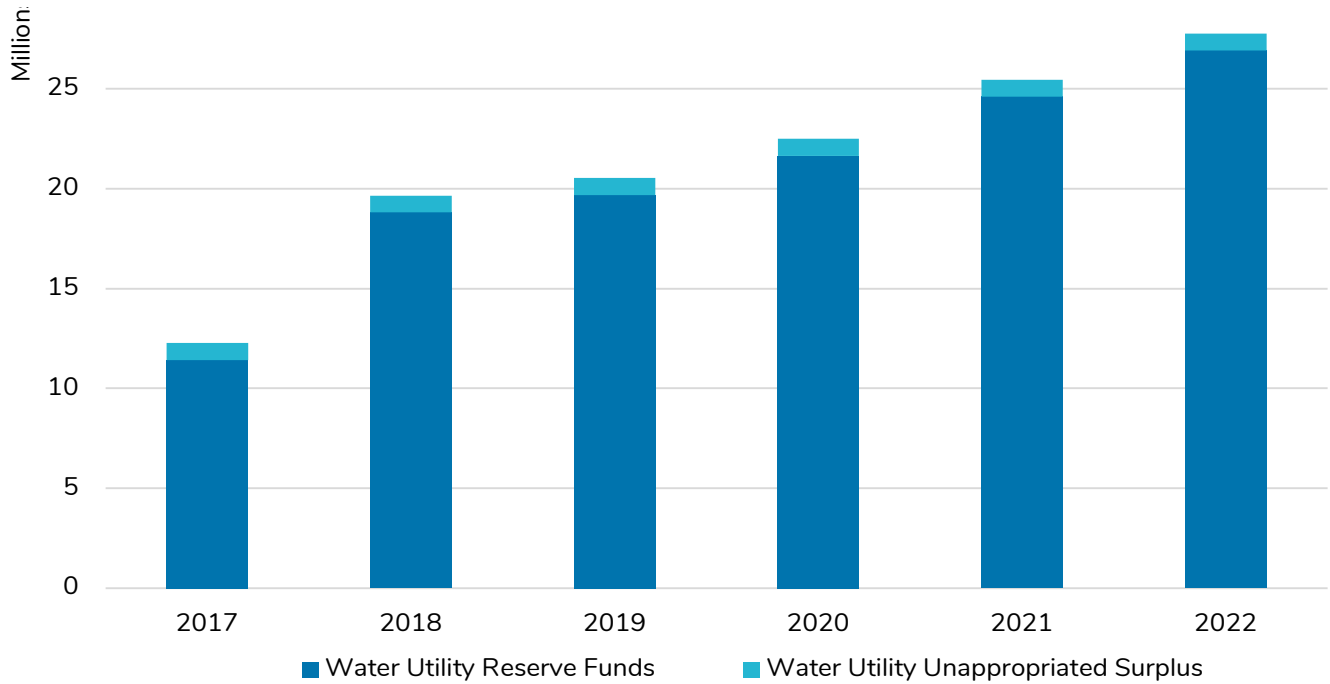
Source: Finance Department



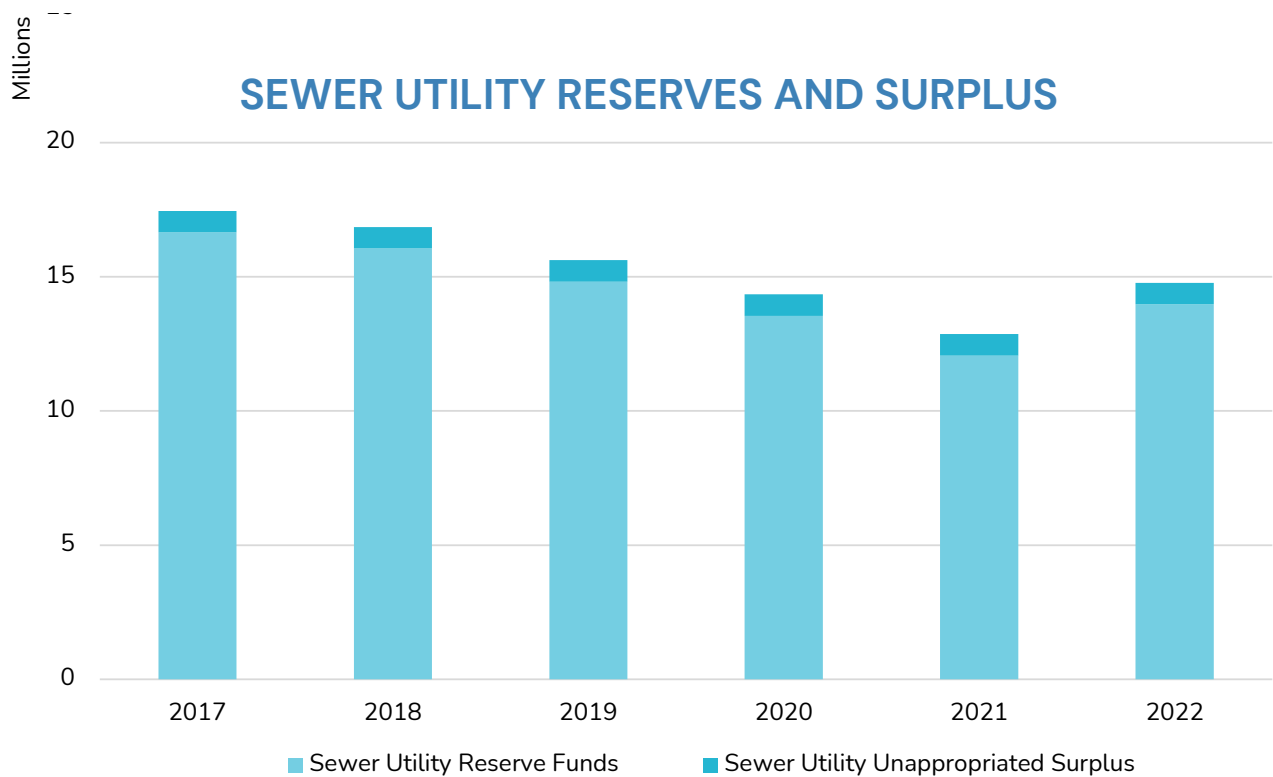
SURPLUS/EQUITY FUNDS

Source: Finance Department

WATER UTILITY RESERVES AND SURPLUS



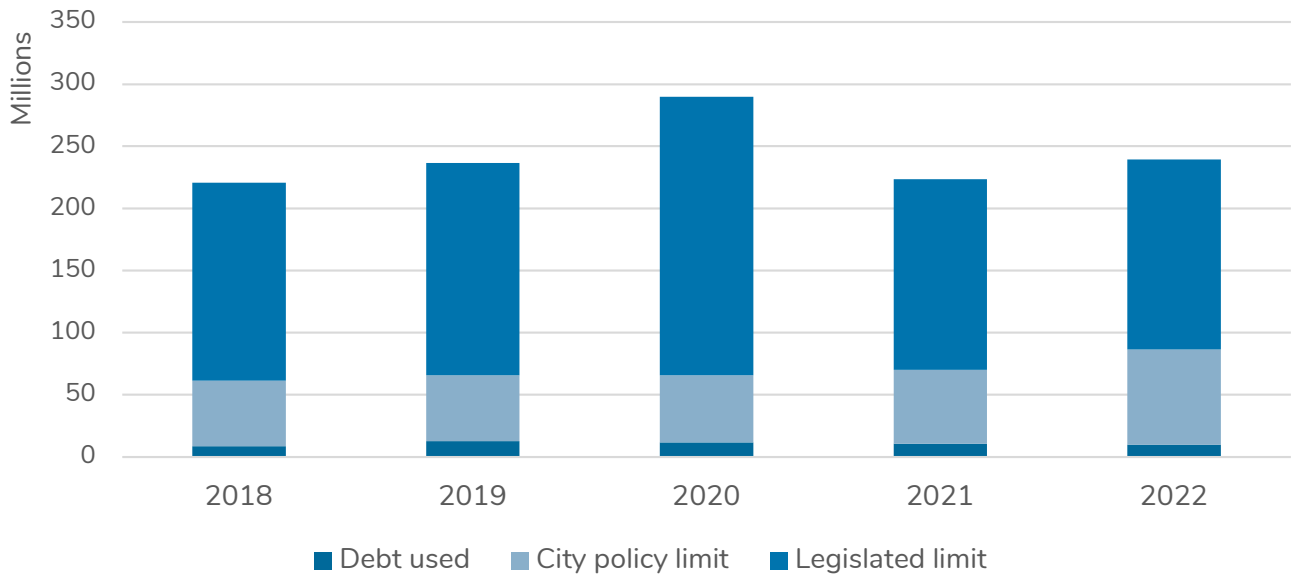
SEWER UTILITY RESERVES AND SURPLUS



DEBT

Source: Finance Department

DEBT LIMITS

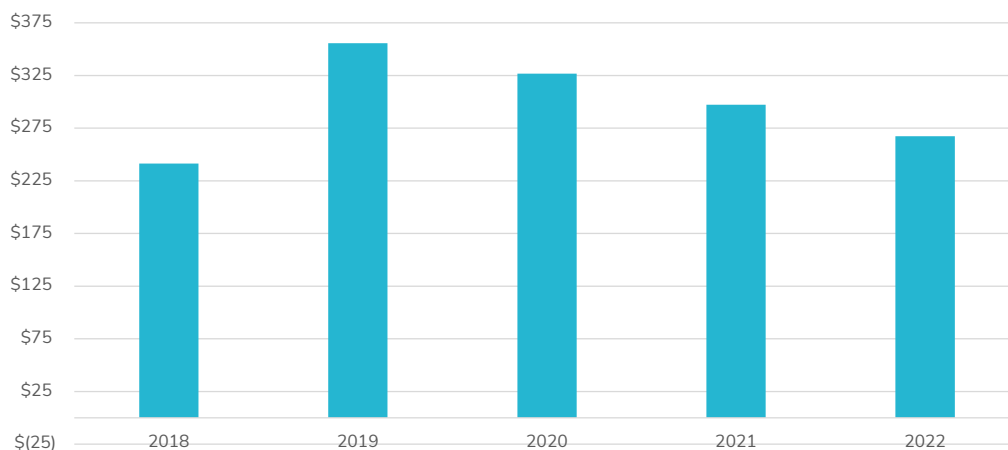


LONG TERM DEBT

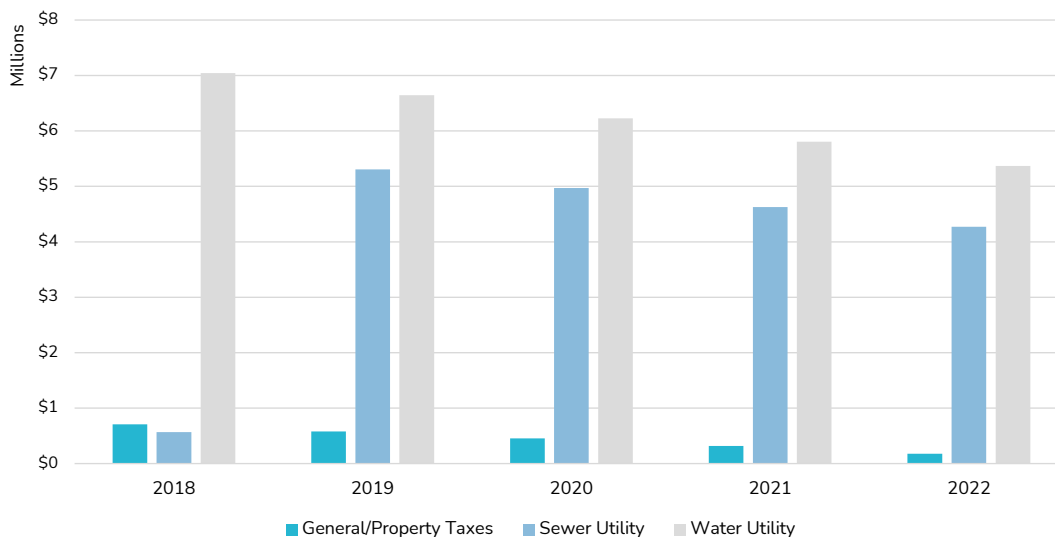
Source: Finance Department

		2017	2018	2019	2020	2021	2022
<i>Supported by property taxes</i>	General/Property Taxes	998,974	707,280	579,686	452,546	317,038	176,179
<i>Debt of self-supporting utilities</i>	Sewer Utility	636,370	568,570	5,304,091	4,970,535	4,626,018	4,269,865
<i>Debt of self-supporting utilities</i>	Water Utility	2,900,000	7,044,077	6,643,482	6,228,391	5,803,901	5,366,676
	Total	4,535,344	8,319,927	12,527,259	11,651,472	10,746,957	9,812,720

LONG TERM DEBT PER CAPITA



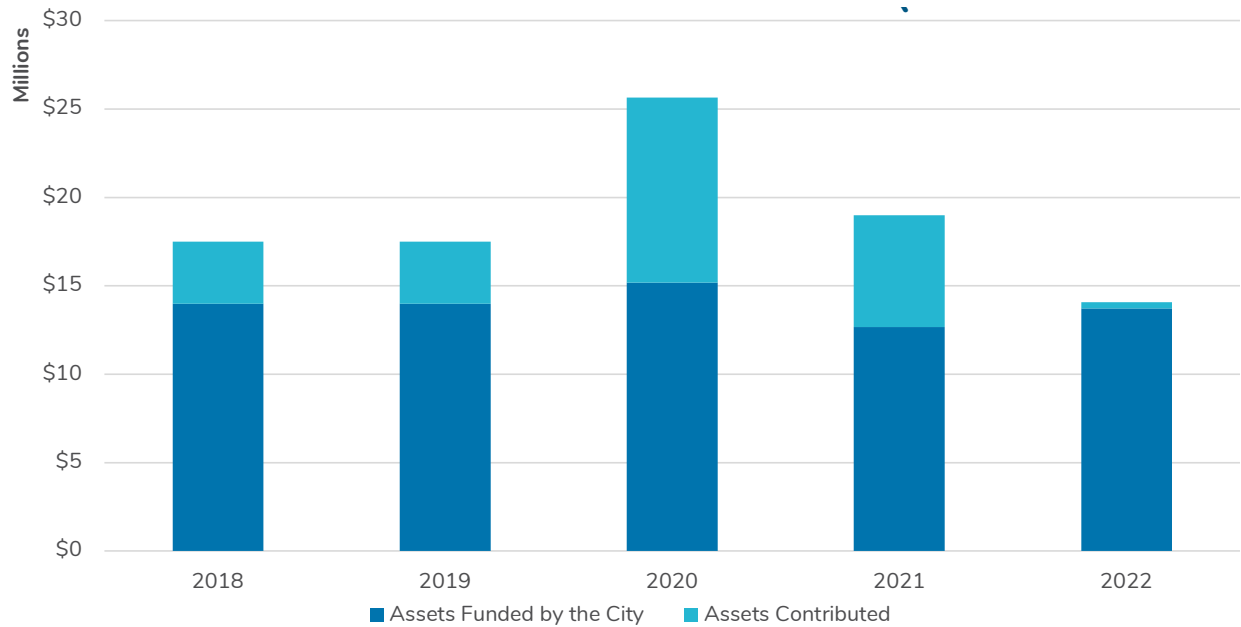
DEBT SUPPORTED BY TAXATION AND UTILITIES



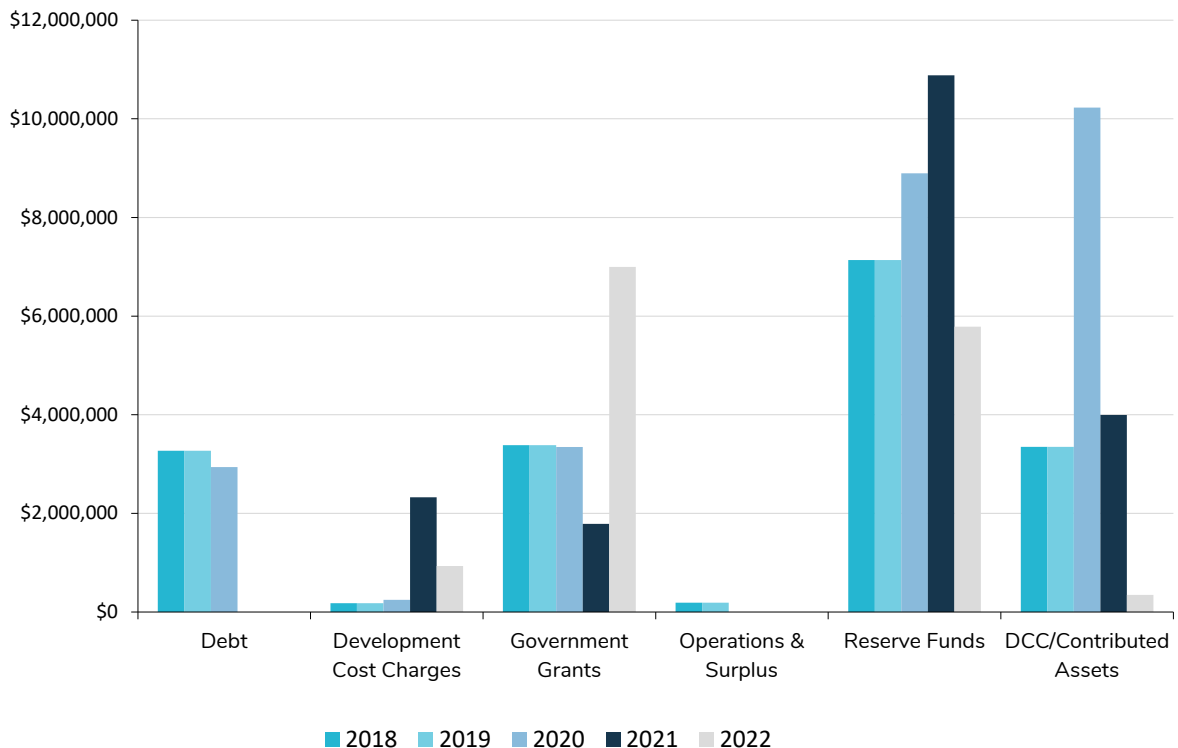
TANGIBLE CAPITAL ASSETS

Source: Finance Department

TOTAL TANGIBLE CAPITAL ASSET ACQUISITION

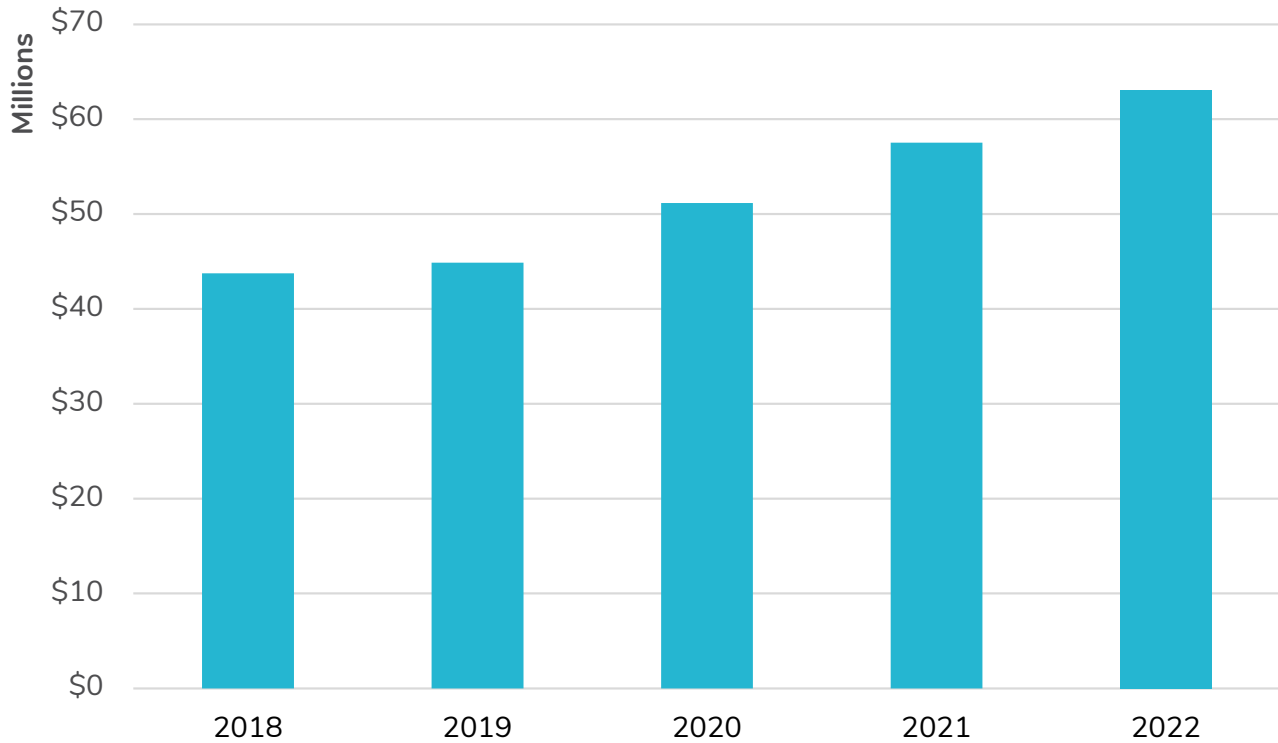


FUNDING SOURCES FOR CAPITAL ACQUISITIONS



NET FINANCIAL ASSETS

Source: Finance Department



TAXATION AND ASSESSMENT

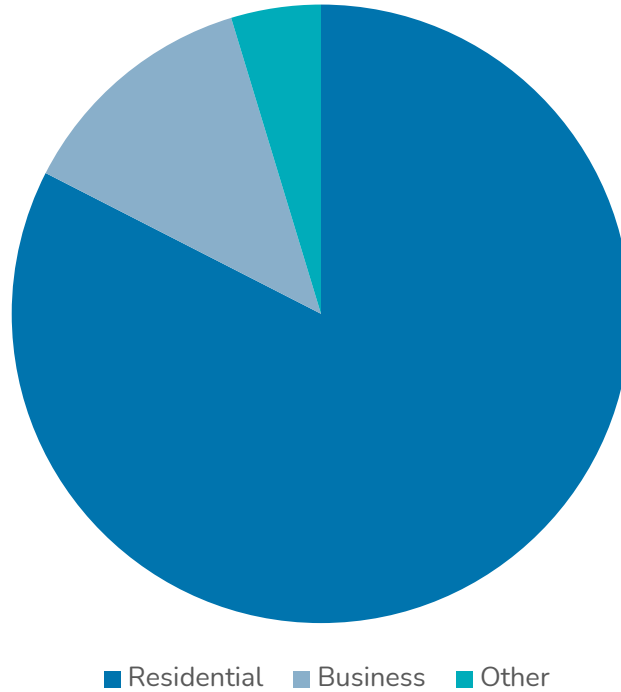
Source: Finance Department

Assessment by Property Class	2018	2019	2020	2021	2022
Residential	\$ 4,601,169,069	\$ 5,433,336,045	\$ 6,461,934,099	\$ 6,531,095,000	\$ 8,732,502,909
Business	532,348,700	575,538,200	627,082,450	1,157,568,591	1,352,964,181
Utilities	31,296,300	32,023,300	32,694,000	284,262,900	298,103,500
Major Industry	4,106,100	4,176,800	4,212,900	4,351,300	2,663,800
Light Industry	25,133,800	27,619,800	28,270,200	31,647,201	42,347,301
Managed Forest	16,964,700	21,227,300	18,588,200	18,588,200	16,091,400
Recreational/NonProfit	11,057,600	11,637,400	13,230,500	108,795,300	137,108,400
Farm	215,723	203,506	204,806	204,806	192,180
TOTAL	\$ 5,222,291,992	\$ 6,105,762,351	\$ 7,186,217,155	\$ 8,136,513,298	\$ 10,581,973,671
% Change		16.9%	17.7%	13.2%	30.1%

TAXATION AND ASSESSMENT

Source: Finance Department

2022 ASSESSMENT BY PROPERTY CLASS



PROPERTY TAX COLLECTION

Source: Finance Department

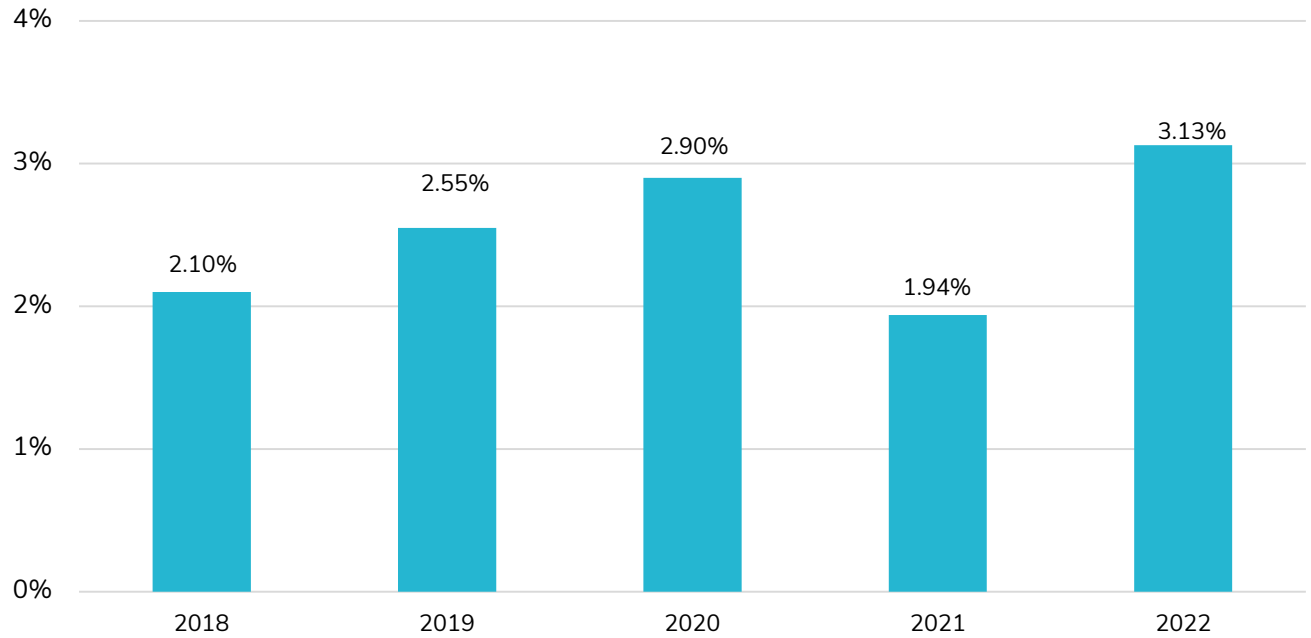
Property Taxes Levied & Collected	2018	2019	2020	2021	2022
Municipal Taxes	\$ 30,377,222	\$ 31,864,875	\$ 33,327,424	\$ 34,625,075	\$ 36,319,547
Other Taxing Authorities	28,266,035	29,873,834	29,816,560	30,775,302	31,957,762
Municipal Utilities User Fees	12,077,820	12,459,648	12,661,562	12,661,562	13,903,752
Parcel Taxes	1,554,614	1,733,611	1,925,559	2,106,064	2,291,968
1% Utility Grants	519,780	526,703	521,245	516,549	511,952
Local Service Taxes	91,721	88,727	81,353	81,353	81,353
Business Improvement Areas	73,689	76,865	76,585	78,848	81,555
Total Current Taxes Levied	\$ 72,960,882	\$ 76,624,263	\$ 78,410,288	\$ 80,844,753	\$ 85,147,889
Current taxes collected	\$ 71,744,014	\$ 75,459,338	\$ 77,247,964	\$ 79,829,457	\$ 84,155,894
Current taxes outstanding at December 31	\$ 1,216,868	\$ 1,164,925	\$ 1,162,324	\$ 1,015,296	\$ 991,995
% of current taxes collected	98.3%	98.5%	98.5%	98.7%	98.8%

Note: excludes grants in lieu of tax, interest and penalties.

TAXATION AND ASSESSMENT

Source: Finance Department

GENERAL MUNICIPAL PROPERTY TAX INCREASES



NEW CONSTRUCTION

Source: Finance Department

2022 NON-MARKET ASSESSMENT

Non-Market Assessment	2018	2019	2020	2021	2022
Residential	\$ 79,532,538	\$ 120,787,238	\$ 104,816,337	\$ 120,317,600	\$ 181,750,301
Utility	92,700	234,300	-	547,900	138,000
Major Industry	-	-	-	(76,600)	(1,683,000)
Light Industry	(814,600)	(108,500)	(199,000)	(1,262,300)	908,500
Business/Other	8,382,100	6,533,650	16,798,600	9,256,450	(4,005,600)
Managed Forest	327,800	2,272,700	(3,124,200)	(118,400)	(2,480,400)
Recreation/Non-Profit	(2,793,000)	229,000	610,300	544,300	666,100
Farm	(40,210)	(13,052)	(19,598)	(3,445)	(12,626)
TOTAL	\$ 84,687,328	\$ 129,935,336	\$ 118,882,439	\$ 129,205,505	\$ 175,281,275

NEW CONSTRUCTION

Source: Finance Department

REVENUES FROM NON-MARKET CHANGE

	2018	2019	2020	2021	2022
Residential	\$ 384,500	\$ 518,723	\$ 427,426	\$ 427,426	\$ 566,539
Utilities	3,051	7,785	-	19,132	4,771
Major Industry	-	-	-	(2,364)	(9,721)
Light Industry	(10,018)	(1,240)	(2,336)	(14,135)	8,119
Businesses/ther	100,256	74,897	186,161	107,160	(39,652)
Managed Forest	6,206	39,890	53,991	(2,143)	(41,952)
Recreational/ Non-Profit	(21,735)	1,771	4,506	4,272	4,961
Farm	(223)	(74)	(114)	(21)	(78)
	462,037	641,752	669,634	586,730	492,987

PRINCIPAL TAXPAYERS

Source: Finance Department

2022 TOP TEN MUNICIPAL TAXPAYERS

Owner	Description	Total Municipal Taxes
Capital Generation Services Inc	Capital Power Generating Station	943,444
Discovery Harbour Holdings	Discovery Harbour Shopping Centre	281,174
Mariner Holdings Ltd	Mariner Square Shopping Centre	270,117
Raven Forest Products Ltd.	Merecroft Village Shopping Centre	169,661
A B Edie Equities Inc.	Campbell River Common	153,258
Broadstreet Properties	Seymour Pacific/Broadstreet Properties Head Office	128,599
Discovery Sound Ltd. Partnerships	Tyee Plaza Shopping Centre	127,887
NTE Maple	Discovery LNG Site	119,751
Discovery Harbour Holdings	Commercial Development: Boston Pizza – White Spot	85,380
Fortis Energy (Vancouver Island Inc).		83,543
Total		\$ 2,362,814



PERMISSIVE TAX EXEMPTIONS

Permissive tax exemptions are designed to support non-profit community groups that add to Campbell River's quality of life by delivering economic, social and cultural programs and which, under ordinary circumstances, would be subject to property tax.

Organizations such as hospitals, schools, and places of religious worship are statutorily exempt from property taxation under Section 220 of the Community Charter.

The City recognizes the important services provided by these nonprofit groups for the betterment of the quality of life for the citizens and visitors to our community.

PERMISSIVE TAX EXEMPTIONS

HEALTH, HOUSING AND COMMUNITY SERVICES

Organization	Civic Address	%PTE Awarded	City Taxes
British Columbia Society for the Prevention of Cruelty to Animals (BCSPCA)	891 13th Ave (portion of)	100%	2,564
Campbell River Air Youth Association	2371 Airport Dr	100%	1,642
Campbell River Alano Club	301 10th Ave	100%	3,700
Campbell River and District Association for Community Living	301 Dogwood Street	100%	10,741
Campbell River and District Association for Community Living	435 Jesmar Pl	100%	2,223
Campbell River and District Association for Community Living	1065 Greenwood Street	100%	1,440
Campbell River and District Association for Community Living	1185 Greenwood Street	100%	3,395
Campbell River and District Association for Community Living	1153 Greenwood Street	100%	8,543
Campbell River and District Association for Community Living	1261 Shellbourne Blvd	100%	1,549
Campbell River and District Association for Community Living	1841 Island Hwy	100%	2,602
Campbell River and District Association for Community Living	1851 Island Hwy	100%	2,880
Campbell River and District Food Bank Society	1393 Marwalk Cres	100%	4,761
Campbell River and North Island Transition Society	608 Alder Street	100%	1,222
Campbell River and North Island Transition Society	1116 Dogwood Street	100%	2,285
Campbell River Child Care Society	394 Leishman Road	100%	3,940
Campbell River Child Care Society	1048 Hemlock Street	100%	907
Campbell River Dragon Boat Society	1400 Ironwood Street (portion of)	100%	120
Campbell River Eagles Hall Ltd.	1999 14th Avenue	85%	8,112

PERMISSIVE TAX EXEMPTIONS HEALTH, HOUSING AND COMMUNITY SERVICES

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River Head Injury Support Society	1710 16th Ave	100%	4,613
Campbell River Head Injury Support Society	1720 16th Ave	100%	4,613
Campbell River Hospice Society	440 Evergreen Road	100%	6,761
Canadian Red Cross Society	520 2nd Ave (portion of)	100%	1,861
Communitas Supportive Care Society	A-1423 16th Ave	100%	6,345
Discovery Masonic Temple Association	2905 Island Hwy (portion of)	25%	1,290
Governing Council of the Salvation Army	1381 Cedar Street	100%	6,721
Habitat for Humanity Vancouver Island North Society	1725 Willow Street (portion of)	100%	14,532
The John Howard Society of North Island	980 Alder Street (portion of)	100%	7,088
The John Howard Society of North Island	140-10th Ave	100%	16,759
The John Howard Society of North Island	91 Dogwood Street	100%	1,820
John Perkins Memorial Housing Society (Royal Canadian Legion)	931 14th Ave	100%	1,465
Navy League of Canada	911 - 931 13th Ave	100%	4,698
North Island Supportive Recovery Society	647 Birch Street	100%	1,630
Opportunities Career Services Society	101 - 300 Street. Ann's Road	100%	3,197
St. John's Ambulance	1433 B 16th Avenue	100%	6,603
Total Change Ministries	1691 Island Hwy	100%	500

PERMISSIVE TAX EXEMPTIONS

HEALTH, HOUSING AND COMMUNITY SERVICES

Organization	Civic Address	%PTE Awarded	City Taxes
Vancouver Island Mental Health Society	1330 Dogwood Street	100%	8,563
Willow Point Lions Club Society	2165 Island Hwy S	100%	4,039
Willow Point Supportive Living Society	100 142 Larwood Road	100%	957
Willow Point Supportive Living Society	1 142 Larwood Road	100%	15,576
Willow Point Supportive Living Society	2 142 Larwood Road	100%	907
Willow Point Supportive Living Society	3 142 Larwood Road	100%	907
Willow Point Supportive Living Society	4 142 Larwood Road	100%	907
Willow Point Supportive Living Society	5 142 Larwood Road	100%	957
Willow Point Supportive Living Society	8 142 Larwood Road	100%	957
Willow Point Supportive Living Society	9 142 Larwood Road	100%	907
Willow Point Supportive Living Society	10 142 Larwood Road	100%	957
Willow Point Supportive Living Society	12 142 Larwood Road	100%	4,696
Total Health, Housing, and Community Services			203,034

PERMISSIVE TAX EXEMPTIONS CULTURE AND RECREATION

Organization	Civic Address	%PTE Awarded	City Taxes
Association Francophone de Campbell River	891 13th Ave (portion of)	100%	2,564
Campbell River Curling Club	260 Cedar Street	85%	17,185
Campbell River Eagles Water Ski Club	McIvor Lake Park	85%	477
Campbell River Fish and Wildlife Association	2641 Campbell River Road	85%	4,424
Campbell River Gun Club Society	2600 Quinsam Road	100%	1,570
Campbell River Gymnastics Association	1394A Marwalk Crescent	100%	5,484
Campbell River Minor Hockey Association	225 Dogwood Street S (portion of)	85%	515
Campbell River Motocross Association	7021 Gold River Hwy	85%	3,861
Campbell River Trail Riders Association	900 Parkside Dr	100%	4,399
Campbell River Tyee Judo Club	450B Merecroft Road	100%	2,131
Campbell River Wado Karate Club	450B Merecroft Road	100%	1,963
Campbell River Youth Soccer Association	450 Merecroft Road	100%	1,577
Nature Trust of BC	3200 Willow Creek Road	100%	5,757
River City Players Society	1080 Hemlock Street	100%	4,950
Tyee Club of British Columbia	2951 Spit Road	100%	524
Campbell River Figure Skating Club	225 Dogwood Street S (portion of)	100%	202
Storey Creek Golf & Recreation Society	300 McGimpsey Road	85%	27,088
Total Culture and Recreation			84,670

PERMISSIVE TAX EXEMPTIONS PROPERTY USED FOR CITY PURPOSES

Organization	Civic Address	%PTE Awarded	City Taxes
Campbell River & District Museum and Archives Society (Museum)	470 Island Hwy	100%	51,614
Campbell River & District Museum and Archives Society (Haig- Brown)	2250 Campbell River Road	100%	7,724
Campbell River Arts Council	2131 S Island Hwy	100%	6,243
Campbell River Seniors Society	1434 Ironwood Street (portion of)	100%	1,073
Campbellton Neighbourhood Association (Community Garden)	1721 15th Ave	100%	1,998
Campbellton Neighbourhood Association (Community Garden)	1741 15th Ave	100%	1,990
Campbell River Public Art Gallery	1235 Shoppers Row (portion of)	100%	-
Campbell River Search and Rescue Society	261 Larwood Road	100%	-
Comox Valley Regional District	6700 Argonaut Road	100%	6,910
Comox Valley Regional District	6300 Argonaut Road	100%	5,177
Greenways Land Trust	2251 Campbell River Road	100%	12,870
Greenways Land Trust	1909 Lawson Grove	100%	1,888
Eagles Found Bike Program	900 Alder Street (portion of)	100%	458
Campbell River Maritime Heritage Society	621 Island Hwy	100%	32,726
Nature Conservancy of Canada	2485 Island Hwy	100%	12,136
Nature Trust of BC	1201 Homewood Road	100%	7,195
Tidemark Theatre Society	1220 Shoppers Row	100%	-
Tourist Information Centre	1235 Shoppers Row (portion of)	100%	-
Volunteer Campbell River	900 Alder Street (portion of)	100%	893
Total Used for City Purposes			150,895

PERMISSIVE TAX EXEMPTIONS CHURCHES AND PLACES OF WORSHIP

Organization	Civic Address	%PTE Awarded	City Taxes
Anglican Synod Diocese of BC (St. Peter's Anglican Church)	228 S Dogwood Street	100%	7,284
BC Conference of Mennonite Brethern Churches (Discovery Community Church)	250 10th Ave	100%	1,288
Bethany Evangelical Lutheran Church	201 Birch Street	100%	2,130
Bishop of Victoria (St. Patrick's Parish)	34 Alder Street S (portion of)	100%	4,141
Campbell River Baptist Church	260 S Dogwood Street	100%	-
Campbell River Church of Christ	226 Hilchey Road	100%	2,867
Campbell River Church of the Way	451 7th Ave	100%	1,515
Campbell River Vineyard Christian Fellowship	2215 Campbell River Road	100%	1,929
Centre for Spiritual Living Campbell River	516 Dogwood Street S	75%	2,564
Church of Jesus Christ of Latter-Day Saints in Canada	460 Goodwin Road	85%	3,652
Foursquare Gospel Church of Canada	403 5th Ave	100%	1,534
Foursquare Gospel Church of Canada	422 Colwyn Street	100%	2,301
Foursquare Gospel Church of Canada	415 5th Ave	100%	642
Governing Council of Salvation Army in Canada	291 Mclean Street	90%	2,112
Guru Nanak Sikh Society	735 PinecreStreet Road	70%	2,504
Pentecostal Assemblies of Canada (Christian Life Fellowship)	445 Mercroft Road	100%	3,562

PERMISSIVE TAX EXEMPTIONS CHURCHES AND PLACES OF WORSHIP

Organization	Civic Address	%PTE Awarded	City Taxes
Seventh Day Adventist Church	300 Thulin Street	100%	2,332
Trinity Presbyterian Church	145 Simms Road	100%	3,006
Trustees of Rockland Congregation of Jehovah's Witnesses	1935 Evergreen Road	85%	2,464
Trustees United Church of Canada	415 PinecreStreet Road	100%	3,161
Churches Total			50,989



COMMUNITY PARTNERSHIP GRANTS

The Community Partnership Program Grants are designed to support community arts and culture groups with the delivery of services and/or major events. These groups assist the City in fulfilling the principle objective of promoting a dynamic arts and cultural community, while promoting a positive community spirit in Campbell River.

COMMUNITY PARTNERSHIP GRANTS

Organization	Community Grants
Core Operating Assistance	
Campbell River and District Public Art Gallery	\$80,000
Campbell River Community Arts Council	\$27,000
Campbell River Museum and Archives (Haig Brown House)	\$51,000
Campbell River and Archives (Museum)	\$ 203,300
Tidemark Theatre Society	\$188,700
Core Operating Assistance Total	\$ 550,000
Ongoing Events and/or Services	
Campbell River Salmon Festival	\$25,000
Volunteer Campbell River	\$1,500
North Island Cruisers	\$4,000
Campbell River Arts Council Banners Program	\$5,000
Ongoing Events and/or Services Total	\$35,500
Discretionary	
Campbell River Volunteer Search and Rescue	\$9,500
Discovery Coast Greenways Land Trust	\$30,000
Discretionary Total	\$39,500
One-off Special Events and/or Travel Grants Total	\$--
Recreation and Culture Facility Rental Grants Total	\$20,000
Grand Total	\$645,000

STRATEGIC COMMUNITY INVESTMENT FUNDS

The Strategic Community Investment Fund includes the Traffic Fine Revenue Sharing Program, Small Community Grant and Regional District Grant Programs.

The City has discretion and flexibility to use the unconditional funding to meet their local needs in various ways including more policing, new equipment, increased community safety initiatives, infrastructure, and administration and service delivery priorities.

STRATEGIC COMMUNITY INVESTMENT FUNDS

(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 Received
Traffic Fine Revenue Sharing Grants	Defray the cost of local police enforcement	2018	\$ 379,099
		2019	\$ 367,922
		2020	\$ 433,608
		2021	\$473,066
		2022	\$389,137

(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 fourth reporting period due June 30, 2019 for the fiscal year ended December 31, 2018	100% of funds received in 2018 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2020 for the fiscal year ended December 31, 2019	100% of funds received in 2019 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2021 for the fiscal year ended December 31, 2020	100% of funds received in 2020 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2022 for the fiscal year ended December 31, 2021	100% of funds received in 2021 were directed to the police operating budget.
Progress made to fourth reporting period due June 30, 2023 for the fiscal year ended December 31, 2022	100% of funds received in 2022 were directed to the police operating budget.

Council Agenda Information

COTW [Click and type date of meeting] Regular Council [Click and type date of meeting]



City of Campbell River Report/ Recommendation to Council

Date: May 7, 2021 File No.
Submitted by: Communications Department
Subject: [Results of March 2021 Citizen Satisfaction Survey]

Purpose / Introduction

This report summarizes results of the March 2021 Citizen Satisfaction Survey. Full details are attached.

Recommended Resolutions

THAT the report dated May 4, 2021 from the Communications Department regarding the results of the March 2021 Citizen Satisfaction Survey be received for information.

Executive Summary

Results of this spring's citizen satisfaction survey indicate that the majority of residents continue to be satisfied with most City services.

Research was conducted by a professional firm that specializes in community surveys. Responses were generated by mailing 1,300 surveys to randomly-selected households, with an online survey available for people who did not receive a survey in the mail.

Along with questions about satisfaction with services and which services are most important, the survey asked for feedback on the City's COVID-19 response, including opinions about COVID-related service cuts. The survey also asked questions about how community members prefer to receive information about local government, and confirmed the key role of local news media.

Community members gave high marks to the City's pandemic response and overall programs and services. Service provided by City staff received excellent satisfaction rating (87% overall).

While 98% of respondents were satisfied with the quality of life in Campbell River, the survey indicates homelessness and addiction are the most important issue facing the community.

All responses are anonymous, and the report is statistically-valid and representative of Campbell River's population based on Statistics Canada's most recent census information.

This truly random and representative citizen satisfaction survey provides comprehensive community input the City can use to prepare for future budget and services discussions.

Background

Council budgets for regular statistically-valid citizen satisfaction surveys to gather comprehensive community feedback on a wide range of topics. This year's survey took place from March 8 to 22.

Discovery Research mailed 1,300 surveys to randomly-selected households. A letter from the Mayor encouraged respondents 18 or older to complete the survey. As a token of thanks for people participating in the mail survey, the City offered an option to enter a draw for five prizes (three Naturally, Campbell River gift boxes and two \$100 gift certificates for programs or memberships offered at the Sportsplex or Community Centre).

People who did not receive a survey in the mail could share their opinion by completing the online survey from a link on the home page of the City's website.

Survey topics included:

- quality of life in Campbell River
- most important issue facing the community
- satisfaction levels with various City services and overall quality of services
- City response to COVID-19 pandemic and COVID-related service cuts
- value for tax dollars and services to reduce/enhance/introduce
- customer service needs, methods and quality rating
- online engagement, information needs, methods and quality rating

Discovery Research also conducted a statistically-valid satisfaction survey for the City in 2019 (by mail) and 2016 (by telephone). In 2013, the City of Campbell River participated in a syndicated Ipsos Reid citizen satisfaction survey (telephone interviews of a randomly-selected representative sample of Campbell River residents aged 18 years or older). These findings updated a statistically-valid citizen satisfaction survey conducted in 2006 by Pulse Research.

The cost of conducting the survey was \$11,150, including GST.

Discussion

Through this year's mailed survey, residents were asked to rate their satisfaction with the services provided by the City of Campbell River. Thirty per cent (386) of surveys were returned. Highlights of responses appear below. A detailed report on findings, including comparison to 2019, 2016, 2013 and 2006 results, where available, is attached.

Quality of life in Campbell River given high ratings

98% rate the *overall quality of life in Campbell River* as good (**59%**) or very good (**39%**).
97% rated Campbell River a *good place to raise children* and **96%** a *good place to retire*.

In 2019:

98% rated the *overall quality of life in Campbell River* as good (64%) or very good (34%).
97% rated Campbell River a *good place to raise children* and a *good place to retire*.

In 2016:

96% rate the overall quality of life in Campbell River as good (57%) or very good (39%).
95% rated Campbell River a good place to raise children and a good place to retire.

In 2013, 93% rated overall quality of life in Campbell River as good/very good

In 2006, 88.1% were satisfied with *Campbell River as a place to live*

Most important issue facing Campbell River – *Homelessness and Addiction Issues*

32% indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *crime and safety of citizens* (**10%**) and the *affordability and availability of housing* (**9%**).

In 2019, 15% indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *taxes, fiscal responsibility/ increasing costs* (10%) and the *affordability and availability of housing* (8%).

In 2016, 29% indicated that a poor economy/lack of jobs was the single most important issue facing the City of Campbell River. Other important issues included taxes, fiscal responsibility/ increasing costs (10%) and the aging infrastructure (10%).

Top 2013 priorities

- *Taxation/Municipal Government Spending*
- *Economy*
- *Municipal Government Services*

Top 2006 priorities:

- *Roads maintenance and repair* 20.8%
- *Police protection:* 29.5%
- *Public washrooms:* 14.8%
- *Recreation facilities and services for families:* 13.8%

Favourite thing about living in Campbell River – *Access to Outdoor Recreation*

29% felt their favourite thing about living in Campbell River was the *scenery, beauty and being close to nature* and **22%** felt it is being *close to the ocean*.

In 2019, 34% felt their favourite thing about living in Campbell River was *easy access to outdoor recreation* and 29% felt it is being *close to the ocean*.

In 2016, 54% felt their favourite thing about living in Campbell River is being close to the ocean and 42% felt it was *easy access to outdoor recreation*.

Residents satisfied with the pandemic response by the City

83% satisfied with the *pandemic response by the City*.

94% satisfied with *safety protocols in City facilities and safety signs*.

88% satisfied with *program adjustments in alignments with provincial health orders*.

74% satisfied with *education and enforcement by RCMP, bylaw officers*.

88% satisfied with *community updates (newspaper, radio, TV, social media, advertising)*

83% satisfied with *online Council meetings*.

79% satisfied with *online recreation programs and online public hearings*.

78% satisfied with *increased use of telephone, email and online meetings*.

72% satisfied with *online community consultation*.

90% satisfied with *continued major construction*.

83% satisfied with *reduced service levels to offset revenue loss, minimize property tax increases*.

76% satisfied with *economic development resources, support*.

69% satisfied with *building and development resources, support*.

78% indicated they most appreciated *trails* during the pandemic.

73% cited *waterfront walkways*.

60% appreciated *parks* the most.

Residents satisfied with City services and programs

88% were satisfied with the *overall services and programs provided by the City*.
In 2019, 91% satisfied with the *overall services and programs provided by the City*.
In 2016, 96% satisfied with overall services and programs provided by the City.
In 2013, 85% satisfied with level and quality of City services
In 2006, 64.1% satisfied

Majority feel City of Campbell River is doing a good job

80% agreed “*In general, I believe the City of Campbell River is doing a good job.*”
In 2019, 78% agreed with the above statement.
In 2016, 86% agreed with the above statement.
In 2013, the level of satisfaction with Council and administration decisions was 53%.

Higher satisfaction

The highest satisfaction ratings were given for *City trails (98% satisfied)*; *water supply (96%)*; *sewage system (96%)*; and *recreation facilities (93%)*.

In 2019, the highest satisfaction ratings were given for City trails (97% satisfied); water supply (97%); sewage system (98%); and recreation programs (94%).

In 2016, the highest satisfaction ratings were given for City trails (99% satisfied); water supply (97%); sewage system (96%); and recreation programs (96%).

Lower satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement (47% satisfied)*; *downtown safety (54%*, down from 75% in 2019), *public washrooms (59%)*; *yard waste drop off centre (51%*, down from 96% in 2019); and *sidewalks (66%)*.

In 2019, the lowest satisfaction ratings were given for *bylaws and enforcement (60% satisfied)*; *public washrooms (64%)*; *transportation and traffic flow (62%)*; and *snow and ice removal (58%)*.

In 2016, the lowest satisfaction ratings were given for economic development (64% satisfied); land use planning (67%); public washrooms (67%); and snow and ice removal (68%).

Service provided by City Employees – Excellent

Service provided by City staff received excellent satisfaction rating – with overall service satisfaction at **87%**.

- In 2019, overall service satisfaction rating was 84% (88% in 2016).
- In 2013, 68% said they were satisfied with customer service.
- In 2006, 58.8% were satisfied.

The vast majority feel that City staff are *courteous, knowledgeable, helpful and accessible*, with increased satisfaction ratings across all categories over 2019.

Satisfaction with specific aspects of service experience:

- *Staff's courteousness: 95% (91% in 2019; 95% in 2016; 88% in 2013)*
- *Ease of reaching staff: 85% (84% in 2019; 93% in 2016; 83% in 2013)*
- *Staff's helpfulness: 86% (84% in 2019; 92% in 2016; 80% in 2013)*
- *Speed and timeliness of service: 83% (77% in 2019; 86% in 2016; 79% in 2013)*
- *Staff's knowledge: 87% (82% in 2019; 93% in 2016; 74% in 2013)*
- *Ability to resolve issues: 84% (69% in 2019, 79% in 2016)*

Preferred source of information about City issues – Local newspaper

75% prefer to learn about City issues from *news articles in the local newspapers*.

This source was the most popular across all age groups, and **78%** of respondents receive information that way

- **32%** prefer learning through the City website
- **31%** prefer social media, radio and newspaper advertisements
- **42%** indicated they would participate in online community consultation

In 2019:

- 78% preferred to learn about City issues from news articles in the local newspapers
- 47% radio
- 42% newspaper advertisements
- 41% online sources.

In 2016:

- 57% felt the best source of information about City issues was articles in the local newspapers, and 76% of respondents received news that way
- 29% preferred to learn about issues through online sources, including social media.

In 2013, preferred methods for City to communicate information to citizens were:

- Newspaper: 45%
- Mail: 11%
- Internet (unspecified): 8%
- Email: 8%
- City website: 6%
- Newsletter/pamphlet/brochure: 5%
- Social media: 4%

In 2021:

- **68%** indicated the amount of information provided by the City is adequate.
- **13%** indicated the amount of information provided was too little.
- **74%** indicated the quality of information was satisfactory.

In 2019:

- 73% rated amount of information adequate
- 8% indicated too little
- 79% rated quality as satisfactory

In 2016 (first year asked):

- 78% rated amount of information adequate
- 86% rated quality as satisfactory

Highlights of other comparisons

- **67%** said they receive good value for tax dollars
 - 64% in 2019
 - 73% in 2016
 - 61% in 2013
- **41%** felt quality of life had worsened, with most (59%) attributing the change to *crime, downtown, drug use and homelessness*. 10% named *COVID-19* as worsening quality of life.
 - In 2019, 42% felt quality of life had not changed, 17% felt it had improved, and 29% felt it had worsened.
 - In 2016, 24% felt quality of life had improved, 54% felt it had stayed the same, and 17% felt it had worsened.
 - In 2013, 15% felt quality of life in Campbell River had improved in the past three years, 52% felt it had stayed the same, 28% felt it had worsened.
- On the question of preference for balancing taxation and service levels, **55%** supported *moderate taxes to maintain services*; **24%** want *services reduced to maintain current tax level*.
 - In 2019, 54% supported increasing taxes to maintain services; 25% wanted services reduced to maintain current tax level.
 - In 2016, 46% said increase taxes to maintain services and 30% said reduce services to maintain current tax level.
 - In 2013, 37% said increase taxes and 44% said cut services.
- Online registration for recreation programs has increased to **29%** (from 23% in 2019).
- **89%** satisfied with *downtown parking* (up from 70% in 2019).
- **76%** satisfied with *snow and ice removal from roads* (up from 58% in 2019).
- **74%** satisfied with *sidewalks* (down from 83% in 2019)
- **58%** satisfied with *downtown revitalization* (down from 70% in 2019).
- **84%** satisfied with *environmental management* (up from 67% in 2019).
- **75%** satisfied with *energy efficiency and climate change adaptation* (up from 72% in 2019).

Detailed survey findings are attached and include satisfaction levels for departmental services.

In addition to a mail survey, a link to an equivalent online version of the survey was posted on the City's website. Of 263 online surveys that were started, 189 surveys were completed in entirety.

The detailed report includes online survey results and notes that "Online respondents are more likely than mail respondents to have an issue or complaint about City services. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results." In 2019, of the 203 online surveys started, 137 were completed.

Communications

The survey results reinforce the challenges and value of connecting with citizens during the pandemic. In particular, the results indicate that local news outlets play a key role in sharing updates with community members.

The City will issue a news release with 2021 survey results highlights and comparison against 2019 and 2016. The five people who won prizes for participating have been contacted.

Conclusion


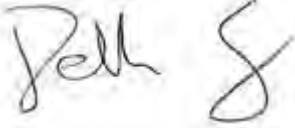
Regularly measuring citizen satisfaction levels through a truly random and representative survey helps gather comprehensive community feedback and provides reliable insight into community support and concerns. Statistically-valid survey results also help match City services and service delivery to community priorities and needs.

The timing for this year's survey provided an opportunity for the City to gather feedback on satisfaction with local government service methods and levels during the pandemic.

The results of this year's survey and trends over time can be referenced during strategic planning and budget discussions as Council members make decisions related to quality of life in Campbell River, City services that are most important to citizens, and opportunities to improve local government services for years to come.

Attachments:

1. 2021 Campbell River Citizen Survey – Detailed Report on Findings

Prepared by:	Reviewed by:
 <hr/> <p>Julie Douglas Communications Advisor</p>	 <hr/> <p>Deborah Sargent City Manager</p>



2021 Campbell River Citizen Survey

Detailed Report on Findings

Prepared For: *City of Campbell River*

Prepared By: *Discovery Research*

Date: *April 2021*

Executive Summary

In March 2021, a community survey was mailed to 1300 randomly selected Campbell River Residents. Residents were asked to rate their satisfaction with the services provided by the City of Campbell River. 386 surveys were completed and mailed back, giving a response rate of **30%**.

Quality of life in Campbell River given high ratings

Ninety-eight percent rate the *overall quality of life in Campbell River* as good (**59%**) or very good (**39%**). Similarly, **97%** rated Campbell River a *good place to raise children* and **96%** a *good place to retire*.

Most important issue facing Campbell River – Homelessness and Addiction Issues

Thirty-two percent indicated that *homelessness and addiction* was the single most important issue facing the City of Campbell River. Other important issues included *crime and safety of citizens* (**10%**) and the *affordability and availability of housing* (**9%**).

Favourite thing about Living in Campbell River – Scenery, beauty, and nature

Twenty-nine percent felt their favourite thing about living in Campbell River was the *scenery, beauty, being close to nature* and **22%** felt it is *being close to the ocean*.

Residents Satisfied with the pandemic response by the City

Eighty-three percent were satisfied with the *pandemic response by the City of Campbell River*.

Majority feel City of Campbell River is doing a good job

Eighty percent agree with the statement, “*In general, I believe the City of Campbell River is doing a good job*”.

Higher Satisfaction

The highest satisfaction ratings were given for *City trails* (**98%** satisfied); *water supply* (**96%**); *sewage system* (**96%**); and *recreation facilities* (**93%**).

Lower Satisfaction

The lowest satisfaction ratings were given for *bylaws and enforcement* (**47%** satisfied); *public washrooms* (**59%**); *yard waste drop off center* (**51%**); and *sidewalks* (**66%**).

Customer service provided by City Employees - Excellent

The customer service provided by City Staff received excellent satisfaction ratings. The vast majority of residents feel that City Staff are *courteous, helpful, and accessible*.

Preferred source of information about City issues – Local Newspaper

Seventy-five percent prefer to learn about City issues from *news articles in the local newspapers*, **31%** prefer *radio*; **31%** prefer *newspaper advertisements*; **31%** prefer to learn about issues through *social media* and **32%** through the *City website*. Forty-two percent indicated they *would participate in online community consultation*.

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Introduction

In March of 2021, the City of Campbell River conducted a comprehensive mail survey with a random sample of Citizens. Residents of Campbell River were asked to rate their level of satisfaction with a variety of City services and programs. The survey was an important step in the process to include input from Citizens when the City is making operational, service and budget decisions for the upcoming years.

Discovery Research, an independent consulting firm, was retained to conduct the 2021 Citizen Survey. The survey was designed so that Citizens' opinions could be easily summarized and prioritized. This report provides detailed results from this year's mail survey and where applicable makes comparisons with a mail survey from 2019 and a telephone survey conducted in 2016.

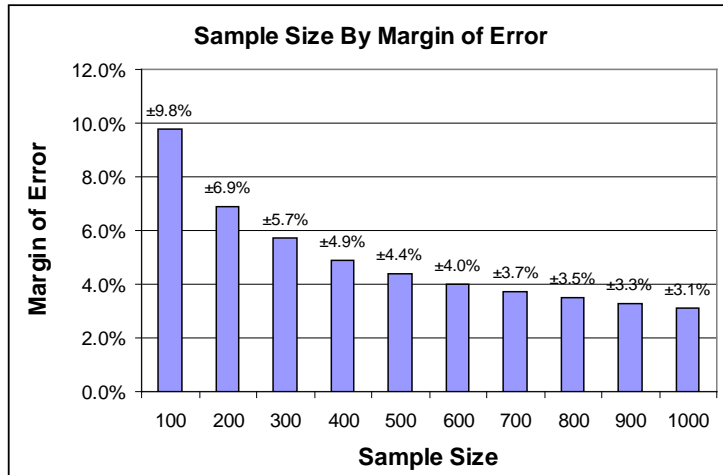
Objectives

The 2021 Citizen Survey has the following objectives:

- **Measure Citizens' satisfaction levels with the various City services.**
- **Determine the public's views as to the types of changes needed in City services.**
- **Identify areas for improvement.**
- **Summarize the public's views as to the priority of future operational or infrastructure improvements.**

Methodology

A random sample of 1300 Campbell River Residents were mailed a survey in March 2021. The random sample was generated such that each residence in Campbell River had an equal opportunity of being selected for the research. 386 surveys were mailed back, giving a response rate of **30%**.



This bar graph displays the margin of error associated with various sample sizes.

Statistics generated from a sample size of 386 will be accurate within $\pm 5\%$, at the 95% confidence interval (19 times out of 20).

Weighting

Campbell River's actual population distribution by age was taken from the 2016 Canadian census results. The sample statistics have been weighted to match the age distribution of the entire population of Campbell River.

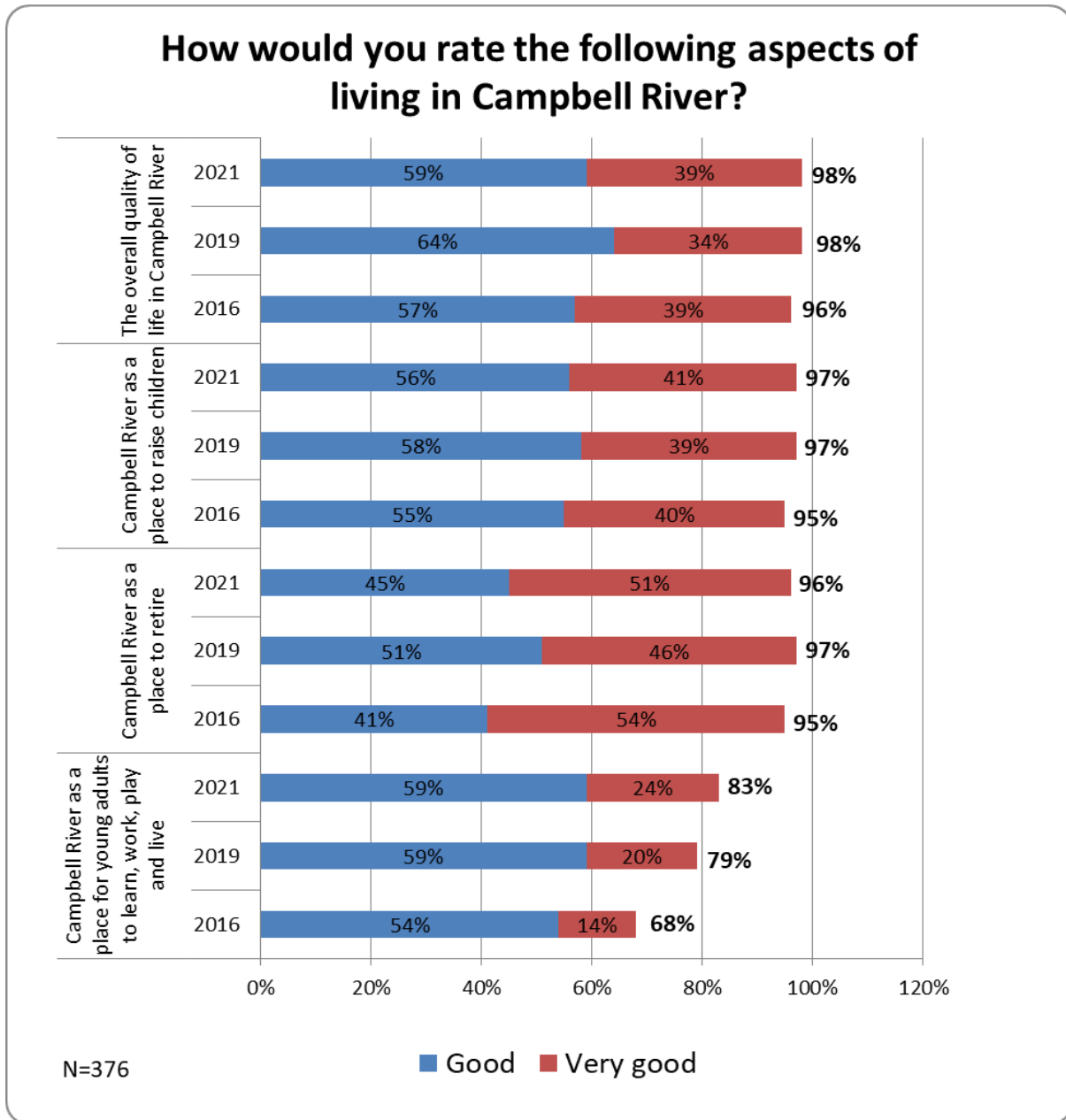
Age	Population from 2016 Census	Unweighted Sample	Weighted Sample
18-44	28%	25%	28%
45-64	30%	34%	30%
65+	42%	41%	42%

Online Survey

In addition to a mail survey, the City of Campbell River posted an equivalent online version of the survey on the City webpage. In total, 263 online surveys were started by residents and of these 263 surveys, 189 surveys were completed in entirety. Online survey results must be interpreted with caution because of the self-selection bias inherent in the online methodology. Online respondents are more likely than mail respondents to have an issue or complaint about City services. Online respondents seek out the online survey instrument in order to provide feedback. Mail respondents are more passive in how they were approached to do the survey and are more representative of the overall population of Campbell River. As a result of self-selection bias, satisfaction ratings generated from the online survey are slightly less favorable than mail results. Online results can be seen in *Appendix 2*.

Section 1 – Overall Quality of Life in Campbell River

Q1. Quality of life in Campbell River

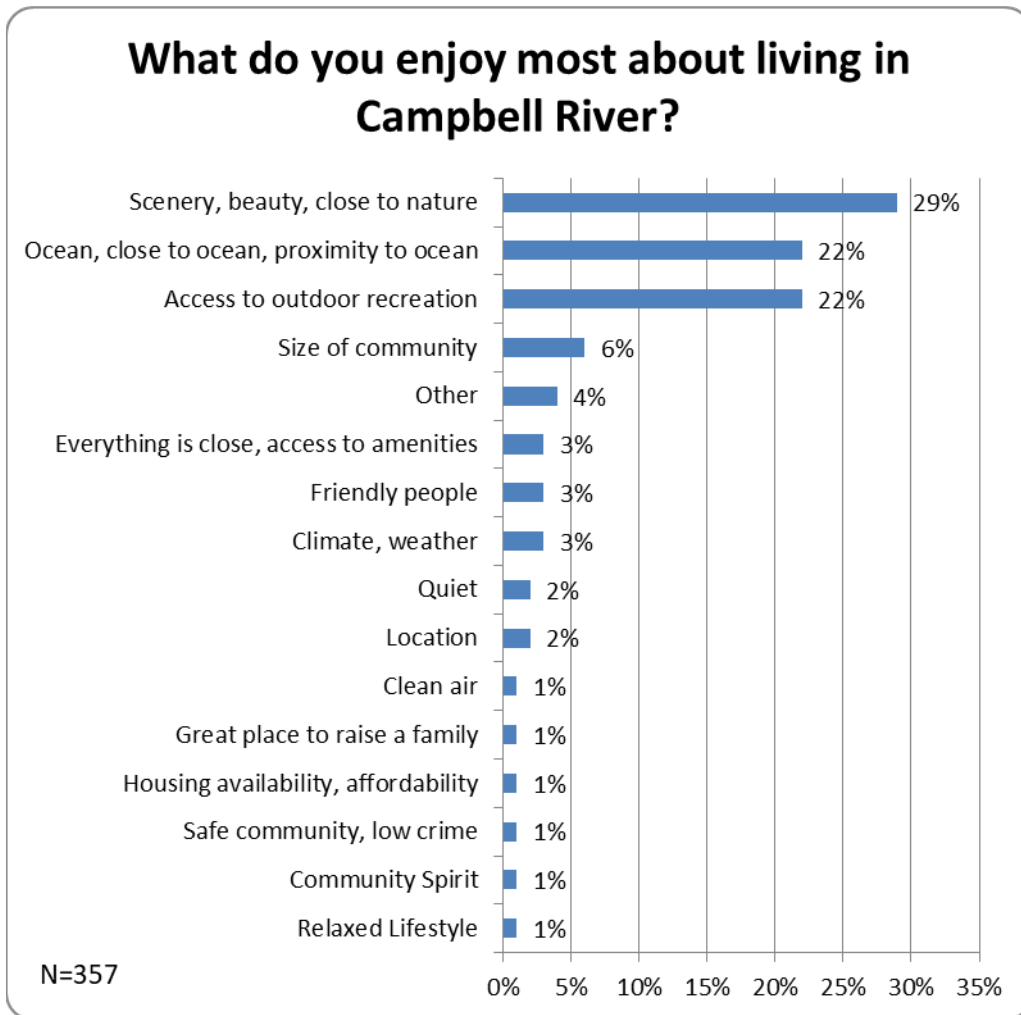


Residents provided high ratings (**98%**) for the *overall quality of life in Campbell River* (very good=**40%** and good=**58%**)

Campbell River was also rated highly as a *place to raise children* (**97%**) and a *place to retire* (**96%**).

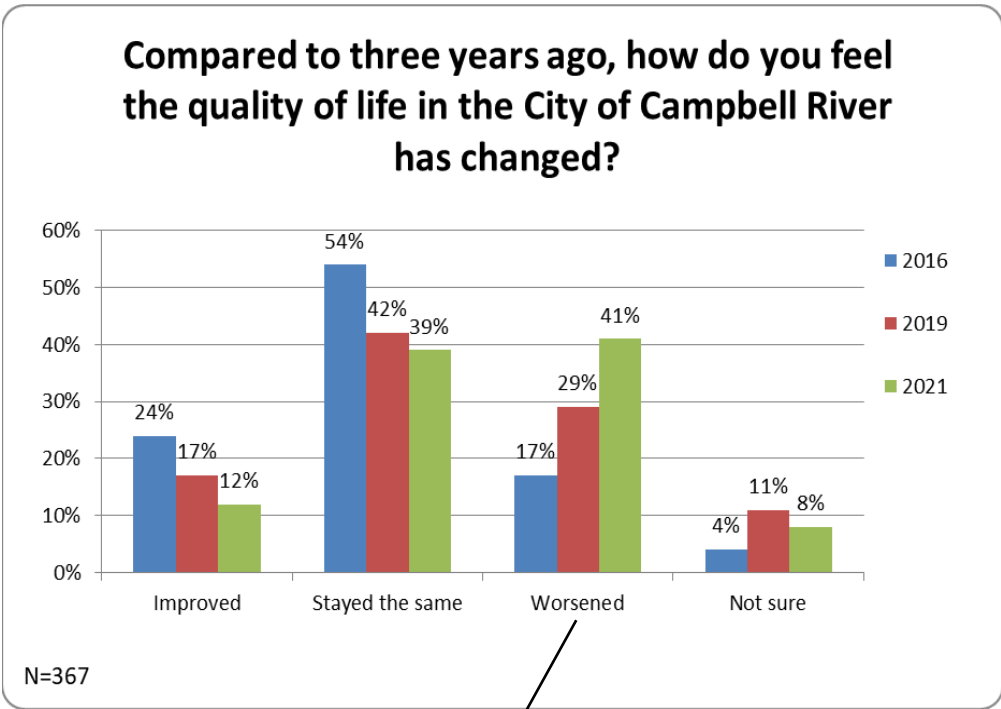
Ratings for *Campbell River as a place for young adults to learn, work, play and live* has improved with **83%** of residents rating this favourably in 2021 compared to only **68%** in 2016.

Q2. Most enjoyed aspect of living in Campbell River



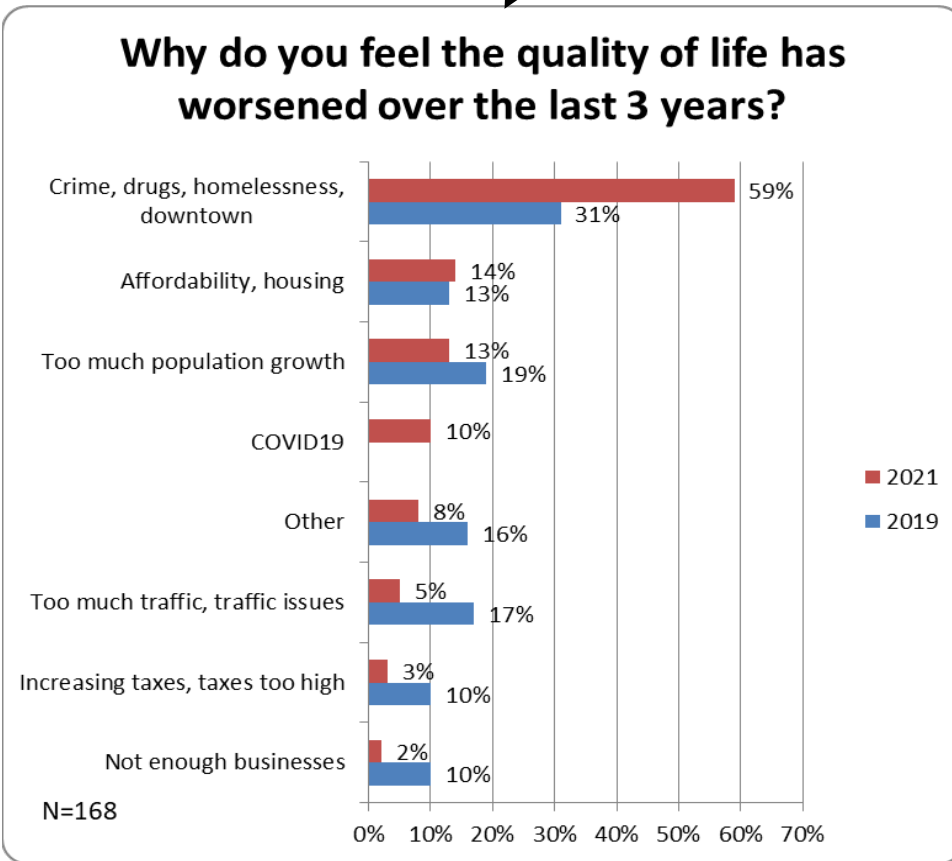
Twenty-nine percent of respondents felt their favourite thing about living in Campbell River was *scenery, beauty, close to nature* and a further **22%** indicated their favourite thing was *being close to the ocean*.

Q3. Quality of life in Campbell River compared to 3 years ago



Forty-one percent felt that the quality of life in Campbell River had *worsened*, an increase from 2019 when **29%** felt the quality of life had *worsened*.

Respondents who felt the quality of life has changed were asked, “*Why it has changed?*” Verbatim responses can be seen in *Appendix 3*.



Of the 168 respondents who felt their quality of life had worsened in the last 3 years **59%** attributed this to *crime, downtown, drug use, and homelessness*. A further **10%** indicated *COVID19*.

Q4. Most important issue facing Campbell River

In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?

	2021	2019	2016
Homelessness, Addiction issues	32%	15%	4%
Crime, Safety of Citizens	10%	5%	3%
Taxes, fiscal responsibility, increasing costs	9%	10%	10%
Housing, available and affordable	9%	8%	1%
Don't know	7%	2%	16%
Other	5%	2%	
Population growth, Overcrowding, Urban Planning	4%	6%	8%
Business development, tourism promotion	4%	4%	2%
Clean up city, downtown	4%	2%	
Lack of Jobs, poor economy	3%	4%	29%
Road conditions	3%	1%	1%
Protect environment, water	2%	6%	
Fish farms	2%		
Aging infrastructure	1%	4%	10%
Climate, weather	1%	2%	
Activities, resources for Seniors	1%	2%	1%
More recreational and social activities	1%	1%	4%
Recycling, composting, garbage	1%	1%	
Activities for youth, schools	1%	1%	3%
Bike and pedestrian routes	1%	1%	
Traffic – too much		4%	2%
Healthcare		2%	2%
Parking		2%	
Improve City Council, City Staff		1%	
Childcare		1%	
None		13%	1%

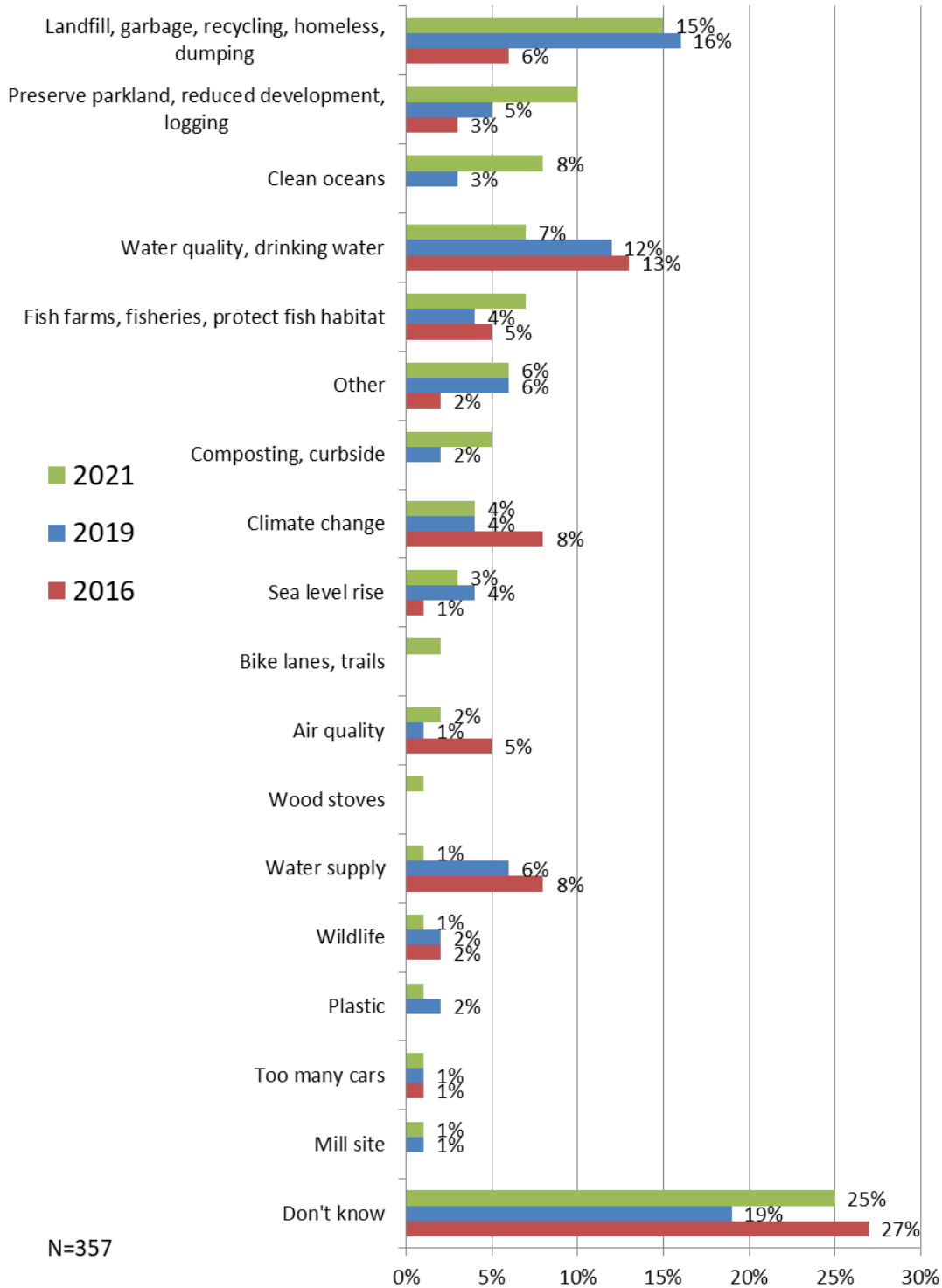
N=369

Thirty-two percent of residents feel the single most important issue facing the City of Campbell River is *homelessness and addiction issues*. Ten percent feel the most important issue is related to *crime and safety of citizens*.

Housing availability and affordability were the most important issues for **9%** of respondents.

Q5. Most Important Environmental Concern

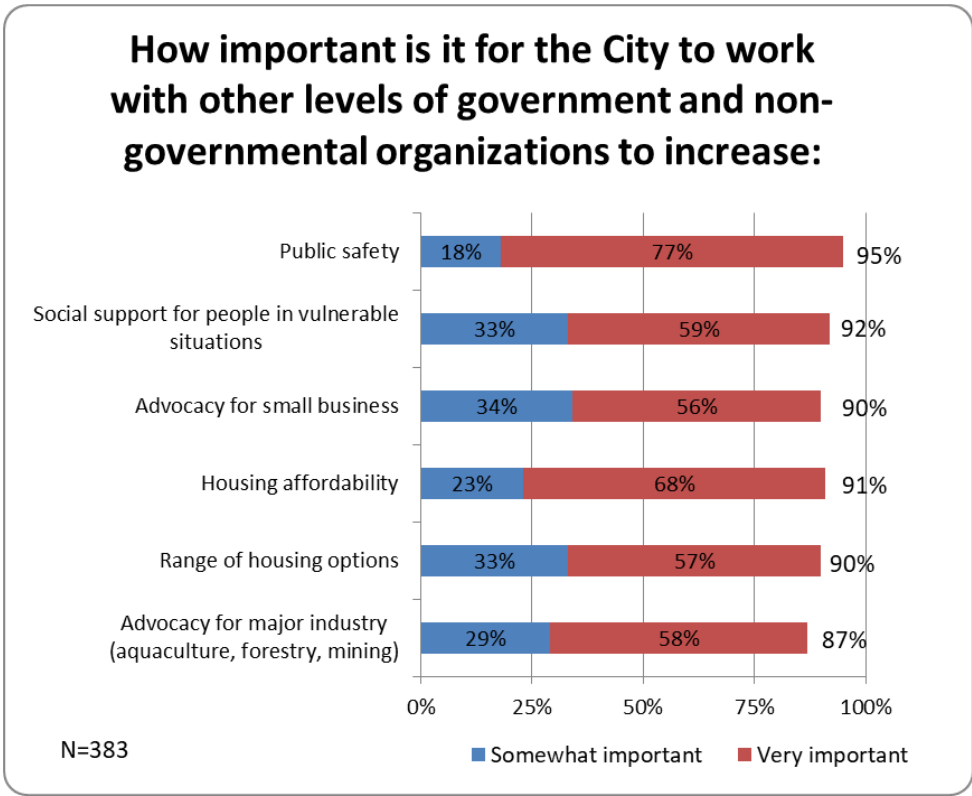
What do you think is the MOST important environmental concern for the City of Campbell River?



The most important environmental issues were *landfill, garbage, recycling, homeless, dumping (15%)* and *preserve parkland, reduced development, logging (10%)*.

Twenty-five percent could not think of a concern.

Q6. Importance of City working with other levels of government

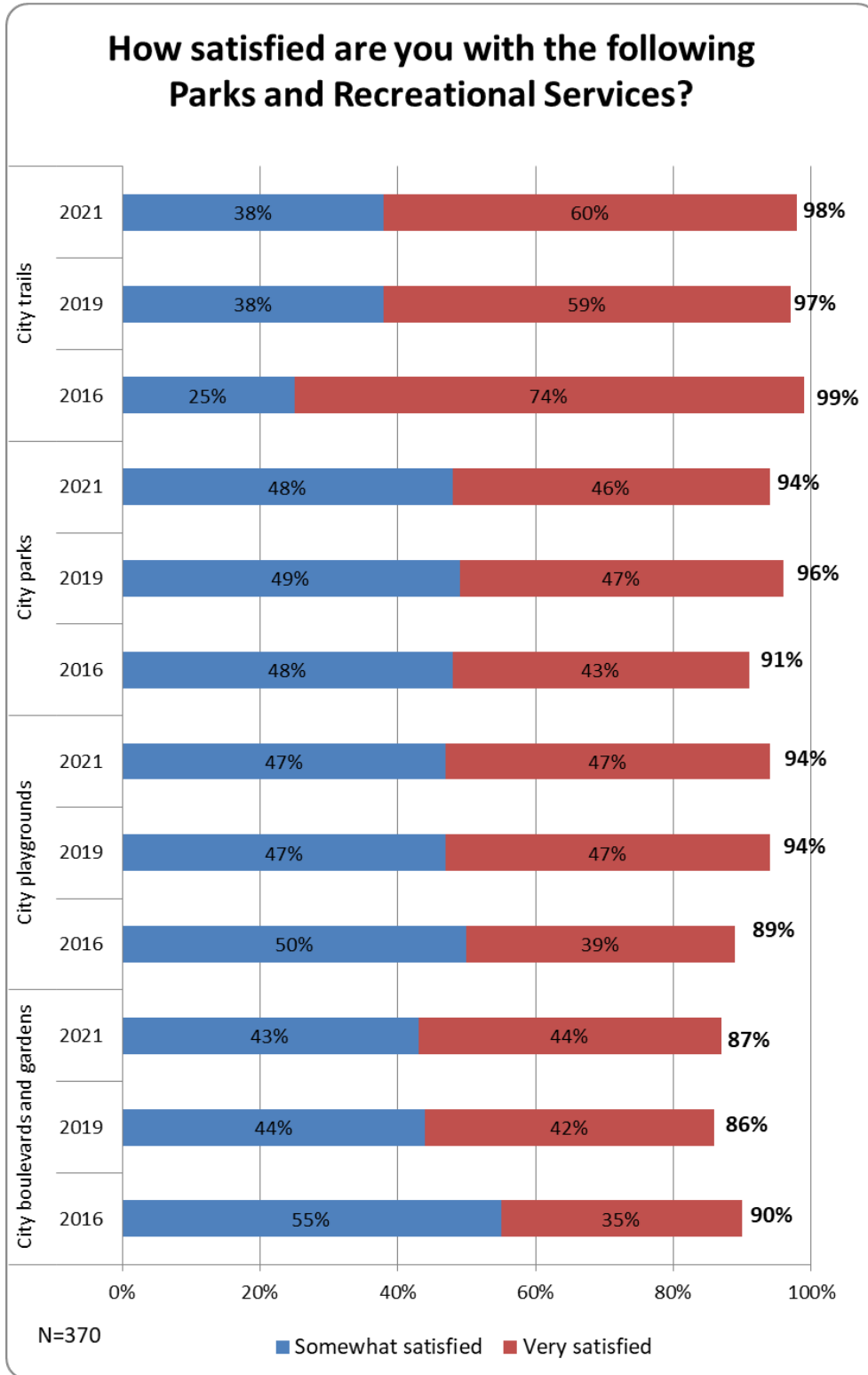


Ninety-five percent of respondents felt it is important for the city to work with other levels of government on *public safety*.

Sixty-eight percent indicated that it was very important to increase *housing affordability*.

Section 2 – Satisfaction with City Services and Programs

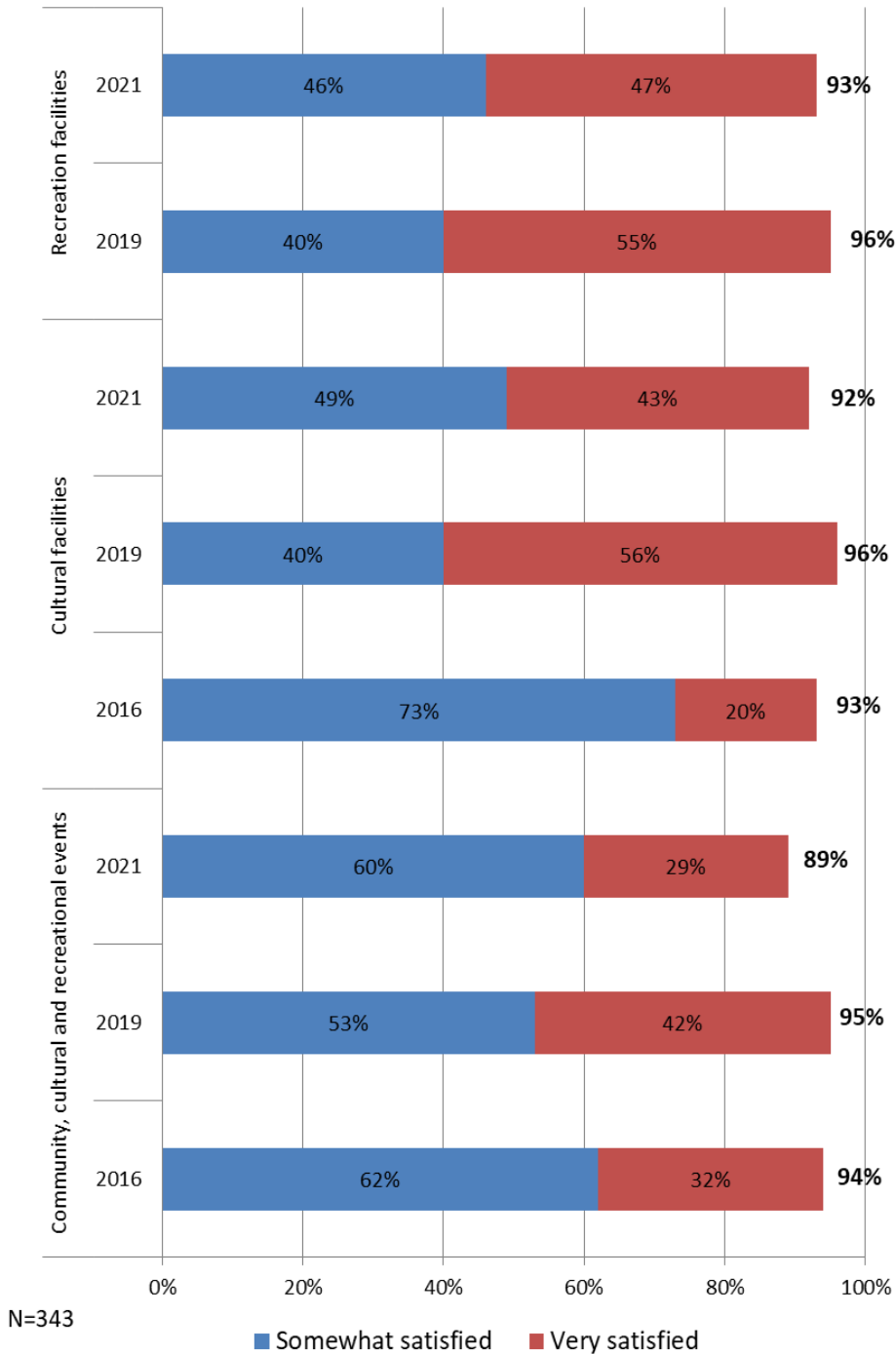
Q7. Parks Recreation and Cultural Services



Ninety-eight percent of Citizens are satisfied with *City trails*, and **94%** are satisfied with *City parks*.

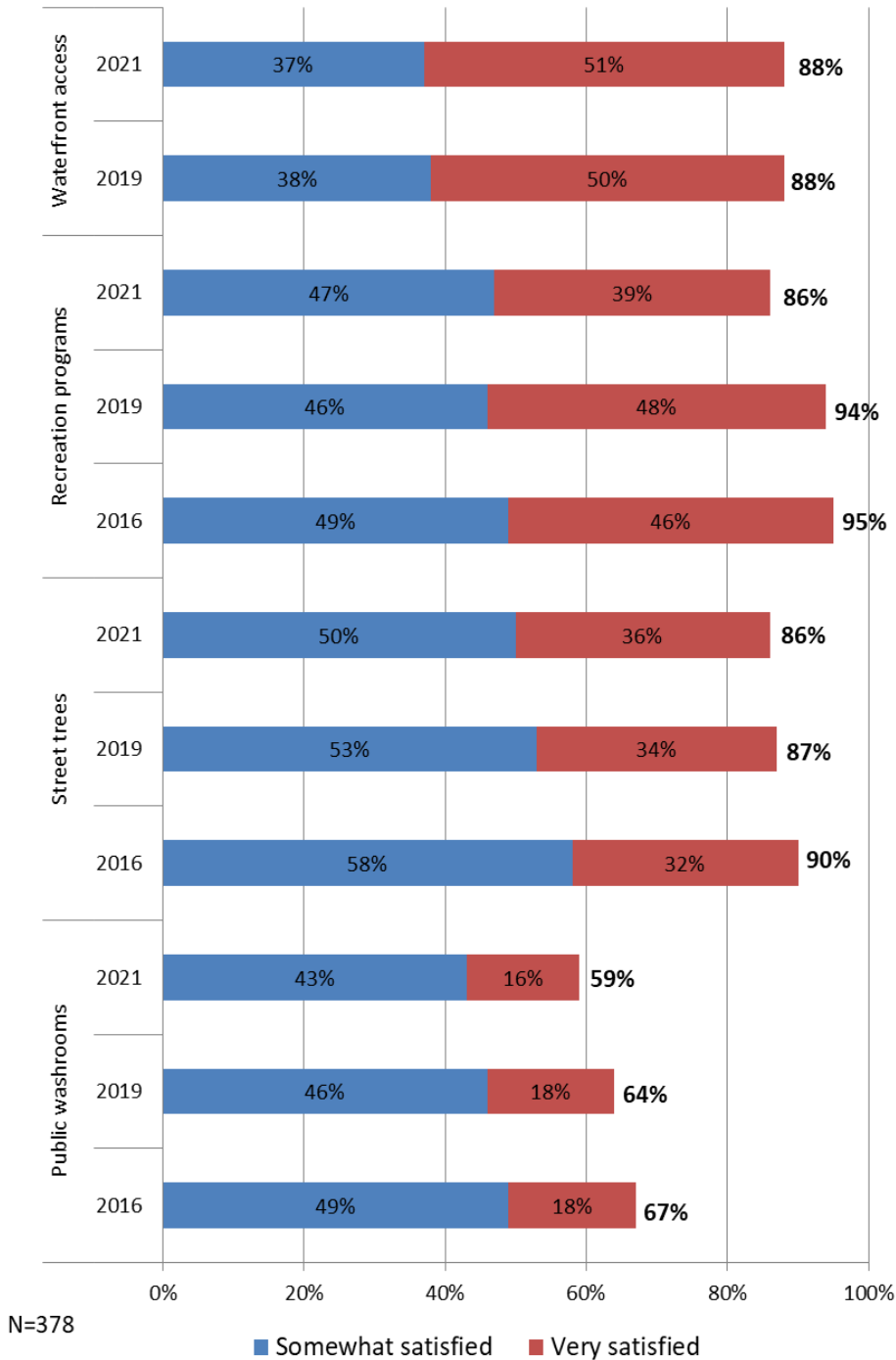
Ninety-four percent are satisfied with *City playgrounds*.

How satisfied are you with the following Parks and Recreational Services?



Ninety-three percent of Citizens were satisfied with *recreation facilities* and **92%** were satisfied with *cultural facilities*.

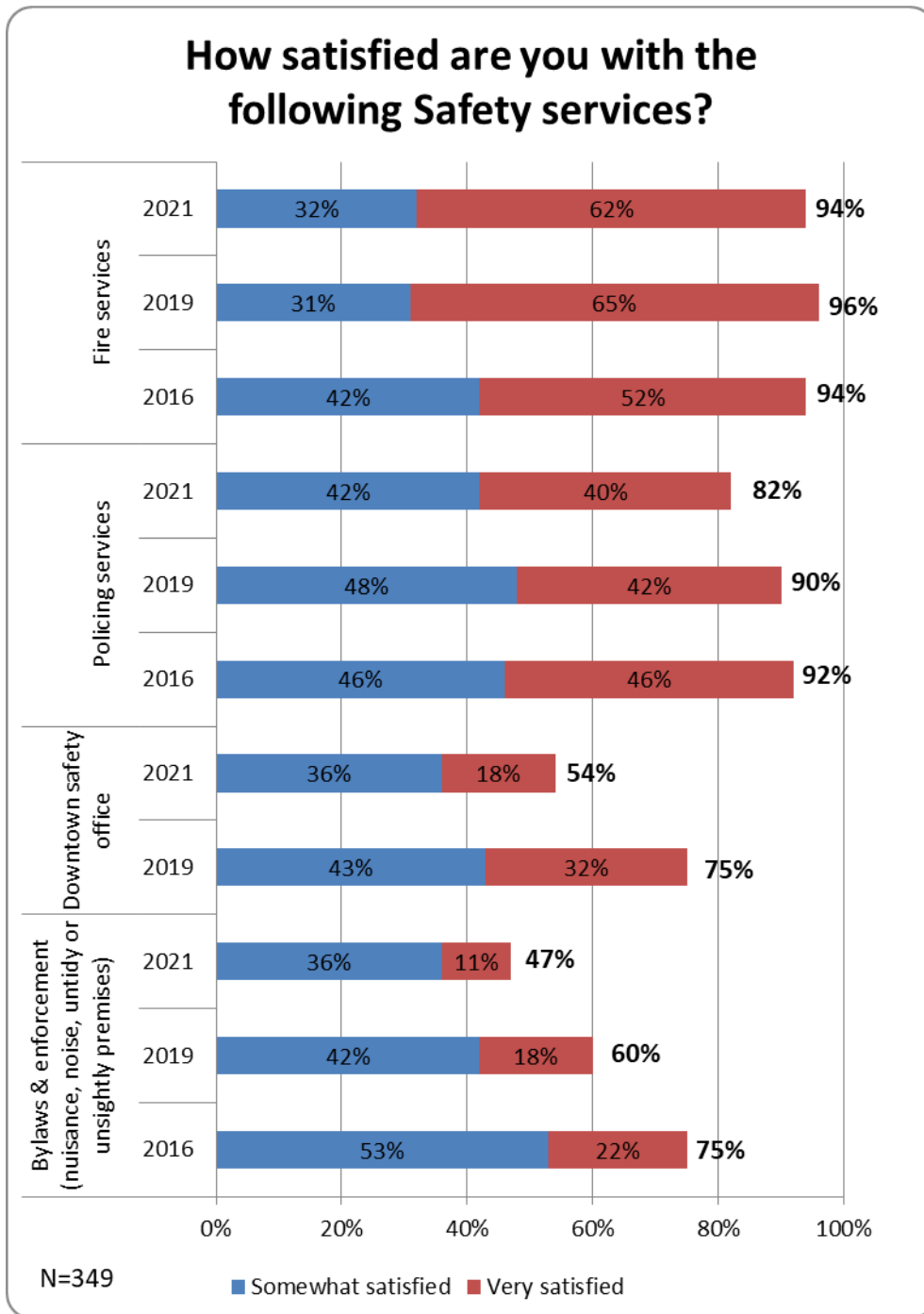
How satisfied are you with the following Parks and Recreational Services?



Eighty-eight percent of residents are satisfied with *Waterfront access*.

Public washrooms received the lowest satisfaction rating with **59%** satisfied.

Safety Services

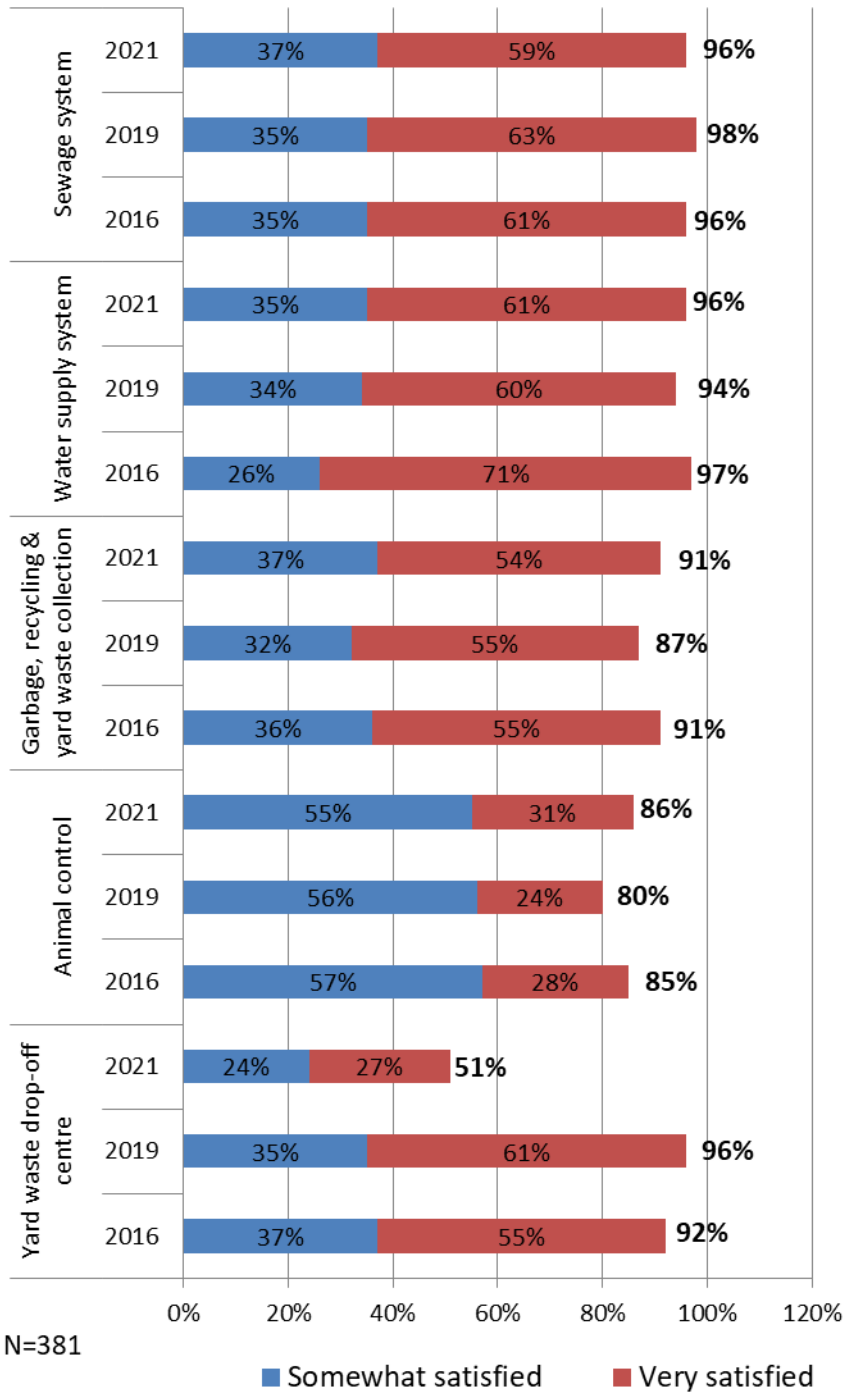


Residents were satisfied with *Fire services (94%)* and *Policing services (82%)*.

The *downtown safety office* rating decreased with **54%** satisfied compared to 2019 when **75%** of Citizens reported being satisfied.

The lowest satisfaction ratings were for *bylaw enforcement* with **47%** satisfied. This rating decreased from 2019 when **60%** of Citizens reported being satisfied with bylaws and enforcement.

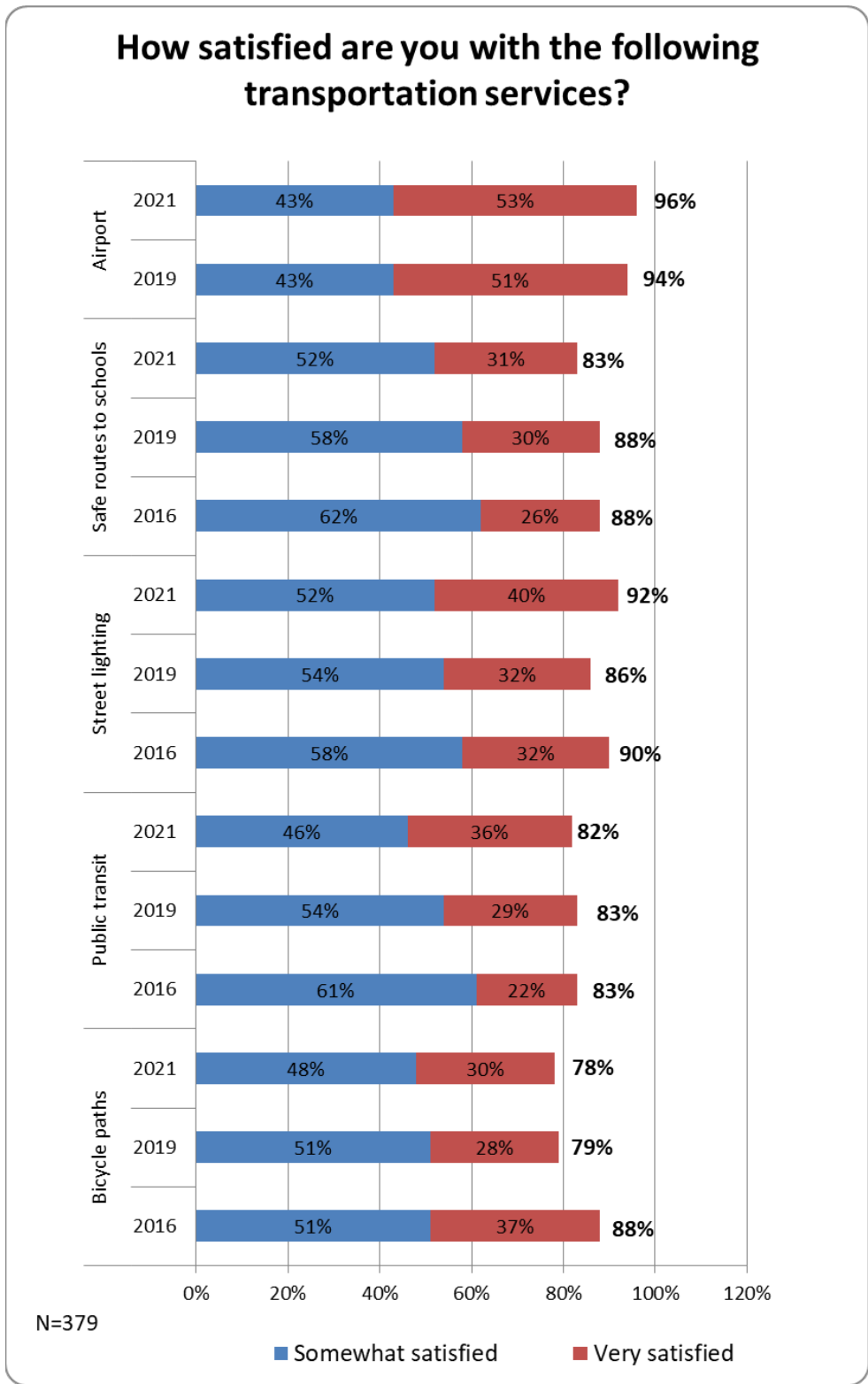
How satisfied are you with the following city services?



The vast majority of Citizens were satisfied with their *sewage system (96%)*, *water supply system (96%)* and *garbage, recycling & yard waste collection (91%)*.

The *yard waste drop-off centre* received a lower satisfaction rating of **51%**, dropping from the 2019 rating of **96%**.

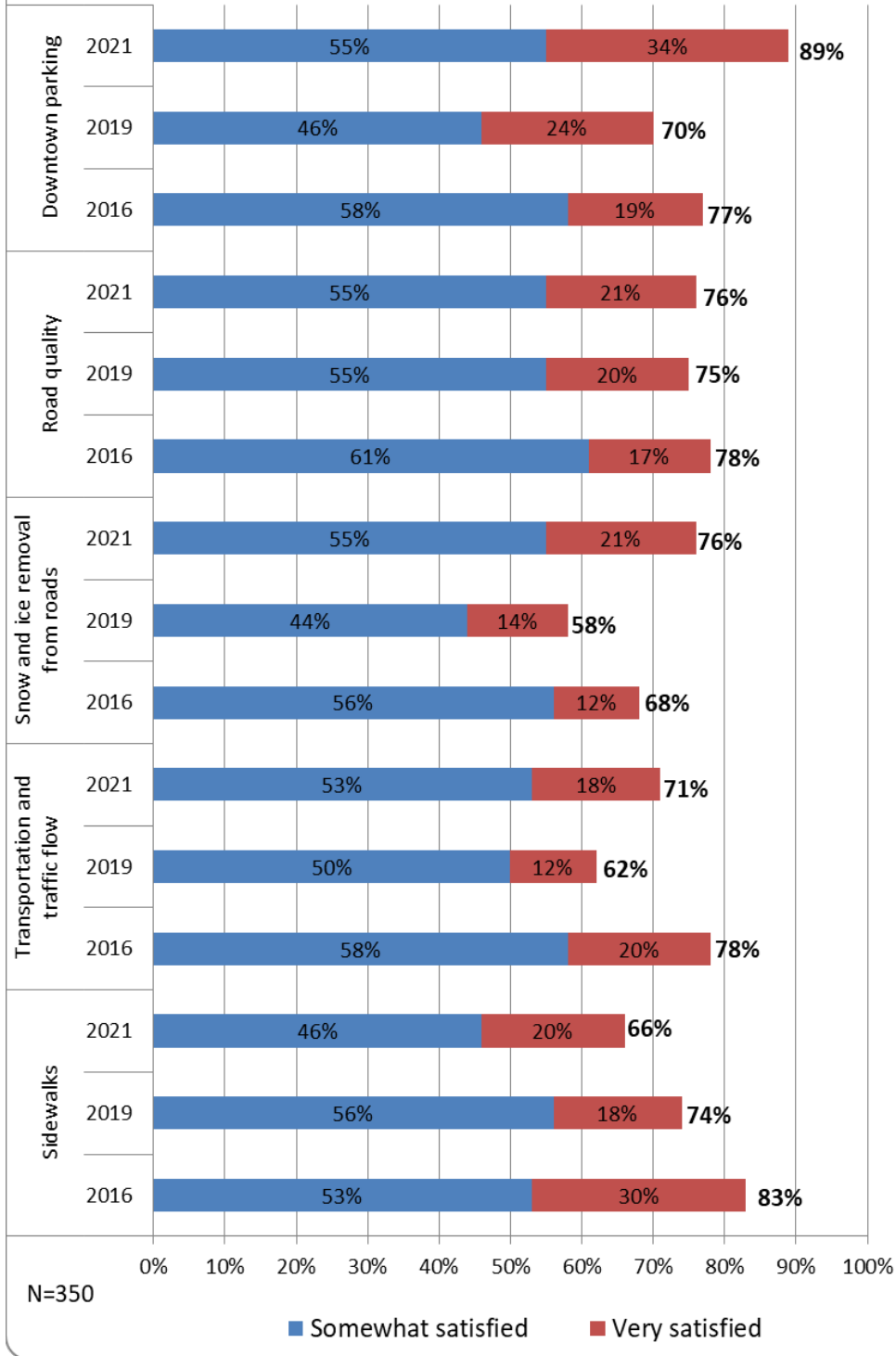
Transportation Services



Ninety-six percent were satisfied with the *airport*.

Ninety-two percent of Citizens were satisfied with *street lighting*.

How satisfied are you with the following transportation services?

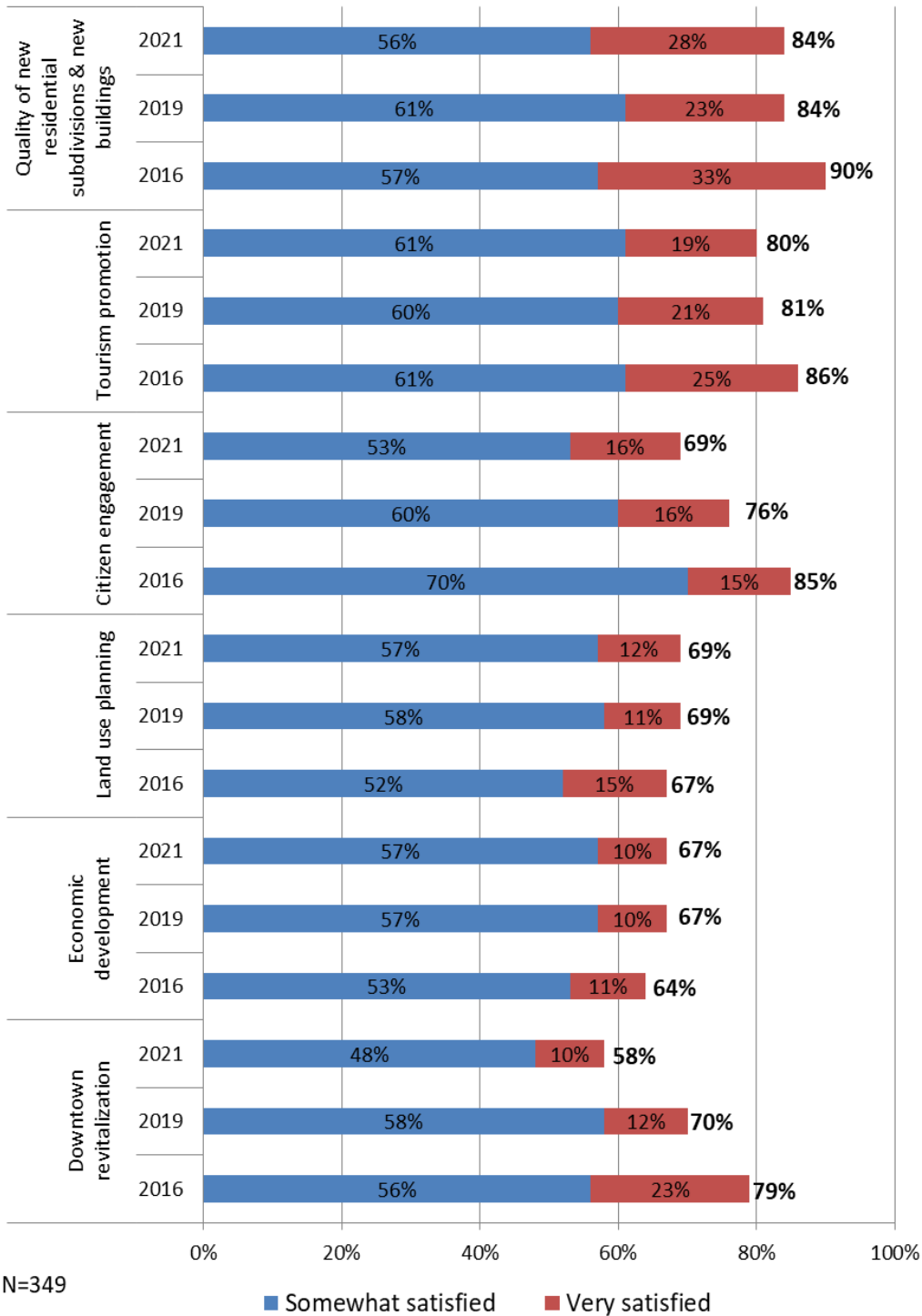


Eighty-nine percent are satisfied with *downtown parking*, an increase from 2019 when only **70%** of residents were satisfied.

Snow and ice removal from roads received a higher satisfaction rating of **76%**, up from the 2019 rating of **58%**.

Sixty-six percent were satisfied with *sidewalks*, a decrease from 2019 when **74%** were satisfied and 2016 when **83%** were satisfied.

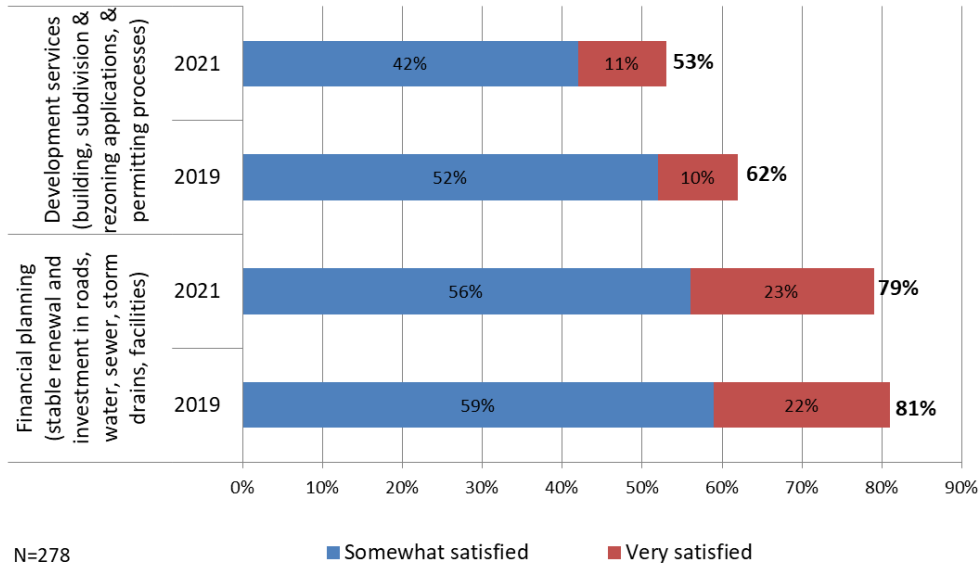
How satisfied are you with each of the following services?



Eighty-four percent of Citizens are satisfied with the *quality of new residential subdivisions and new buildings* and **80%** are satisfied with *tourism promotion*.

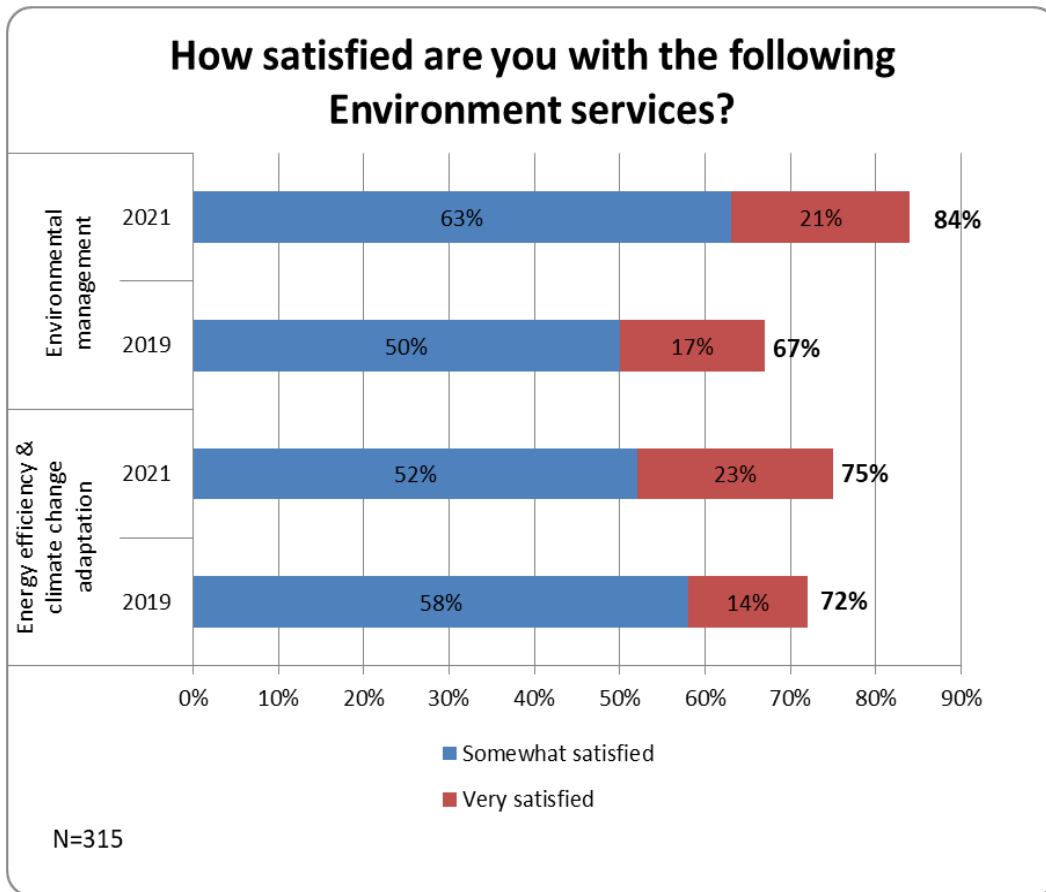
Sixty-nine percent are satisfied with *land use planning* and **67%** are satisfied with *economic development*.

How satisfied are you with each of the following services?



Fifty-three percent are satisfied with *development services* and **79%** are satisfied with *Financial planning*.

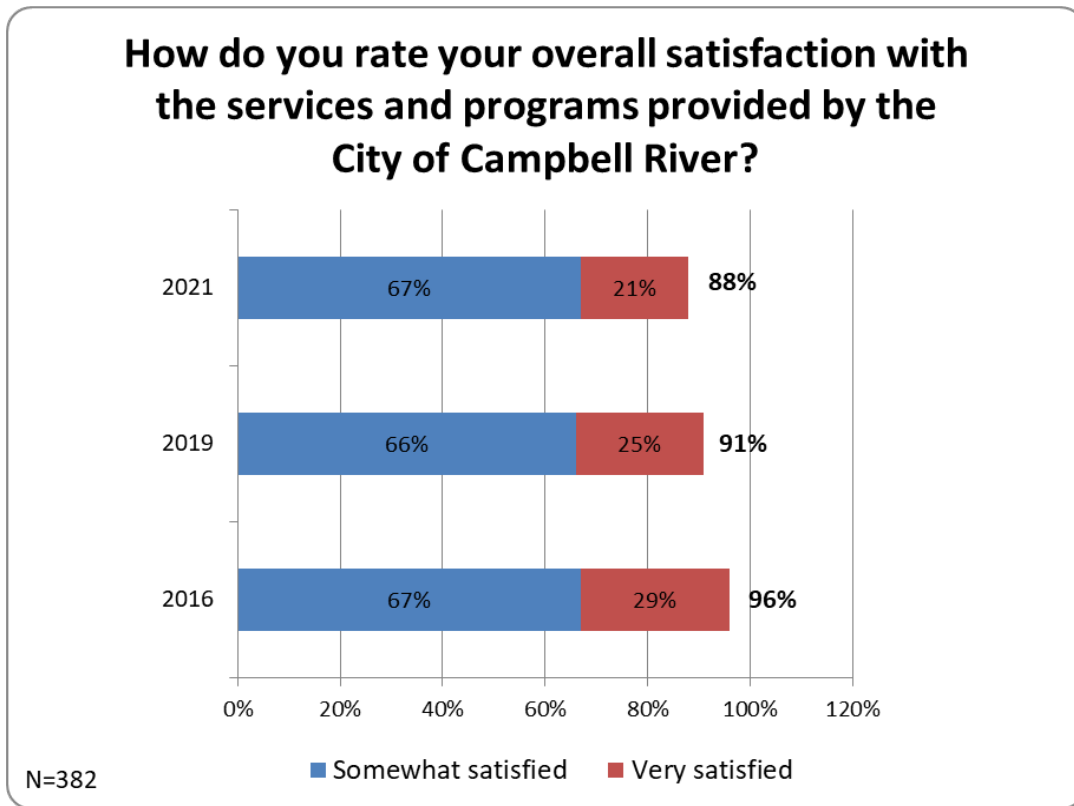
Climate and Environmental Management



Eighty-four percent of citizens felt satisfied with *Environmental management*, an improvement from 2019 when **67%** were satisfied.

Seventy-five percent of citizens are satisfied with *Energy efficiency and climate change adaptation*.

Q9. Overall Satisfaction with Services and Programs

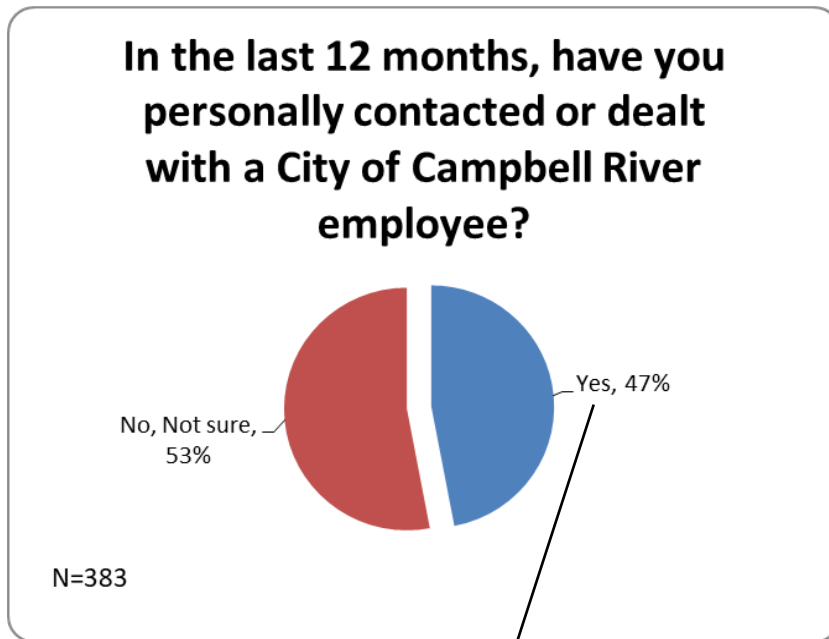


Eighty-eight percent of Citizens are very (21%) or somewhat (67%) satisfied with services and programs provided by the City of Campbell River.

Respondents that were not satisfied were asked “Why not?” Reasons for not being satisfied can be seen in *Appendix 3*.

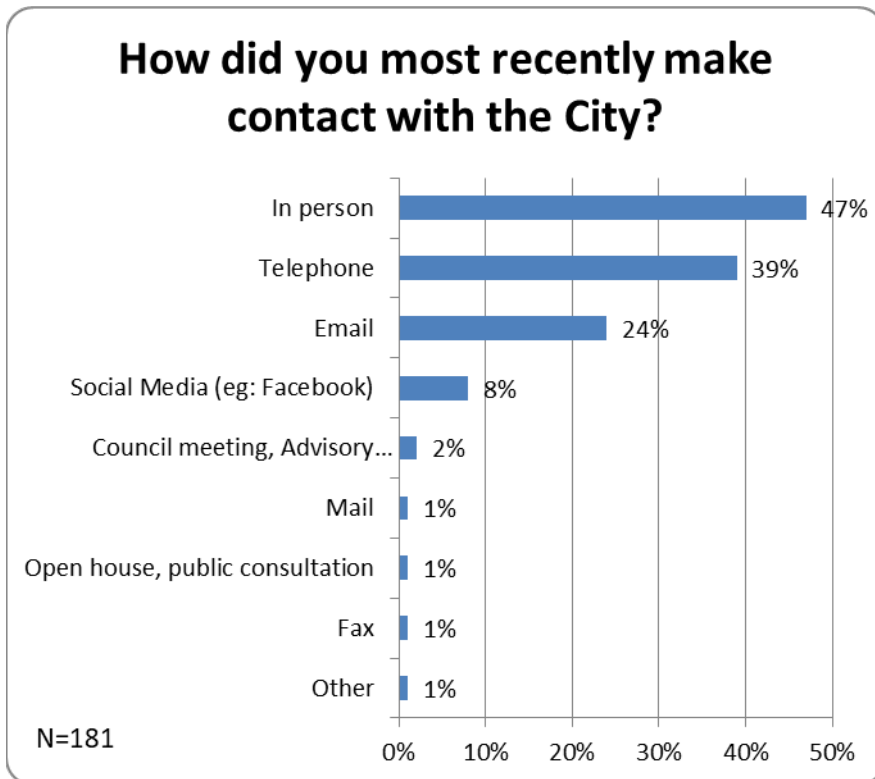
Section 3 –City Employee Customer Service

Q10. Contact with City Staff



Forty-seven percent of respondents have had contact with the City of Campbell River or one of its employees over the last 12 months.

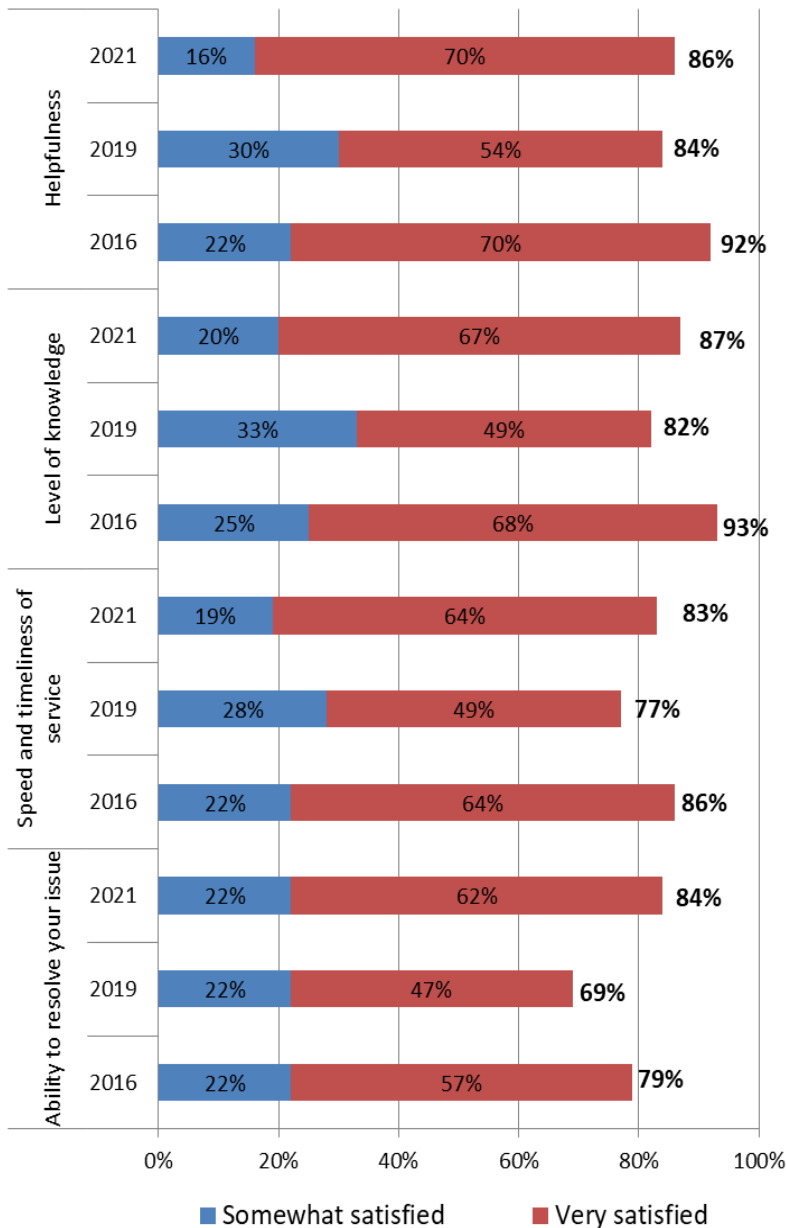
Q11. Method of contact



Among the 181 respondents who have had personal contact with the City of Campbell River **47%** had *in-person* service, **39%** communicated *over the phone* and **24%** made contact through an *email* exchange.

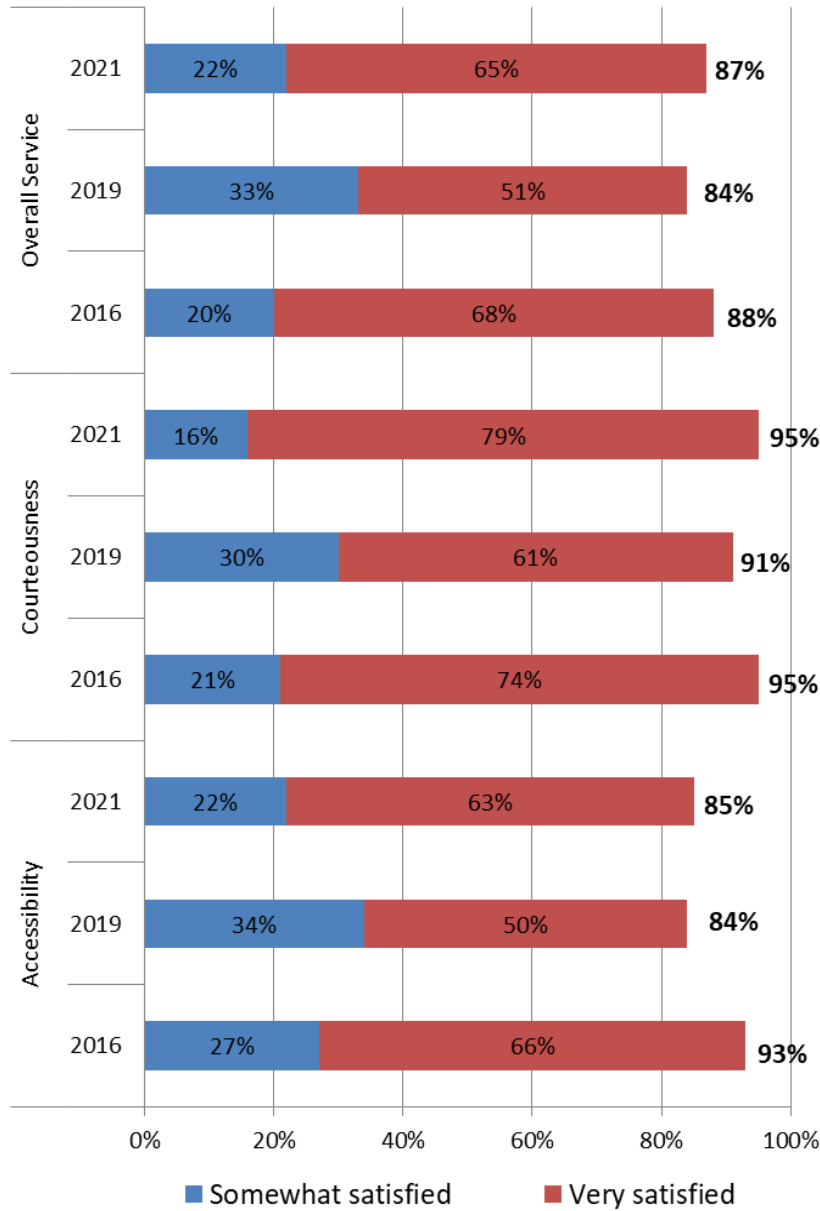
Q12. Service provided by City employees

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...



City staff was rated favourably in terms of *helpfulness* (**86%** satisfied), and *level of knowledge* (**87%** satisfied).

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

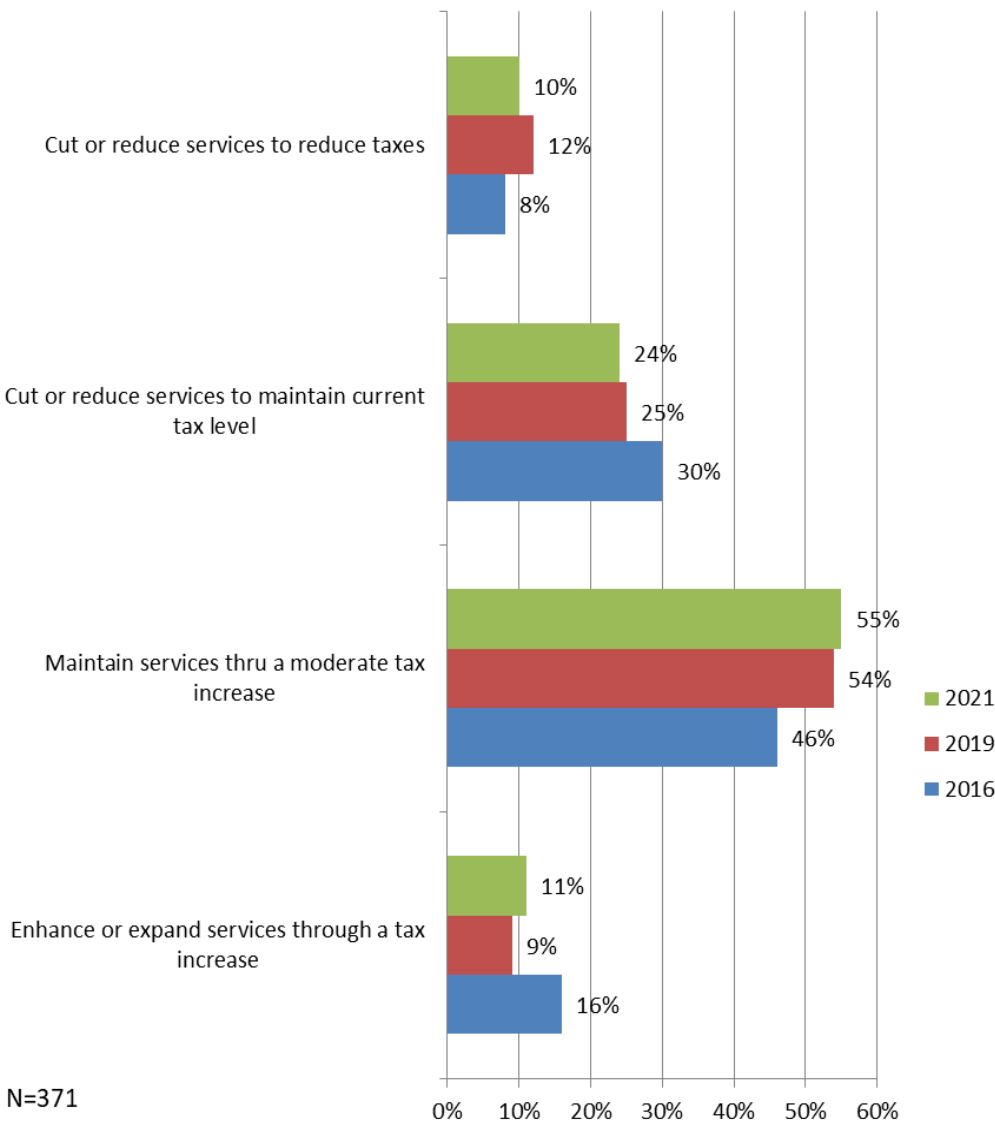


City staff was highly rated for *courteousness* (95%)

Section 4 – Service Priorities

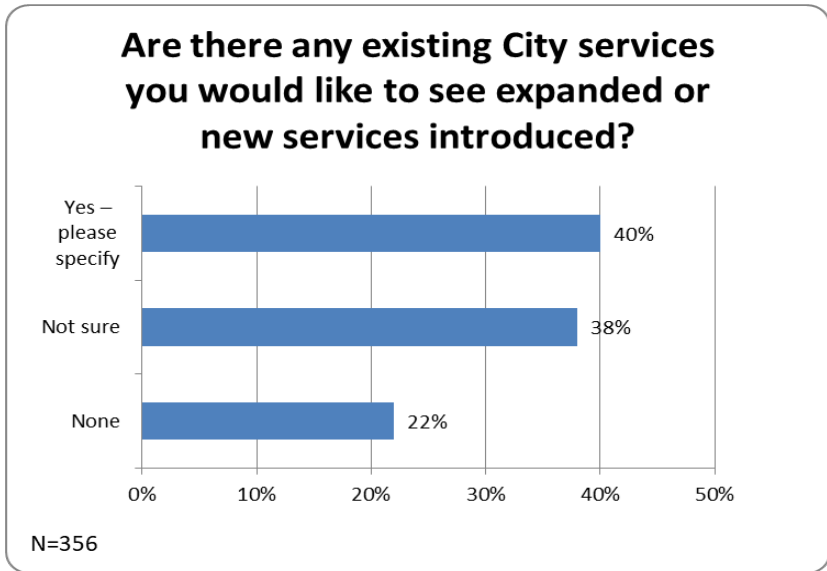
Q13. Property Tax

Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?



Twenty-four percent of respondents want the City to *reduce services to maintain current tax level* while **55%** wanted the City to *moderately increase taxes to maintain services at current levels*.

Q14. Expanding City Services



Forty percent of Citizens would like to see services *expanded or new services introduced*. Thirty-nine percent were *not sure*.

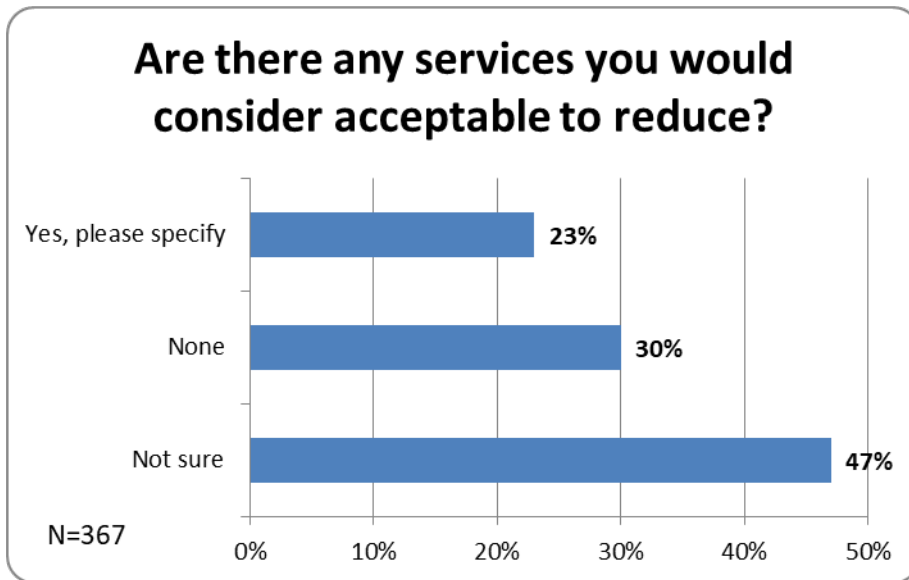
Which services would you like to see expanded or introduced?

Service	Percentage
Increase police	18%
Other	18%
Improve recycling and yard waste pickup	14%
Compost and food waste pickup	13%
Traffic control	8%
Improve or expand recreation facilities	9%
Improve garbage and large item pickup	8%
Add more bike paths	6%
Address homeless, mental health, addictions, downtown	4%
Improve sidewalks, roads, and parking	5%
Improve bylaw enforcement	4%
Improve snow removal	4%
Improve and increase parks, playgrounds, walking trails	4%
Increase fire services (increase in South, Willow Point)	1%
Increase services for seniors	3%
Increase boat launches, wharfs, and boat launch parking	3%
Maintain natural beauty, trees	2%
Improve or increase public transit	2%
Improve city planning	1%
Water services	1%

N=154

Of the 154 residents that indicated they would like services increased or introduced, 18% suggested *increase police*. Fourteen percent felt the city should *improve recycling and yard waste pickup* and 13% indicated the city should *add compost and food waste pickup*.

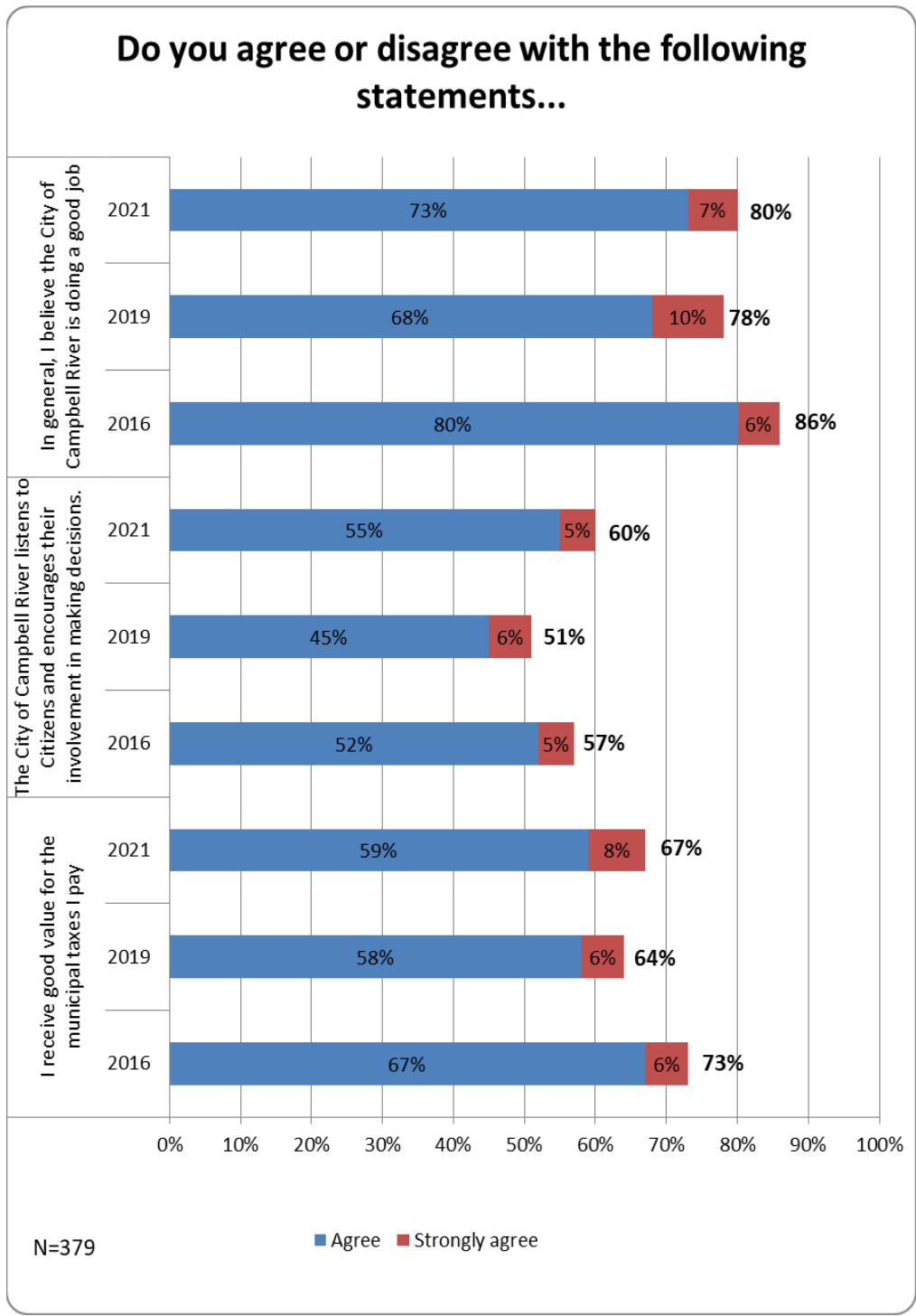
Q15. Reducing City Services



Twenty-three percent of respondents indicated there were services they considered acceptable to reduce.

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in *Appendix 3*.

Q16. Overall City Service

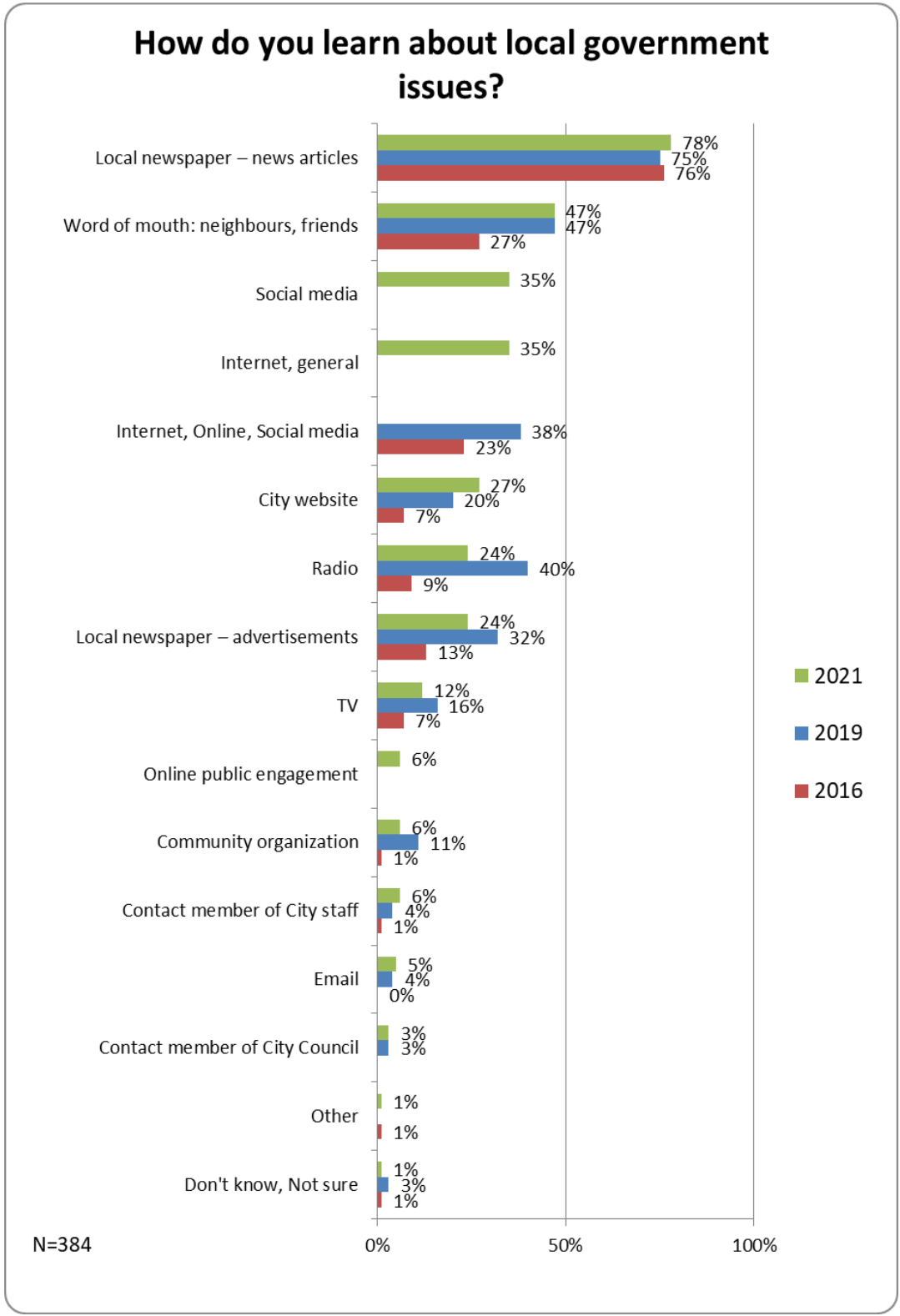


Eighty percent agree that the *City of Campbell River is doing a good job.*

Sixty-seven percent agree with the statement, *“I receive good value for the municipal taxes I pay”.*

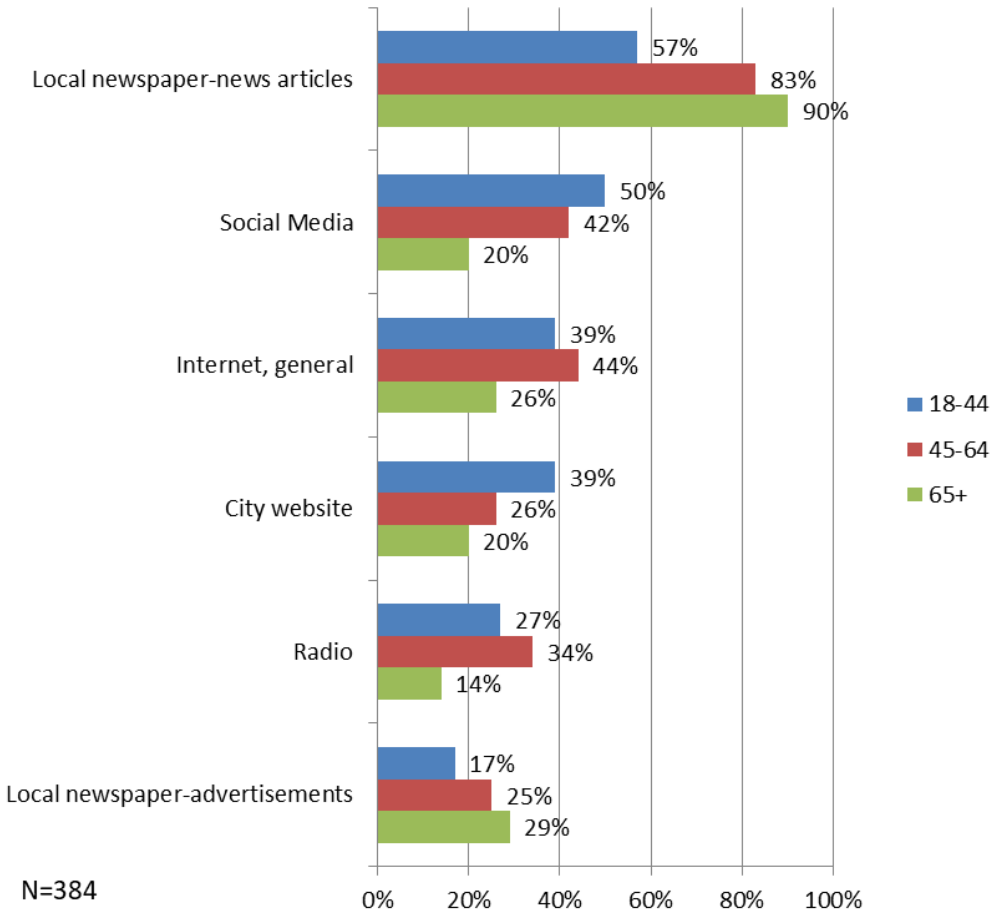
Section 5 – Communications

Q17. Learning about local government issues



The most popular source of information to learn about local government issues was the *local newspaper* (78%).

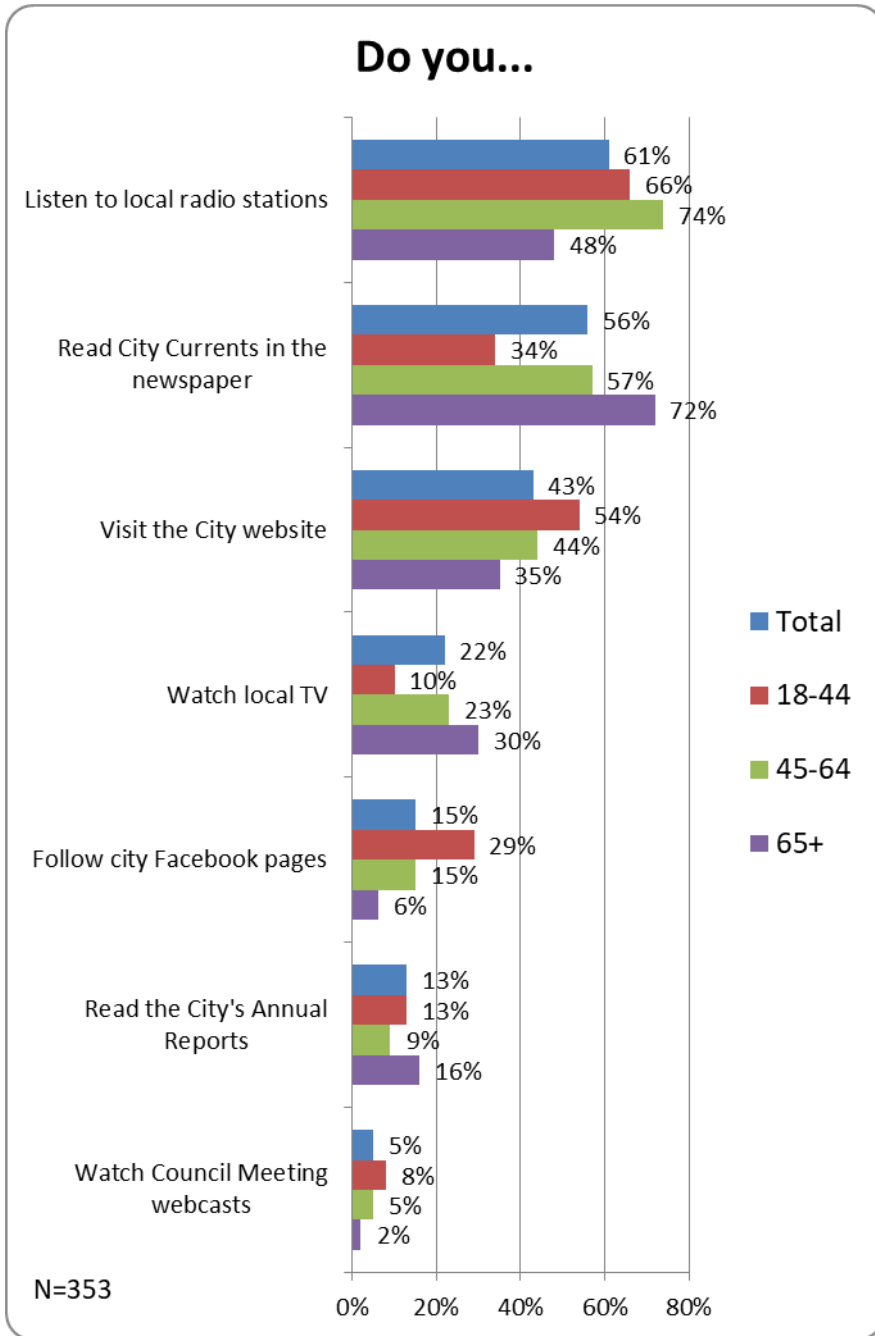
How do you learn about local government issues? By Age



Citizens aged 45 or older were more likely to learn about government issues in the *local newspaper* than younger age groups.

Citizens aged 18-44 were more likely than older age groups to learn of government issues via *social media* (**50%**) or the *city website* (**39%**).

Q18. Local Media use

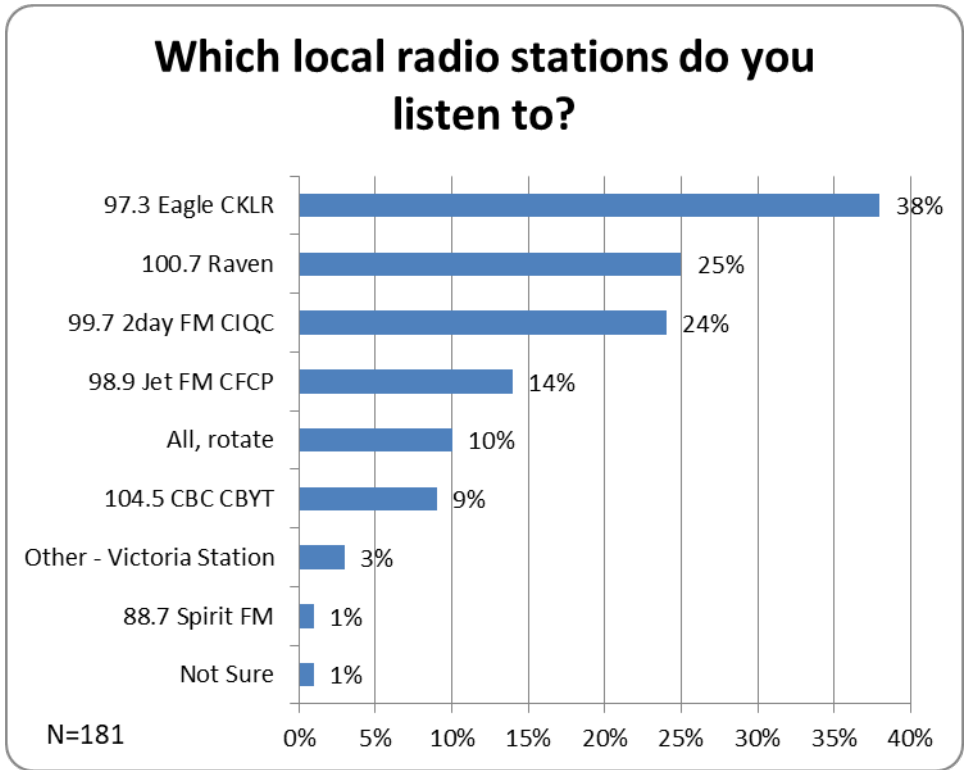


Sixty-one percent of citizens listen to local radio stations.

Respondents aged 65 and over were more likely to read *City Currents* in the newspaper (72%) compared to those 18-44 (34%).

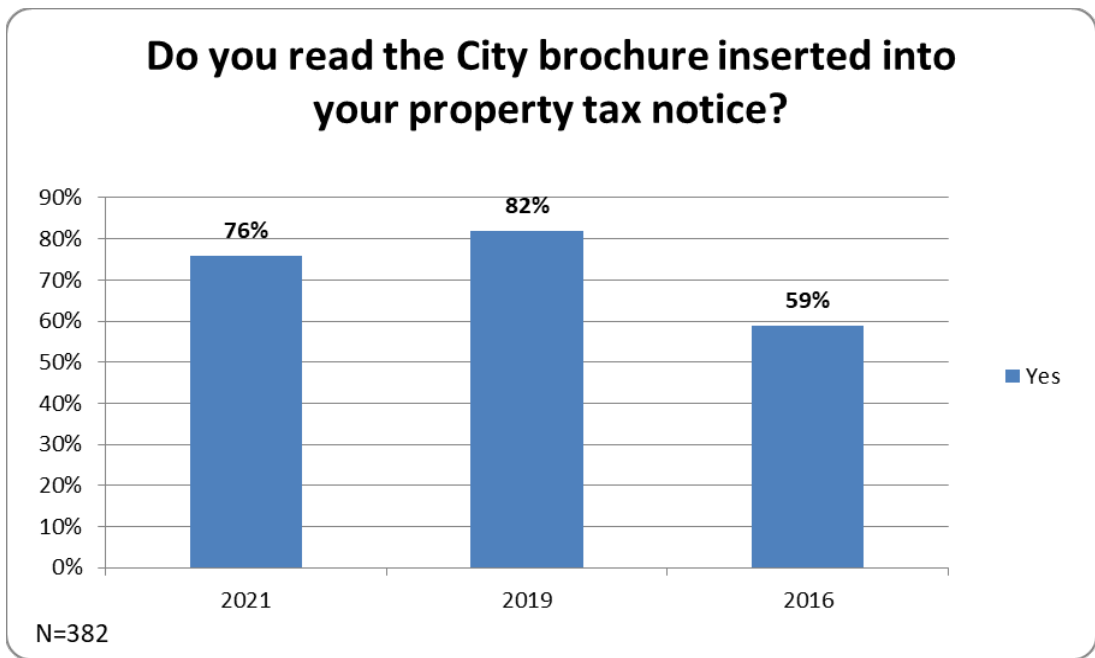
Respondents that indicated they followed City Facebook pages were asked to specify which pages. Specific responses can be seen in *Appendix 3*.

Local Radio Use



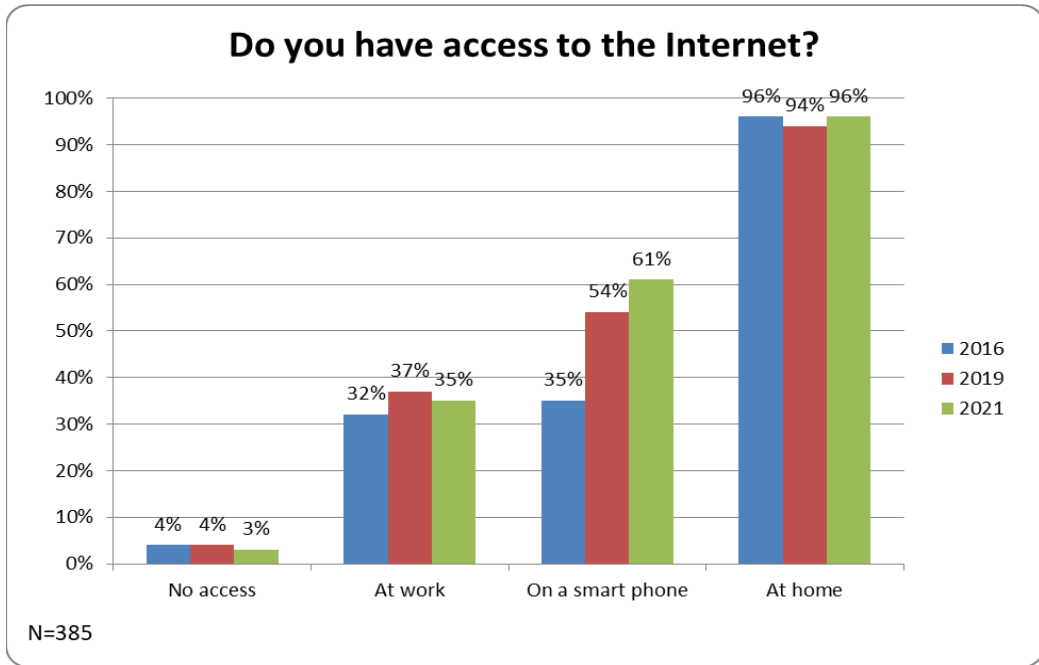
Of the 181 respondents that listen to local radio **38%** listen to *97.3 The Eagle*.

Q19. City Brochure



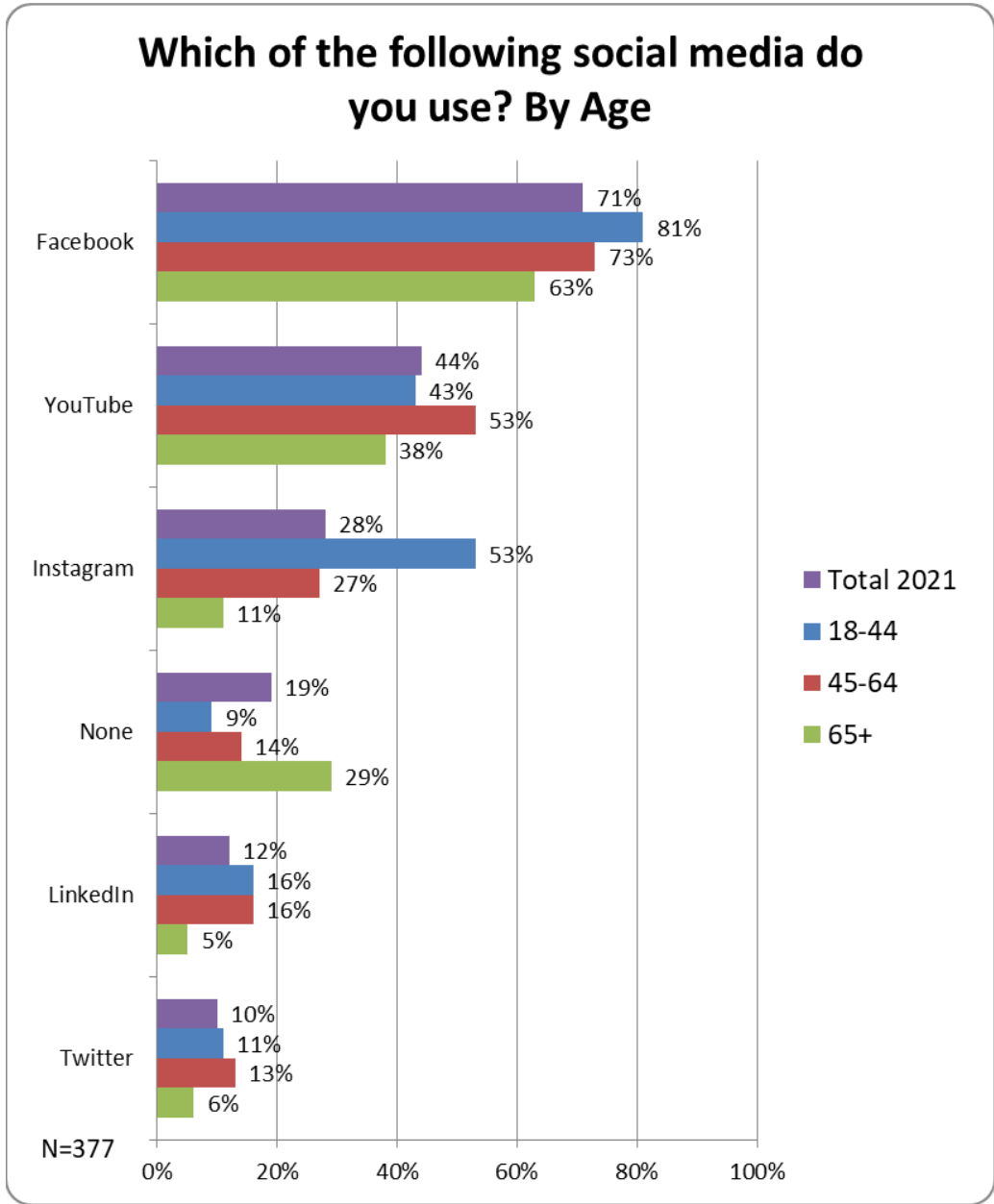
Seventy-six percent of respondents *read the City brochure included with their property tax notice.*

Q20. Access to Internet



Ninety-six percent of respondents have access to the Internet at home and 61% have Internet access on a smart phone.

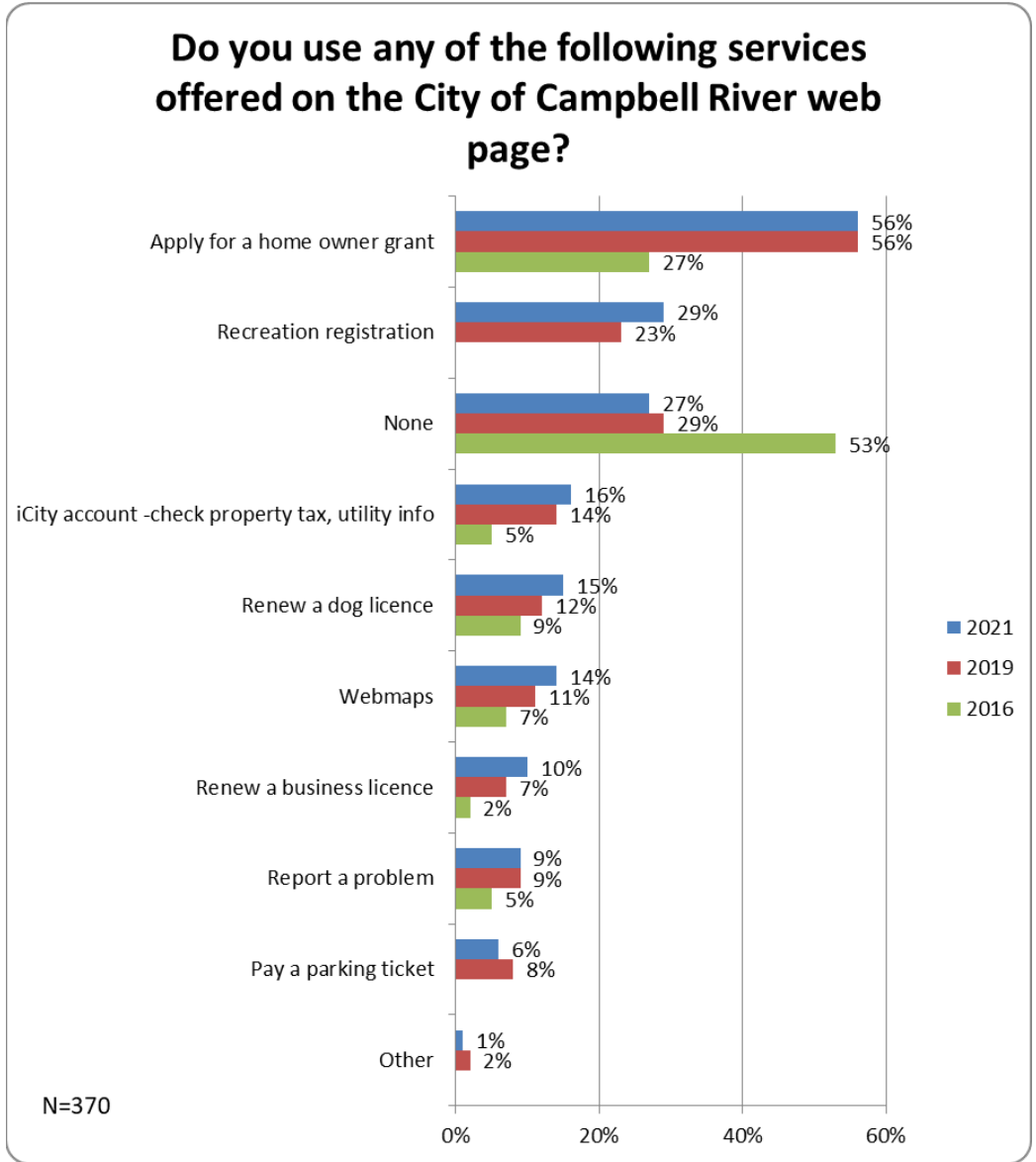
Q21. Social Media



Among the 377 respondents that have access to the Internet, **71%** use *Facebook*, **44%** use *YouTube*, and **28%** use *Instagram*.

Respondents aged 18-44 are more likely to use *Instagram* (**53%**) than those over 65 years of age (**11%**).

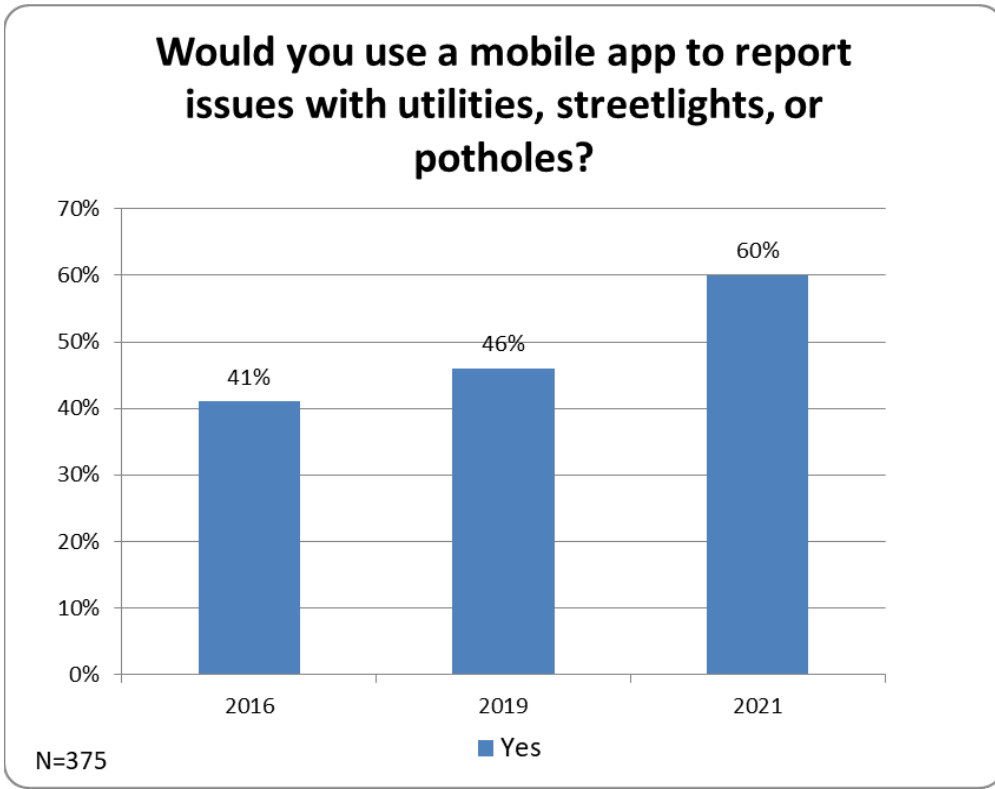
Q22. City Website Services



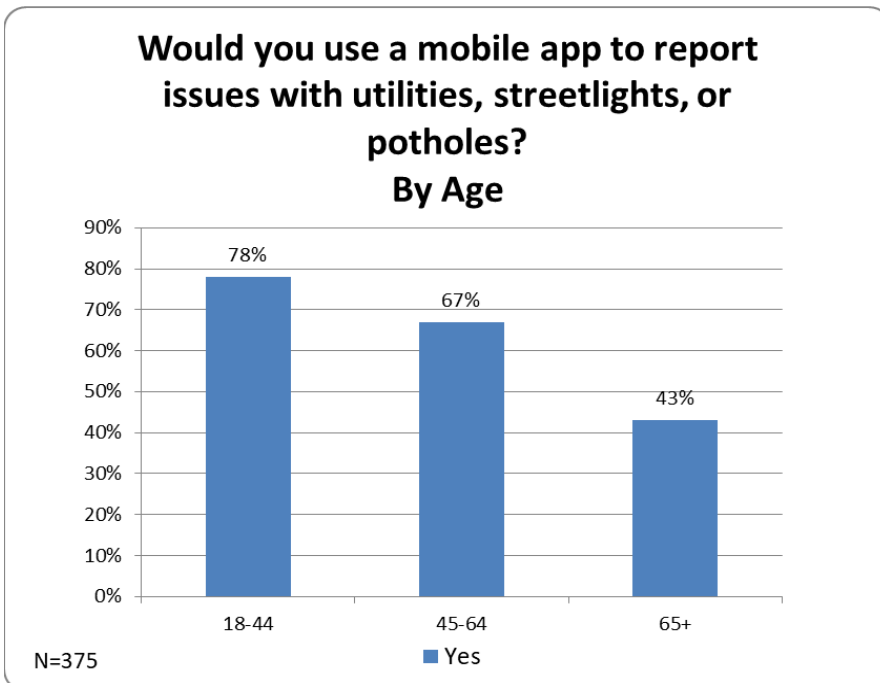
Among the 370 respondents that have access to the internet, **56%** have *applied for a home owners grant*.

Twenty-nine percent have used the *recreation registration*, a feature that was not available in 2016.

Q23. Mobile Apps

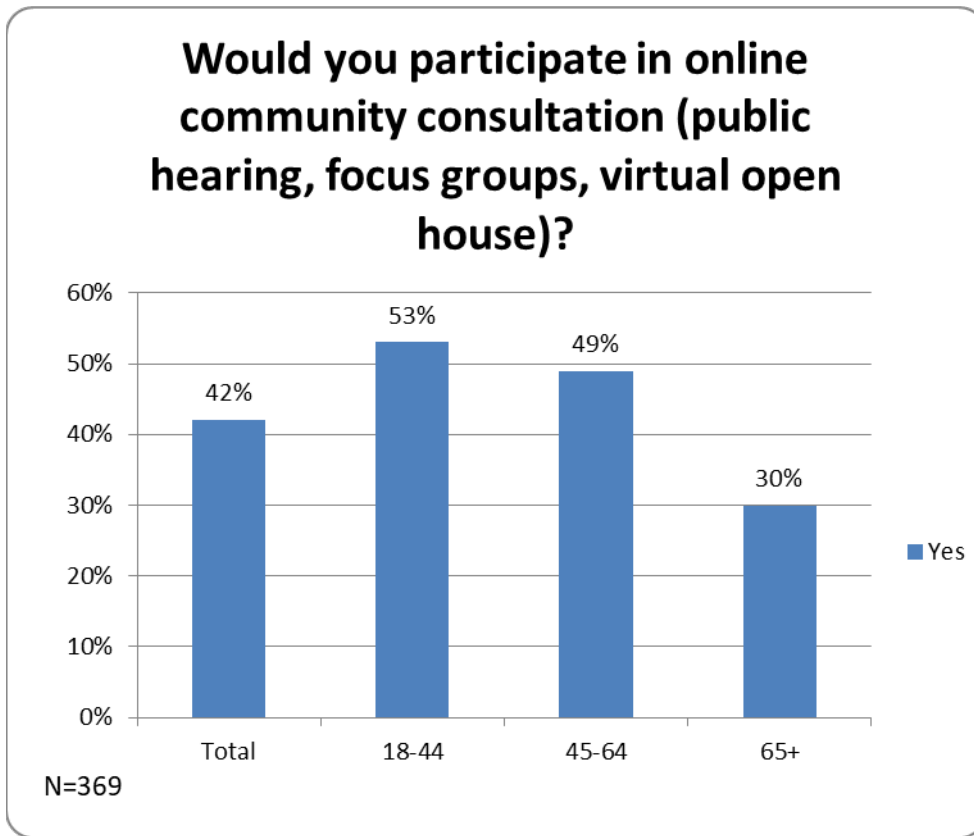


Sixty percent of respondents indicated they would use a *mobile app to report issues with utilities, streetlights, or potholes* and increase from 2019 when only **46%** would.



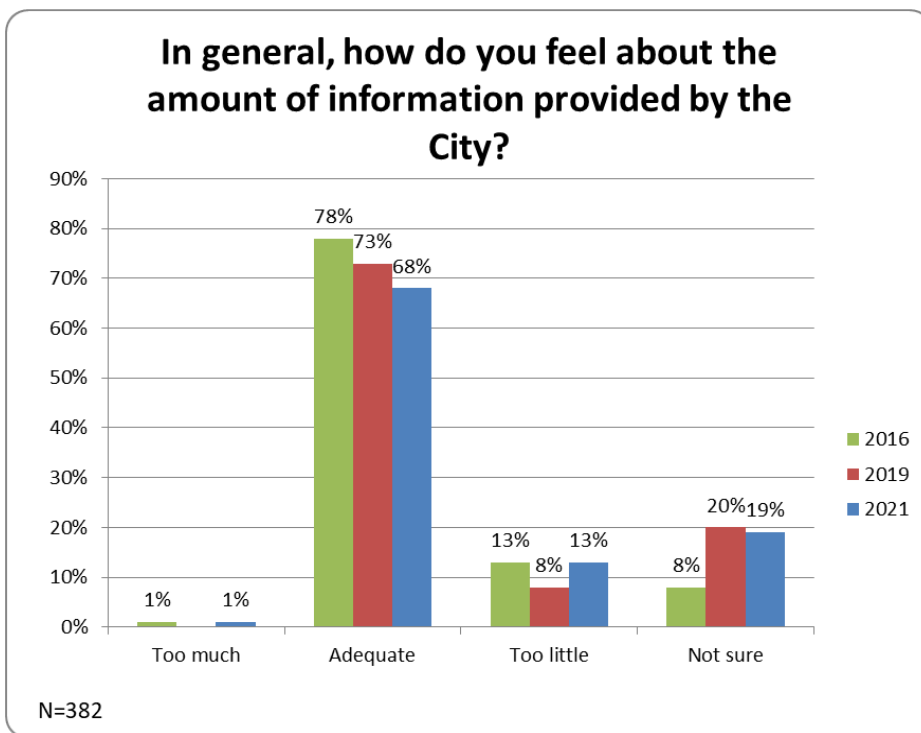
Seventy-eight percent of respondents aged 18-44 indicated they would use a *mobile app to report issues* compared with only 43% of those 65 years and older.

Q24. Participation in online consultation



Forty-two percent of respondents indicated they *would participate in online community consultation.*

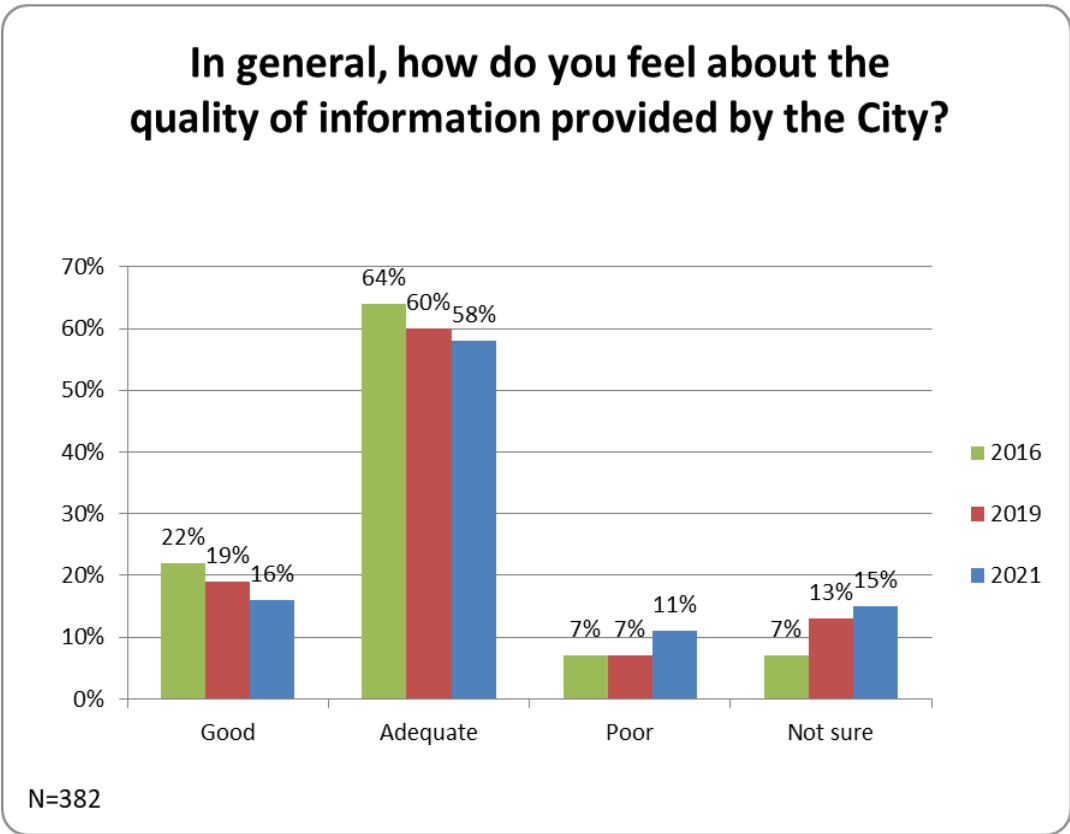
Q25. Amount of Information provided by City



In general, Citizens feel the *amount of information provided by the City is adequate (68%).*

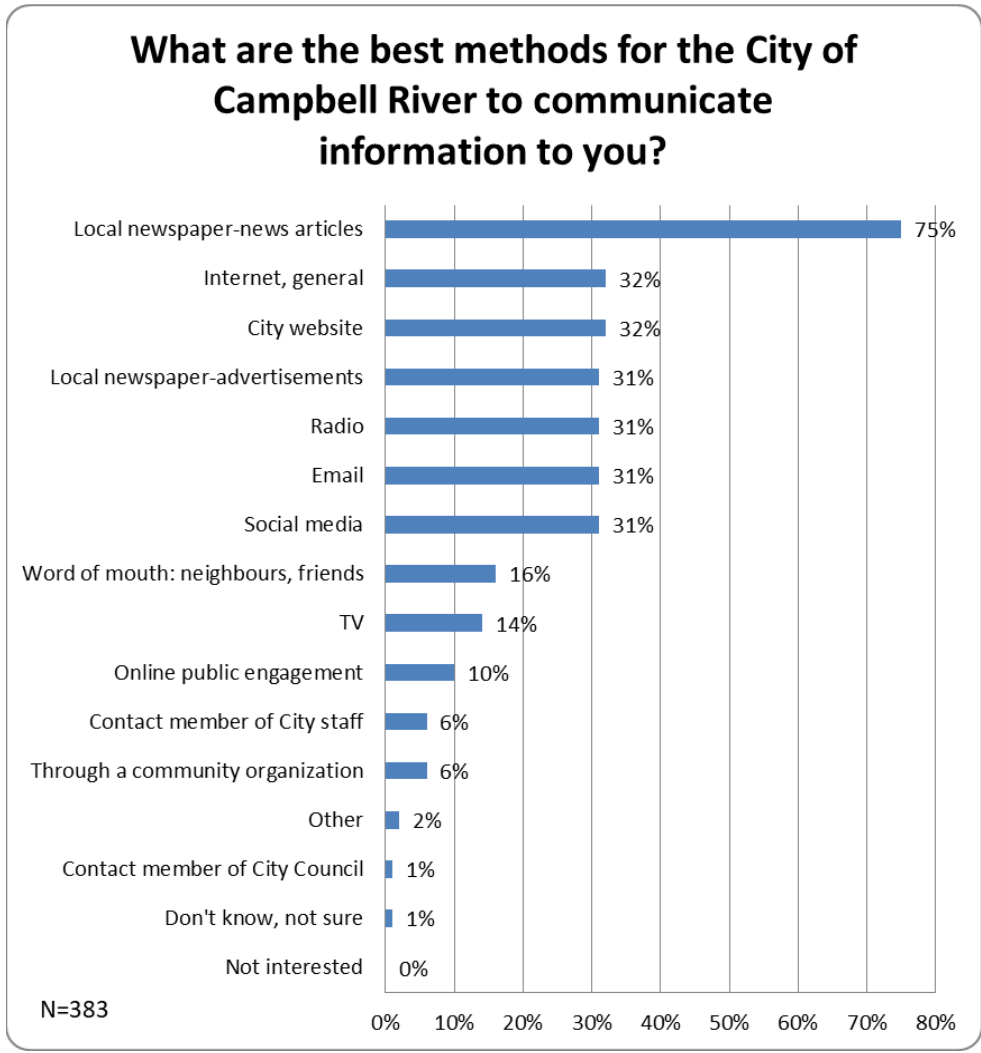
Thirteen percent indicated the amount of *information provided was too little.* Please see *Appendix 3* for a listing of further information requested

Q26. Quality of Information provided by City

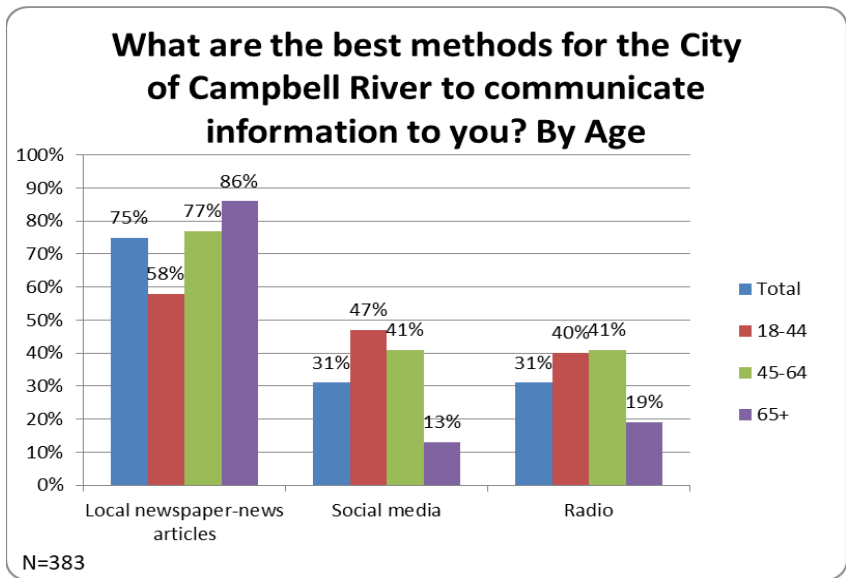


Most feel the quality of information provided by the City is *good* (**16%**) or *adequate* (**58%**).

Q27. Preferred method of Communication



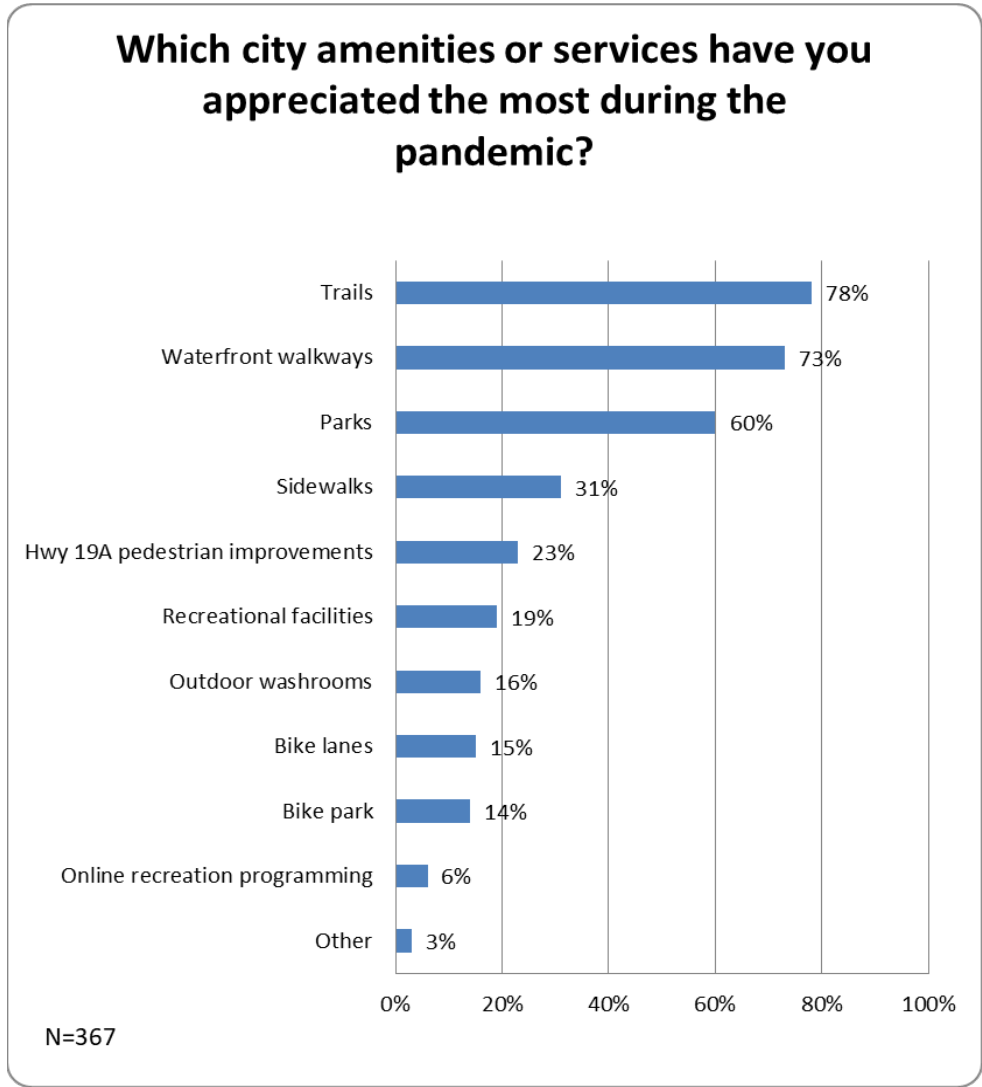
Seventy-five percent feel the best way for the City to communicate information is through news articles in the local newspaper.



Among 18-44 year old respondents, 47% would prefer to receive information from the City through social media.

Section 6 – COVID19

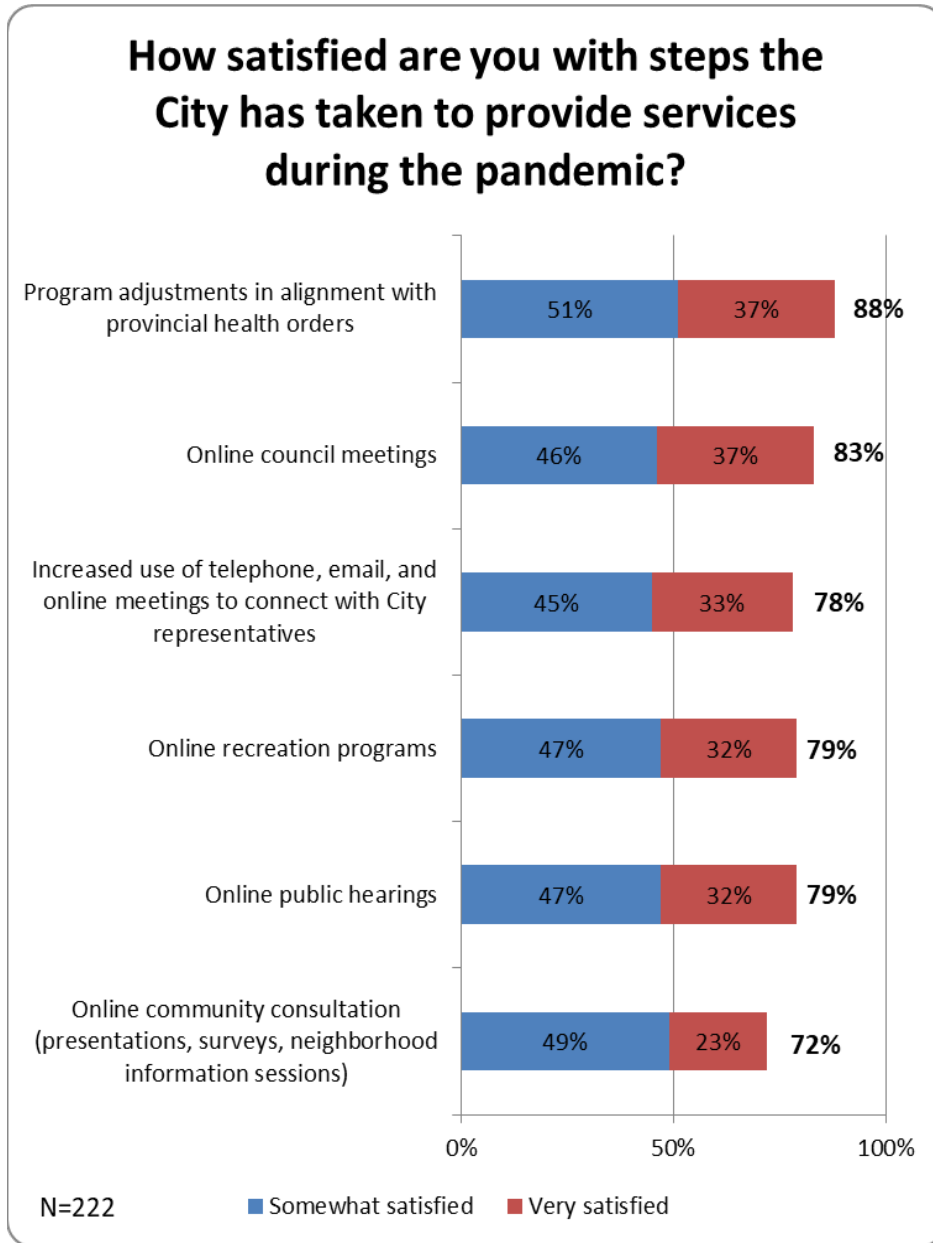
Q28. City amenities appreciated during pandemic



Seventy-eight percent of respondents indicated they appreciated *trails* during the pandemic, **73%** appreciated *waterfront walkways*, and **60%** appreciated *parks* the most.

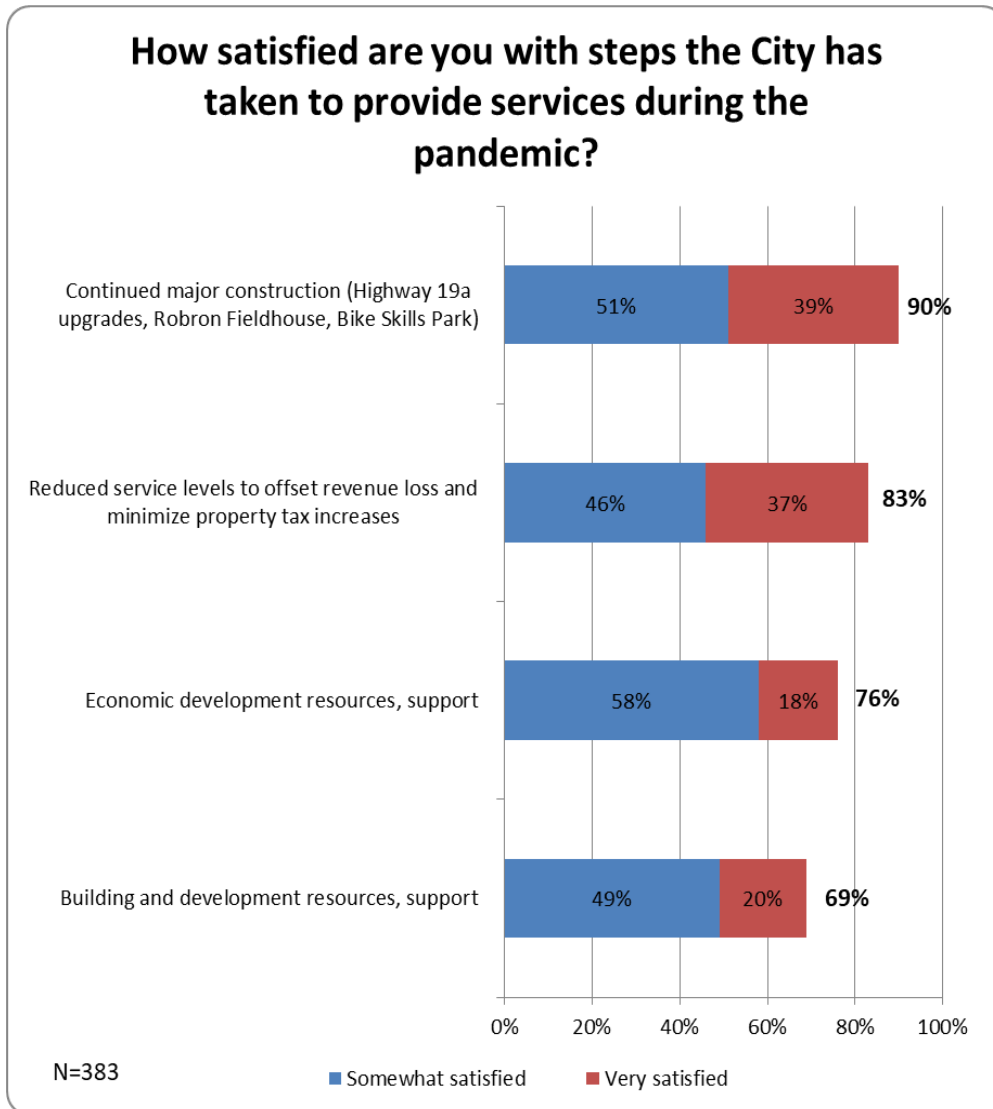
Q29. Satisfaction with City response to pandemic

Online Communications



Eighty-eight percent of Citizens were satisfied with *program adjustments in alignment with provincial health orders* and **79%** were satisfied with *online recreation programs*.

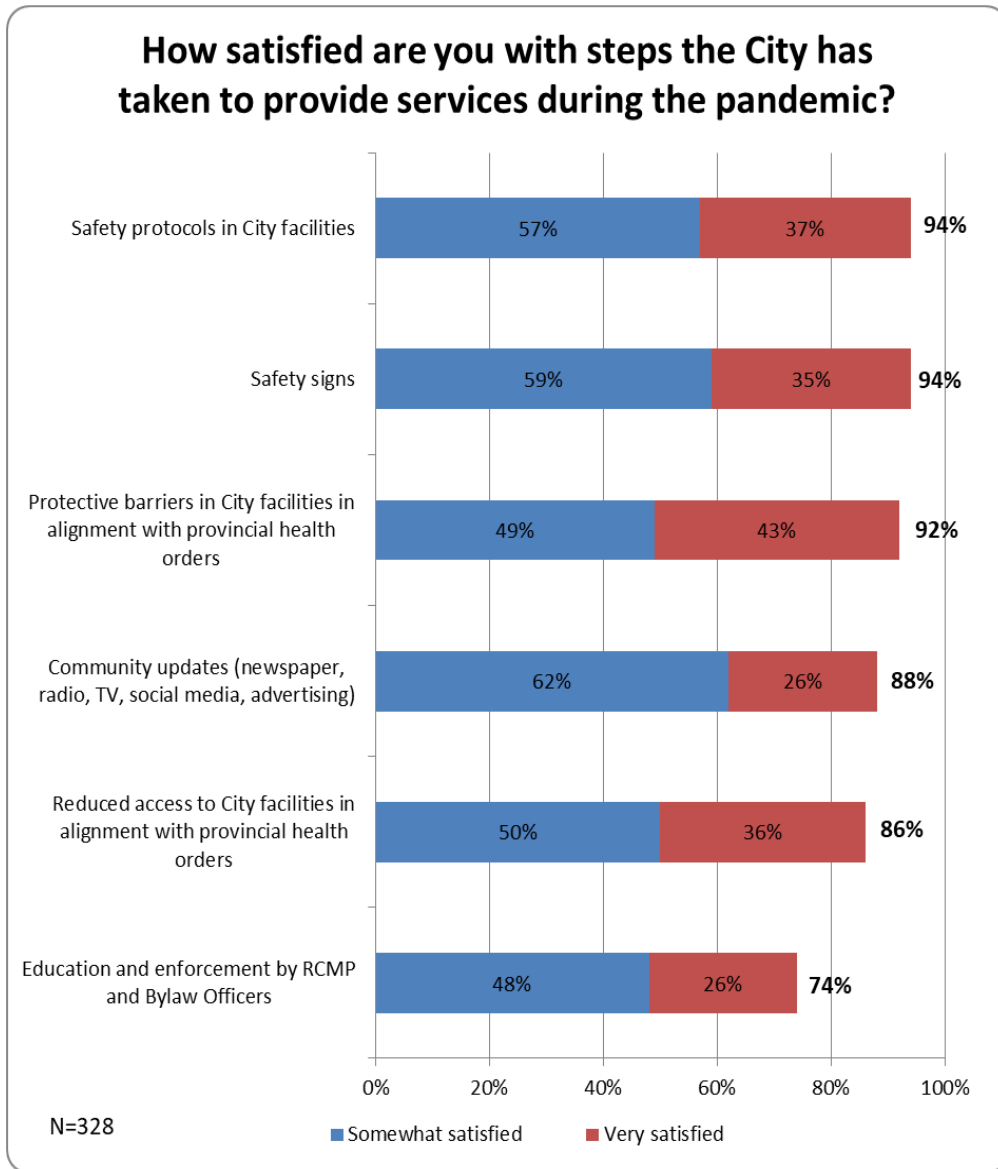
Economic Steps



Ninety percent of respondents were satisfied with *continued major construction*.

Building and development resources, support received the lowest satisfaction rating with **69%** satisfied.

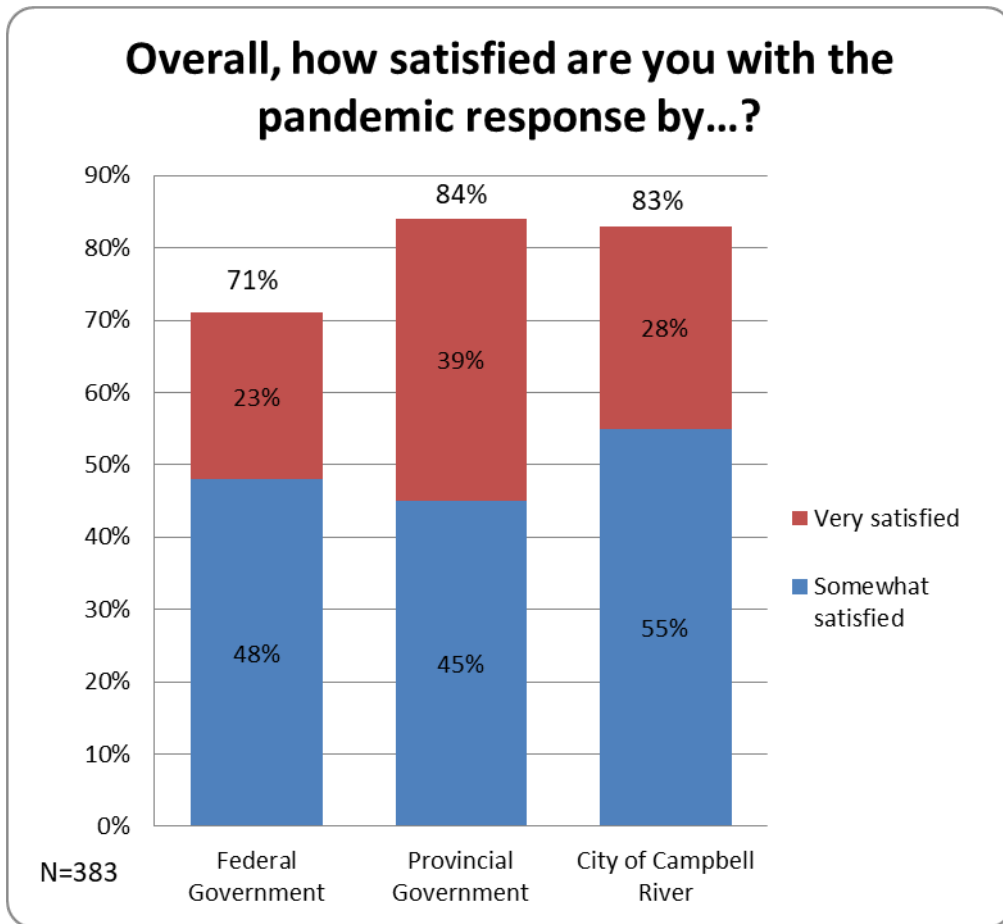
Safety Measures and Education



The vast majority of respondents were satisfied with *safety protocols in City facilities (94%)* and with *safety signs (94%)*.

Education and enforcement by RCMP and Bylaw officers received the lowest satisfaction rating with **74%** satisfied.

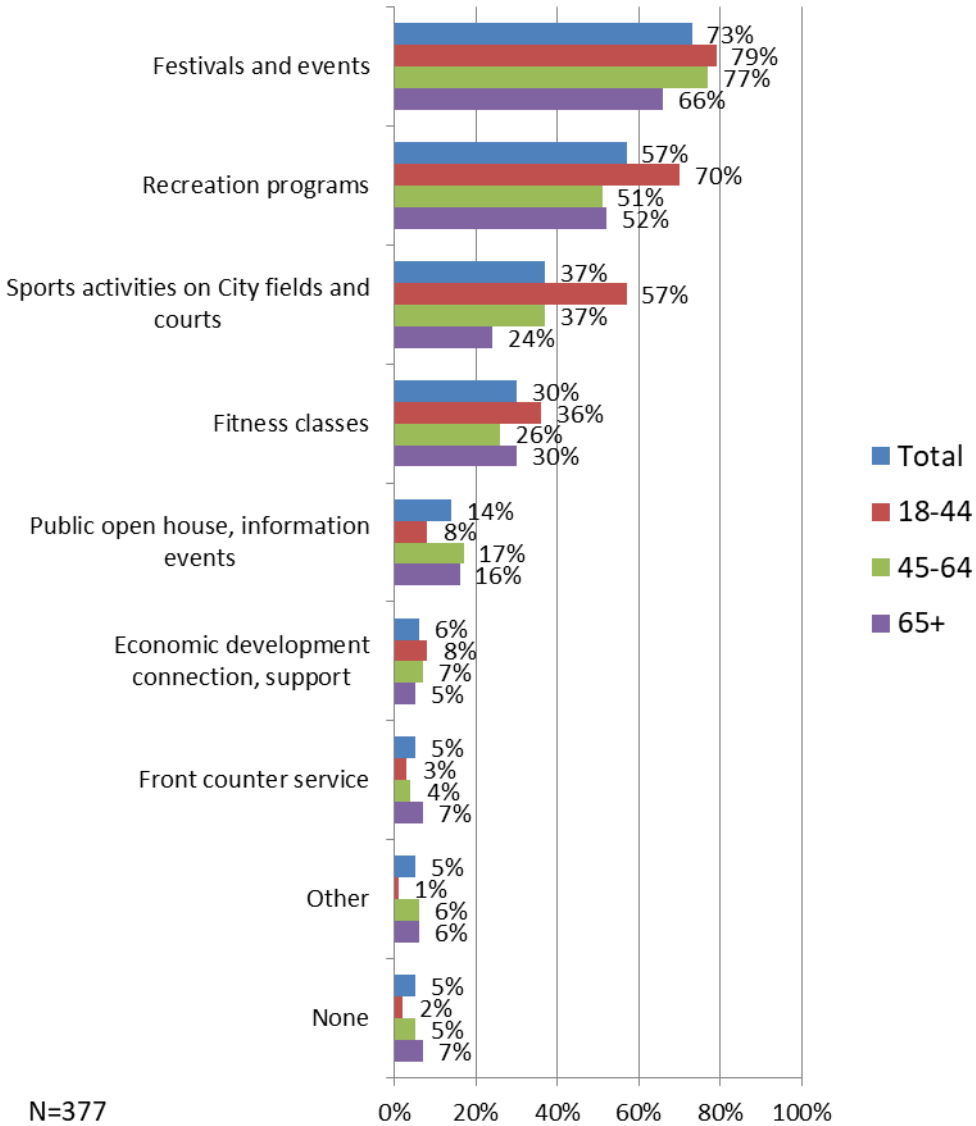
Q30. Satisfaction with Government response to pandemic



Eighty-three percent were satisfied with the *City of Campbell River's* pandemic response.

Q31. In person city services to resume

When COVID19 pandemic restrictions are relaxed, which City services are you most looking forward to resuming or accessing in person?



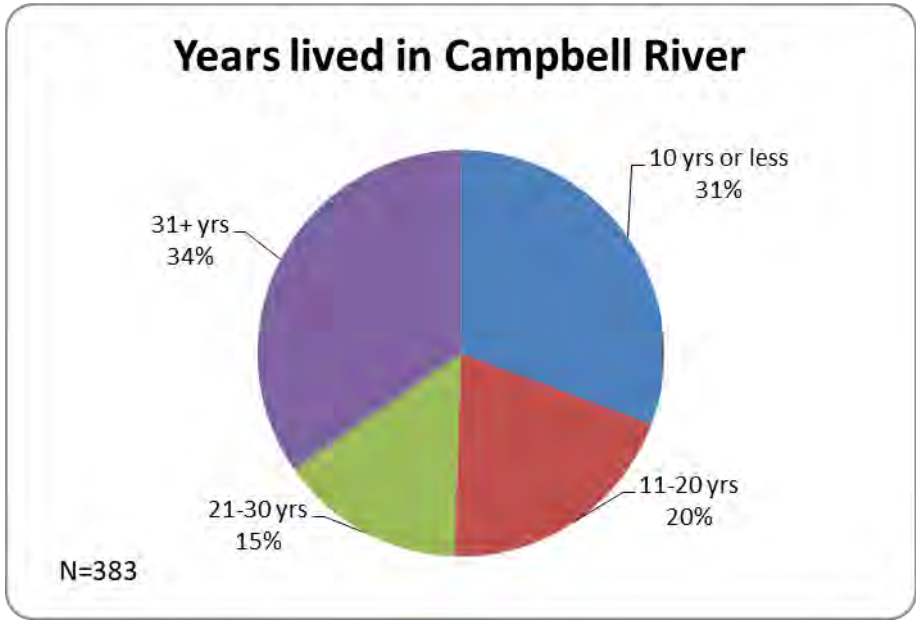
Seventy-three percent of respondents look forward to *festivals and events* once restrictions are relaxed and **57%** look forward to *recreation programs*.

Among those aged 18-44 **57%** look forward to *sports activities on City fields and courts*.

Those who indicated they looked forward to *front counter service* were asked which City department. Their responses are listed in *Appendix 3*.

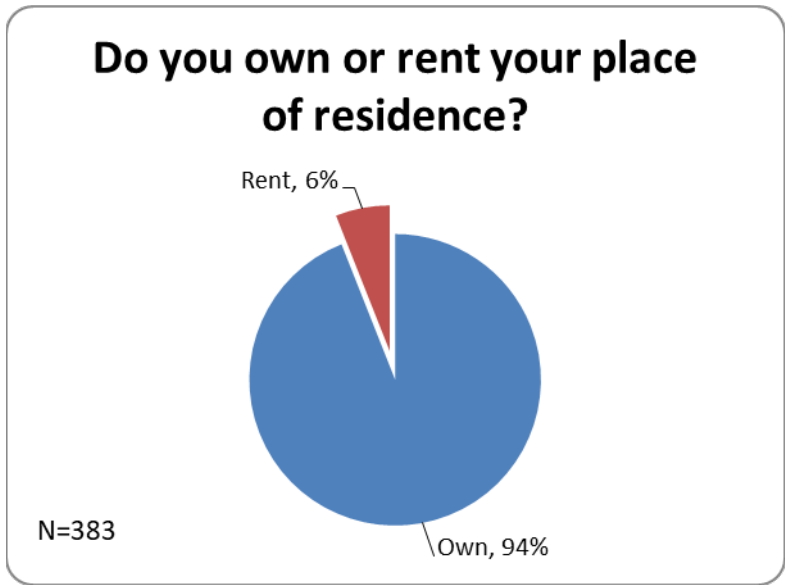
Section 7 – About You

Q32. Years lived in Campbell River



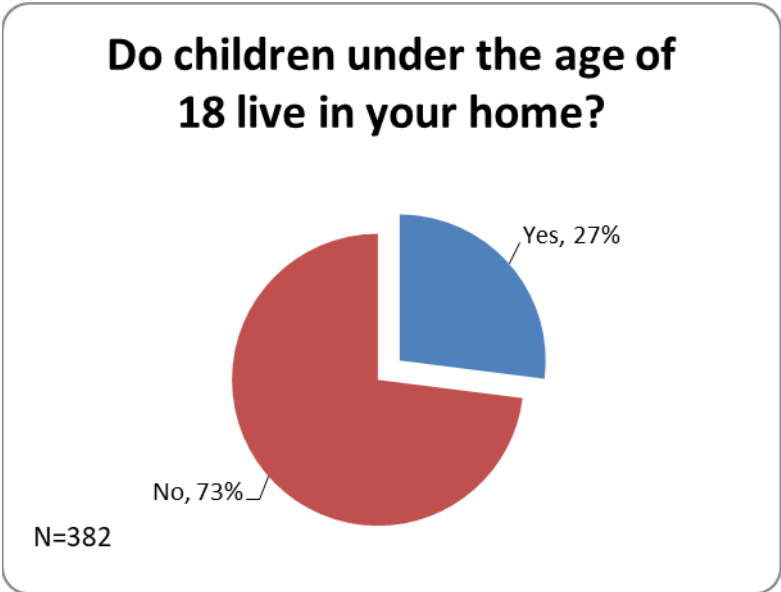
Thirty-four percent had lived in Campbell River for 11-30 years.

Q33. Rent or Own



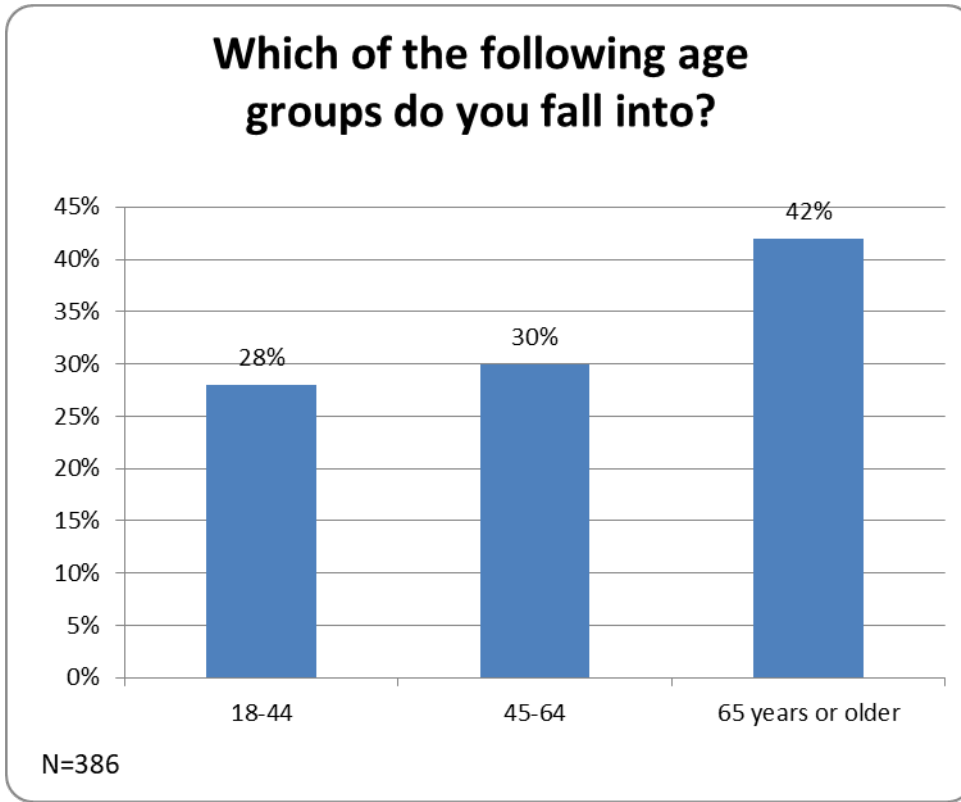
Ninety-four percent of respondents own their residence.

Q34. Children at home



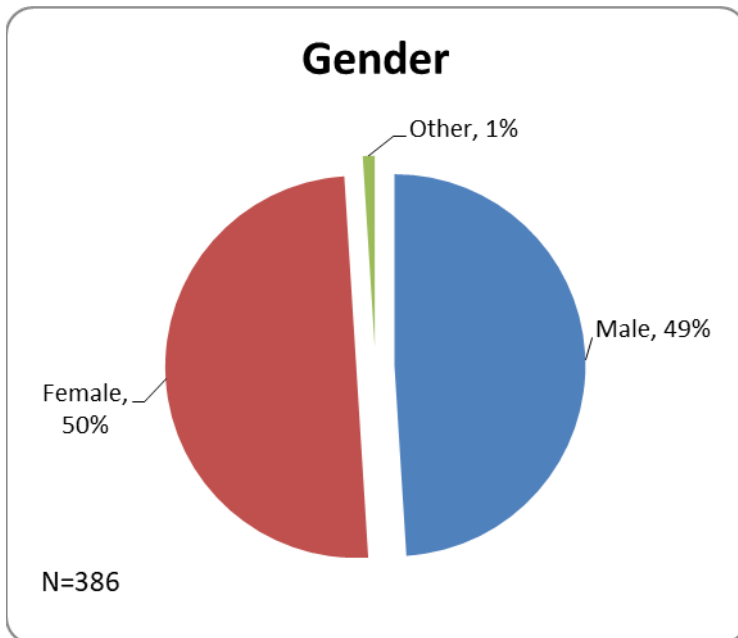
Twenty-seven per cent of respondents have *children under the age of 18 living in their home*.

Q35. Age



Forty-two percent of respondents were 65 years or older.

Q36. Gender



The sample was evenly split between males and females.

Appendices

Appendix 1 – Mailed Questionnaire and Cover Letter

Appendix 2 – Detailed Tables

Appendix 3 – Verbatim Comments

Appendix 1 – Cover Letter and Mailed Questionnaire



City of Campbell River
From the Office of the Mayor

March 1, 2021

Dear Campbell River resident

Re: 2021 Community Satisfaction Survey

You have been randomly selected to participate in the 2021 City of Campbell River Community Satisfaction Survey. This is an opportunity to provide feedback on community services and initiatives, and to help us plan for the future.

A total of 1,300 surveys have been mailed to residents throughout Campbell River. Addresses were selected on a random sample basis, as it's important that we receive responses from a wide range of residents.

Your feedback will help inform upcoming budget discussions, and the decisions Council makes will determine the facilities, services, and programs available to community members for many years to come.

Please take a few minutes to complete the survey and return it in the postage-paid, pre-addressed envelope by March 22.

Survey responses will be kept anonymous, and responses will be compiled by an independent firm and presented to City Council later this spring. Results will also be available on the City's website: www.campbellriver.ca.

In appreciation for community participation, we are offering a prize draw for respondents. To enter the draw, provide your name and telephone number at the bottom of the completed survey. We are offering five individual prizes. The prizes consist of three Naturally, Campbell River gift boxes from a local business and two \$100 gift certificates for fitness and recreation programs offered through the Sportsplex and Campbell River Community Centre to five lucky winners.

If you have any questions regarding this survey, please contact Julie Douglas, Communications Advisor, at 250-286-5744.

We sincerely hope that you participate in this survey, and we thank you in advance for sharing your thoughts with us.

Yours truly,

Andy Adams
Mayor

Encl.

301 St. Ann's Road, Campbell River, B.C. V9W 4C7 Phone (250) 286-5700 Fax (250) 286-5760

2021 Campbell River Community Satisfaction Survey



Please take a few minutes to share your thoughts on the programs and services offered by the City of Campbell River. Your input will help us make important decisions on future community investment, while improving our understanding of the values and priorities of Campbell River residents.

Respondents are guaranteed complete anonymity.

Please return your survey in the enclosed postage-paid envelope by March 22, 2021. Thank you for your help!

Overall Quality of Life

1. How would you rate the following aspects of living in Campbell River?

	Very Good	Good	Poor	Very Poor
Campbell River as a place to raise children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place to retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campbell River as a place for young adults to learn, work, play and live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall quality of life in Campbell River	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. What do you enjoy most about living in Campbell River?

3. Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?

- Improved → Why? _____
- Stayed the same _____
- Worsened → Why? _____
- Not sure _____

4. In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders? [PROVIDE ONE ISSUE ONLY] Don't know

5. What do you think is the MOST important environmental concern for the City of Campbell River? [PROVIDE ONE ISSUE ONLY] Don't know

6. How important is it for the City to work with other levels of government and non-governmental organizations to increase:

	Very Important	Somewhat Important	Not Important	Not at all Important	Not Applicable / Don't know
Housing affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Range of housing options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social support for people in vulnerable situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy for small business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy for major industry (aquaculture, forestry, mining)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with City Services & Programs

7. How satisfied are you with each of the following services provided by the City of Campbell River?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable / Don't know
City parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City boulevards and gardens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public washrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street trees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waterfront access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community, cultural and recreational events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural facilities (Tidemark Theatre, Haig-Brown House, Sybil Andrews Cottage, Art Gallery, Library, Museum)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation facilities (Community Centre, Sportsplex, Centennial Pool, Discovery Pier)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy efficiency, climate change adaptation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown safety office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bylaws and enforcement (noise, untidy/unsightly premises, nuisance, homeless encampments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Animal control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water supply system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garbage, recycling and yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yard waste drop-off centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental management (Foreshire rehabilitation, urban forest management, regulations for environmentally sensitive areas, noxious weeds, invasive plants)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Road quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation and traffic flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE TURN OVER →

Satisfaction with City Services & Programs

8. How satisfied are you with each of the following services provided by the City of Campbell River?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable /Don't know
Snow and ice removal from roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe routes to schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycle paths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Airport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development services (building, engineering and permitting processes, subdivision and rezoning applications)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of new residential subdivisions and new buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown revitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?

- Very satisfied
 Somewhat satisfied
 Not satisfied → Why not? _____
 Not at all satisfied

Service Provided by City Employees

10. In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee?

- Yes
 No / Not sure → IF 'NO / NOT SURE', SKIP TO Q13

11. How did you most recently make contact with the City?

In person ₁ Mail ₇
 Telephone ₂ Fax ₈
 Email ₃ City Website ₉
 Council meeting/Advisory Committee ₄ Social Media (eg: Facebook) ₁₀
 Open house, public consultation ₅ Downtown Safety Office ₁₁
 Online public consultation (Zoom) ₆ Other-Specify: _____ ₁₂

12. How satisfied were you with the City employee's:

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable /Don't know
Level of knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to resolve your issue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courteousness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed and timeliness of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Service Priorities

13. Less than half the City's budget is funded through local property taxation. User fees, sale of services and senior government funds pay for most of the investments to maintain and upgrade infrastructure such as roads, streetlights, water, sewer, facilities, and parks. Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?

- Enhance or expand services through a tax increase
 Maintain services at current levels through a moderate tax increase
 Cut or reduce services to maintain current tax level
 Cut or reduce services to reduce taxes

14. Are there any existing City services you would like to see expanded or new services introduced?

- Yes - Please specify: _____
 None
 Not sure

15. Which services would you consider acceptable to reduce?

- Please specify: _____
 None
 Not sure

16. Please rate your level of agreement with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable /Not sure
I receive good value for the municipal taxes I pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City of Campbell River listens to Citizens and encourages involvement in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I believe the City of Campbell River is doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communications

17. How do you learn about local government issues?

Contact member of City staff ₁ Local newspaper-news articles ₉
 Contact member of City Council ₂ Local newspaper-advertisements ₁₀
 Through a community organization ₃ Internet, general ₁₁
 Word of mouth: neighbours, friends ₄ Online public engagement ₁₂
 City website ₅ Social media ₁₃
 Email ₆ Not interested ₁₄
 TV ₇ Don't know, not sure ₁₅
 Radio ₈ Other-Specify: _____ ₁₆

18. Do you: [PLEASE CHECK ALL THAT APPLY]

Listen to local radio stations? ₁ → Which stations? _____
 Watch local TV? ₂
 Visit the City website? ₃
 Read the City's Annual Reports? ₄
 Watch Council Meeting webcasts? ₅
 Read City Currents in the newspaper? ₆
 Follow City Facebook pages? ₇ → Which pages? _____

Communications

19. Do you read the City brochure inserted into your property tax notice?

- Yes
- No
- Not applicable

20. Do you have access to the Internet? [PLEASE CHECK ALL THAT APPLY]

- At home
- At work
- On a smart phone
- No access →IF 'NO ACCESS', SKIP TO Q24

21. Which of the following social media do you use? [PLEASE CHECK ALL]

- Facebook
- YouTube
- Twitter
- Instagram
- LinkedIn
- None

22. Do you use any of the following services offered on the City of Campbell River web page? [PLEASE CHECK ALL THAT APPLY]

- Recreation registration
- Pay a parking ticket
- Renew a dog licence
- Apply for a home owner grant
- Renew a business licence
- Report a problem
- Webmaps
- iCity account (check property tax, utility information and account balances)
- Other - Please specify: _____
- None

23. Would you use a mobile app to report issues with utilities streetlights or potholes?

- Yes
- No

24. Would you participate in online community consultation (public hearing, focus groups, virtual open house)?

- Yes
- No

25. In general, how do you feel about the amount of information provided by the City?

- Too much
- Adequate
- Too little →What information would you like?
- Not sure _____

26. In general, how do you feel about the quality of information provided by the City?

- Good
- Adequate
- Poor
- Not sure

27. What are the best methods for the City of Campbell River to communicate information to you?

- Contact member of City staff 1
- Local newspaper-news articles 9
- Contact member of City Council 2
- Local newspaper-advertisements 10
- Through a community organization 3
- Internet, general 11
- Word of mouth: neighbours, friends 4
- Online public engagement 12
- City website 5
- Social media 13
- Email 6
- Not interested 14
- TV 7
- Don't know, not sure 15
- Radio 8
- Other-Specify: _____ 16

COVID19

28. Which City amenities or services have you appreciated the most during the pandemic? [PLEASE CHECK ALL THAT APPLY]

- Parks 1
- Trails 2
- Waterfront walkways 3
- Hwy 19A pedestrian improvements 4
- Sidewalks 5
- Bike lanes 6
- Bike park 7
- Outdoor washrooms 8
- Recreational facilities 9
- Online recreation programming 10
- Other 11

29. How satisfied are you with steps the City has taken to provide services during the pandemic?

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable /Don't know
Online Council meetings	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Online public hearings	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Online community consultation (presentations, surveys, neighbourhood information sessions)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Online recreation programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Program adjustments in alignment with provincial health orders	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Economic development resources, support	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Building and development resources, support	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Continued major construction (Hwy 19A upgrades, Robron Fieldhouse, Bike Skills Park)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Community updates (newspaper, radio, TV, social media, advertising)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Safety signs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Safety protocols in City facilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Increased use of telephone, email and online meetings to connect with City representatives	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Reduced access to City facilities in alignment with provincial health orders	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Protective barriers in City facilities in alignment with provincial health orders	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Education and enforcement by RCMP and Bylaw Officers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Reduced service levels to offset revenue loss and minimize property tax increases	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

30. Overall, how satisfied are you with the pandemic response by...

	Very Satisfied	Somewhat Satisfied	Not Satisfied	Not at all Satisfied	Not Applicable /Don't know
Federal Government	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Provincial Government	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
City of Campbell River	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

PLEASE TURN OVER →

COVID19

31. When COVID19 pandemic restrictions are relaxed, which City services are you most looking forward to resuming or accessing in-person? [PLEASE CHECK ALL THAT APPLY]

- Festivals and events
- Recreation programs
- Fitness classes
- Sports activities on City fields and courts
- Front counter service → Which City Department? _____
- Public open house, information events
- Economic development connection, support
- Other → Please specify: _____
- None

About You

32. How long have you lived in Campbell River? _____ years

33. Do you own or rent your place of residence? Own Rent

34. Do children under the age of 18 live in your home? Yes No

35. Your age group:

- 17 years or less
- 18-24
- 25-34
- 35-44
- 45-54
- 55-59
- 60-64
- 65-69
- 70-74
- 75 years or older

36. Please indicate your gender: Male Female Other

THANK YOU FOR YOUR HELP!

Contest Entry

Completed surveys will be eligible for one of:

- Three Naturally, Campbell River gift boxes from a local business
- Two \$100 gift certificates for fitness and recreation programs offered at the Sportsplex or Community Centre

Name*: _____ Phone*: _____

Good Luck!

**Contact information will only be used to contact you if you win a prize. Survey responses will remain anonymous.*

Appendix 2 – Detailed Tables

Banner Legend:

Question

Banner

Grand Total: Response percentages for all people answering Question

		Gender		Marital Status				Grand Total
		Male	Female	Single/ never married	Married	Living with a partner	Divorced/ separated/ widowed	
Which newspapers have you read or looked into in the past week?	Neither Province or Sun	27%	34%	33%	28%	25%	34%	30%
	Province Only	22%	21%	22%	23%	17%	18%	21%
	Sun Only	22%	24%	17%	25%	17%	26%	23%
	Both Province and Sun	30%	21%	29%	24%	42%	22%	26%
Total	Base	250	250	119	264	24	82	500

Column Percentage:
 Columns add up to 100%
 Example: Out of all Females:
 34% read neither Province or Sun
 21% read Province only
 24% read Sun only
 21% read both Province and Sun
 100% of Females

Base:
 Number of people answering both Question & Banner

Note:
 If Base <100, interpret column percentages with caution.
 If Base <50, interpret column percentages with extreme caution.

OVERALL QUALITY OF LIFE IN CAMPBELL RIVER

How would you rate the following aspects of living in Campbell River

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Campbell River as a place to raise children	Very good	41%	38%	43%	42%	33%	48%	45%	40%	39%	37%	44%	42%	39%
	Good	56%	58%	52%	57%	63%	49%	52%	57%	57%	59%	51%	56%	50%
	Poor	2%	2%	5%	1%	2%	3%	3%	2%	3%	4%		1%	9%
	Very poor	1%	2%			1%			1%			5%		2%
Total	Base	376	106	113	156	186	185	100	272	111	75	54	133	187
Campbell River as a place to retire	Very good	51%	41%	52%	56%	45%	55%	46%	52%	53%	52%	36%	54%	38%
	Good	45%	55%	45%	38%	48%	43%	52%	42%	45%	42%	63%	40%	50%
	Poor	4%	3%	3%	5%	6%	2%	2%	5%	2%	5%	2%	7%	11%
	Very poor	0%			1%	1%			0%		1%			1%
Total	Base	374	106	110	157	184	185	100	270	114	77	54	126	188
Campbell River as a place for young adults to learn, work, play and live	Very good	24%	21%	22%	28%	19%	27%	25%	24%	24%	23%	22%	25%	18%
	Good	59%	54%	60%	61%	59%	60%	51%	61%	57%	62%	51%	62%	56%
	Poor	15%	20%	17%	10%	19%	12%	21%	14%	20%	15%	20%	11%	21%
	Very poor	2%	4%	1%	1%	3%	1%	3%	1%			7%	2%	5%
Total	Base	372	106	112	154	185	182	100	269	108	74	56	131	187
The overall quality of life in Campbell River	Very good	39%	27%	41%	46%	35%	42%	30%	42%	41%	33%	35%	42%	36%
	Good	59%	71%	56%	52%	63%	56%	67%	56%	56%	66%	65%	55%	57%
	Poor	2%	2%	2%	2%	2%	2%	3%	2%	3%	2%		3%	6%
	Very poor													2%
Total	Base	375	104	115	156	185	186	98	275	113	74	56	129	188

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What do you enjoy most about living in Campbell River?	Scenery, beauty, close to nature	29%	37%	27%	24%	32%	26%	34%	27%	24%	24%	44%	29%	26%
	Ocean, close to ocean, proximity to ocean	22%	20%	23%	22%	21%	22%	22%	21%	19%	22%	19%	25%	29%
	Access to outdoor recreation	22%	25%	27%	16%	16%	26%	24%	21%	21%	24%	23%	21%	28%
	Size of community	6%	4%	4%	9%	5%	6%	1%	7%	7%	5%	5%	6%	6%
	Other	4%	4%	2%	5%	3%	6%	6%	4%	9%	3%		3%	2%
	Climate, weather	3%	3%	4%	3%	5%	2%	3%	3%	2%	6%	2%	3%	2%
	Friendly people	3%		3%	5%	4%	2%		4%	4%	2%	2%	3%	1%
	Everything is close, access to amenities	3%		4%	3%	3%	2%	2%	3%	2%	5%	2%	2%	1%
	Location	2%		1%	4%	3%	1%		3%	2%	3%	2%	2%	1%
	Quiet	2%		2%	3%	3%	1%		2%	2%	2%		2%	1%
	Relaxed Lifestyle	1%	2%		2%	1%	2%	2%	1%	3%			2%	
	Community Spirit	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%		3%
	Safe community, low crime	1%	2%		1%		2%	2%	0%		1%		2%	2%
	Housing availability, affordability	1%		1%	2%	2%			1%	1%	2%		1%	
	Great place to raise a family	1%	2%				1%	2%		2%				1%
Clean air	1%		1%	1%	1%	0%		1%	1%	1%			1%	
Total	Base	357	97	114	145	169	185	93	262	105	72	52	126	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Compared to three years ago, how do you feel the quality of life in the City of Campbell River has changed?	Improved	12%	9%	12%	15%	14%	11%	10%	13%	18%	13%	20%	5%	19%
	Stayed the same	39%	28%	38%	46%	38%	40%	32%	41%	31%	42%	35%	45%	33%
	Worsened	41%	49%	45%	33%	41%	41%	43%	41%	33%	41%	43%	48%	45%
	Not sure	8%	13%	5%	6%	7%	9%	15%	5%	19%	4%	2%	2%	4%
Total	Base	367	101	109	157	182	182	96	267	109	75	54	126	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Why do you feel the quality of life has worsened over the last 3 years?	Crime, drugs, homelessness, downtown	59%	60%	69%	48%	52%	67%	73%	53%	48%	60%	73%	59%	73%
	Affordability, housing	14%	22%	9%	11%	15%	12%	18%	13%	21%	6%	11%	17%	20%
	Too much population growth	13%	11%	6%	22%	17%	10%	2%	18%	14%	18%	11%	11%	9%
	COVID	10%	2%	17%	13%	10%	10%	4%	13%	10%	2%	8%	16%	5%
	Other	8%	8%	5%	11%	9%	7%	4%	9%	11%	7%	11%	6%	12%
	Too much traffic, traffic issues	5%	7%	3%	6%	4%	7%	4%	6%	14%	5%	5%	1%	9%
	Increasing taxes, taxes too high	3%	4%	2%	2%	6%		5%	2%	3%	9%			7%
	Not enough businesses	2%		2%	6%	4%	1%	2%	3%		3%	3%	3%	4%
Total	Responses	194	66	61	67	97	95	57	136	45	44	29	75	118
	Base	168	58	54	57	84	83	51	116	37	40	24	67	85

Column percentages do not add up to 100% because multiple responses given. Base: Respondents that indicated the quality of life had worsened over the last 3 years

	Total	Age			Gender		Children at home		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
In your opinion, what is the single MOST important issue facing the City of Campbell River that you feel should receive the greatest attention from local leaders?	Homelessness and addiction	32%	32%	36%	29%	30%	35%	32%	33%	25%	31%	43%	35%	35%
	Crime and safety	10%	16%	12%	4%	9%	12%	16%	8%	13%	7%	6%	11%	7%
	Housing availability or affordability	9%	10%	5%	10%	4%	13%	9%	8%	8%	8%	6%	11%	12%
	Taxes, increased costs	9%	8%	10%	9%	11%	7%	9%	9%	10%	10%	12%	6%	6%
	Don't Know	7%	6%	4%	9%	7%	6%	6%	6%	11%	5%	2%	6%	4%
	Other	5%	1%	6%	7%	7%	3%	1%	7%	5%	7%	2%	6%	4%
	Population growth, urban planning	4%	4%	3%	5%	5%	4%	3%	5%	2%	7%	3%	5%	3%
	Business development, tourism promotion	4%	4%	4%	4%	4%	5%	5%	4%	6%	5%	7%	1%	2%
	Clean up city, downtown	4%	3%	3%	5%	3%	3%	2%	4%	4%	5%	2%	4%	6%
	Lack of jobs, economy	3%	5%	3%	3%	5%	2%	1%	4%	3%	3%	7%	3%	5%
	Road conditions	3%	1%	4%	4%	3%	2%	3%	3%	2%	3%	5%	2%	
	Protect the environment	2%	1%	3%	1%	2%	2%	2%	2%	2%	3%		2%	3%
	Fish Farms	2%	2%	2%	1%	3%	1%	3%	1%	2%	2%		2%	
	Improve recreation and social activities	1%			2%	2%			1%		1%		2%	2%
	Weather, climate	1%	2%		1%	2%		3%	0%	3%				
	Aging infrastructure	1%		1%	1%	2%			1%			4%	1%	1%
	Bike and pedestrian routes	1%		1%	1%	1%	0%		1%	1%			1%	4%
	Activities for youth	1%	2%		1%		2%	2%	0%		3%		1%	1%
	Recycling, composting, garbage	1%		1%	1%	1%	1%	1%	1%		1%		2%	1%
	Improve city Council	0%	1%				1%	1%		1%				3%
	Activities and resources for seniors	0%			1%		1%		1%			2%	1%	
COVID Recovery	0%			1%	1%			0%	1%				1%	
Childcare	0%			1%		0%		0%				1%		
Too much traffic	0%		1%			0%		0%	1%					
Total	Base	369	106	115	148	183	183	100	265	114	76	53	124	189

	Total	Age			Gender		Children at home		Years lived in Campbell River				Online	
		18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs		
What do you think is the MOST important environmental concern for the City of Campbell River?	Landfill, garbage, recycling, homeless, dumping	15%	13%	23%	10%	14%	16%	13%	16%	11%	16%	23%	16%	19%
	Preserve Parkland, reduce development, logging	10%	10%	8%	12%	8%	13%	9%	11%	8%	15%	13%	8%	10%
	Clean oceans, beaches	8%	10%	11%	4%	3%	14%	12%	7%	9%	5%	5%	10%	4%
	Fish farms, fisheries, protect fish habitat	7%	7%	4%	10%	7%	7%	5%	8%	9%	9%	6%	5%	8%
	Water quality	7%	3%	9%	9%	9%	5%	1%	9%	10%	5%	13%	4%	5%
	Other	6%	4%	5%	8%	9%	2%	3%	7%	6%	1%	9%	7%	7%
	Composting, curbside	5%	7%	7%	3%	6%	5%	8%	5%	3%	7%	5%	7%	2%
	Climate change	4%	5%	3%	3%	4%	3%	6%	3%	6%	3%		3%	4%
	Sea rise	3%	5%	2%	3%	3%	4%	6%	2%	2%	4%	2%	4%	2%
	Bike lanes, trails	2%	2%	3%	1%	2%	2%	2%	2%	2%	4%	2%	1%	3%
	Air quality	2%	1%	2%	2%	2%	1%	1%	2%	1%	3%		3%	1%
	Too many cars	1%	1%		3%	2%	1%	1%	2%	2%	3%		1%	3%
	Wood stoves	1%	1%	2%			2%	1%	1%	1%			2%	1%
	Mill site	1%		2%	1%	1%	1%		1%			2%	2%	
	Water supply	1%		1%	1%	1%			1%	1%			1%	3%
	Plastic	1%		1%	1%	1%		1%	0%		1%	2%		2%
	Wildlife	1%			1%	1%	1%		1%		1%		1%	1%
	None	0%			1%	1%								4%
	Flood	0%			1%	1%			0%	1%				2%
	Yard waste drop off													4%
Earthquake, Tsunami													1%	
Don't Know	25%	32%	15%	26%	24%	24%	31%	22%	28%	22%	18%	26%	17%	
Total	Base	357	102	113	142	179	173	97	256	109	75	50	121	189

How important is it for the city to work with other levels of government and non-governmental organizations to increase:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Housing affordability	Very important	68%	71%	62%	69%	57%	79%	65%	69%	68%	74%	55%	69%	67%
	Somewhat important	23%	16%	32%	22%	29%	17%	23%	23%	24%	14%	35%	22%	26%
	Not important	6%	11%	2%	6%	9%	2%	8%	6%	6%	8%	7%	6%	7%
	Not at all important	2%	2%	2%	1%	3%	1%	4%	1%	1%	5%		2%	
	Not applicable, don't know	1%		2%	1%	1%	1%	1%	1%	1%		3%	1%	
Total	Base	381	108	116	157	187	190	102	276	116	78	55	129	189
Range of housing options	Very important	57%	53%	60%	58%	49%	65%	49%	60%	53%	61%	60%	57%	63%
	Somewhat important	33%	39%	25%	34%	36%	30%	36%	31%	36%	26%	31%	33%	28%
	Not important	8%	9%	12%	5%	12%	4%	13%	7%	9%	12%	4%	8%	8%
	Not at all important	1%		2%	1%	2%	0%	1%	1%	1%	1%	2%	1%	
	Not applicable, don't know	1%		2%	1%	1%	1%	1%	1%	1%		3%	1%	1%
Total	Base	374	108	116	150	182	188	102	268	113	77	56	125	189
Social support for people in vulnerable situations	Very important	59%	56%	61%	60%	49%	69%	53%	61%	61%	55%	67%	56%	65%
	Somewhat important	33%	37%	30%	31%	36%	28%	39%	31%	31%	34%	27%	36%	25%
	Not important	5%	2%	7%	5%	9%	1%	3%	6%	3%	5%	4%	7%	7%
	Not at all important	2%	5%	2%	1%	4%	0%	5%	1%	4%	3%	2%		1%
	Not applicable, don't know	1%			3%	2%	1%		1%	1%	3%		1%	2%
Total	Base	384	108	116	160	188	192	102	279	117	78	56	130	189
Public safety	Very important	77%	75%	73%	82%	73%	83%	75%	78%	71%	72%	73%	86%	80%
	Somewhat important	18%	17%	22%	16%	22%	13%	18%	18%	21%	21%	24%	11%	17%
	Not important	3%	7%	2%	2%	4%	3%	5%	3%	5%	6%		1%	2%
	Not at all important	2%	2%	2%	1%	1%	1%	2%	1%	3%		3%	1%	
	Not applicable, don't know													1%
Total	Base	378	108	116	154	185	189	101	274	114	77	56	128	189
Advocacy for small business	Very important	56%	57%	58%	54%	49%	62%	60%	54%	55%	61%	52%	56%	57%
	Somewhat important	34%	27%	35%	39%	37%	32%	27%	37%	35%	25%	41%	36%	38%
	Not important	7%	11%	6%	6%	9%	6%	11%	6%	8%	13%	2%	6%	5%
	Not at all important	2%	5%	1%	1%	4%		3%	2%	2%		5%	2%	1%
	Not applicable, don't know	1%		1%	1%	1%			1%		1%		1%	1%
Total	Base	383	108	116	159	188	191	102	278	117	77	56	130	189
Advocacy for major industry (aquaculture, forestry, mining)	Very important	58%	55%	56%	62%	58%	59%	58%	58%	57%	56%	51%	62%	52%
	Somewhat important	29%	23%	34%	30%	31%	27%	24%	32%	25%	24%	43%	31%	34%
	Not important	7%	11%	7%	4%	3%	11%	9%	6%	8%	13%	2%	4%	10%
	Not at all important	5%	11%	1%	3%	7%	3%	10%	3%	8%	6%	5%	2%	4%
	Not applicable, don't know	1%		2%	1%	2%	0%		1%	2%	1%		1%	1%
Total	Base	383	108	116	159	188	191	102	277	116	77	56	131	189

SATISFACTION WITH CITY SERVICES AND PROGRAMS

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
City parks	Very satisfied	46%	40%	53%	45%	40%	52%	46%	46%	48%	39%	50%	46%	36%
	Somewhat satisfied	48%	58%	37%	49%	52%	44%	53%	46%	48%	51%	46%	47%	52%
	Not satisfied	5%	2%	10%	4%	7%	4%		7%	2%	10%	4%	6%	9%
	Not at all satisfied	1%			2%	1%	0%	1%	1%	2%			1%	3%
Total	Base	370	106	108	156	181	185	102	264	114	76	50	127	185
City playgrounds	Very satisfied	47%	46%	53%	42%	45%	48%	46%	47%	51%	43%	61%	40%	36%
	Somewhat satisfied	47%	49%	35%	54%	50%	45%	51%	45%	43%	53%	32%	52%	52%
	Not satisfied	6%	5%	10%	4%	4%	7%	2%	8%	6%	4%	6%	6%	8%
	Not at all satisfied	1%		2%		1%	1%	1%	0%				2%	3%
Total	Base	283	85	84	114	141	140	99	182	89	54	32	107	148
City trails	Very satisfied	60%	66%	60%	56%	56%	65%	71%	56%	65%	55%	58%	59%	46%
	Somewhat satisfied	38%	34%	39%	40%	41%	34%	29%	41%	35%	44%	40%	36%	45%
	Not satisfied	2%		2%	3%	2%	1%		2%	1%		2%	3%	6%
	Not at all satisfied	1%			1%	1%	0%		1%		1%		1%	3%
Total	Base	366	106	111	149	182	180	102	261	108	74	55	126	186
City boulevards and gardens	Very satisfied	44%	41%	47%	43%	41%	46%	45%	43%	50%	33%	51%	41%	33%
	Somewhat satisfied	43%	46%	39%	44%	43%	43%	42%	44%	39%	46%	43%	45%	49%
	Not satisfied	10%	10%	9%	9%	11%	9%	12%	9%	7%	17%	3%	10%	12%
	Not at all satisfied	4%	2%	5%	3%	5%	2%	1%	4%	4%	4%	2%	4%	6%
Total	Base	364	94	114	156	176	184	95	266	104	74	55	127	189
Public washrooms	Very satisfied	16%	8%	16%	20%	16%	14%	11%	17%	23%	14%	8%	13%	9%
	Somewhat satisfied	43%	47%	43%	41%	45%	42%	45%	44%	42%	34%	63%	44%	42%
	Not satisfied	30%	41%	28%	24%	25%	36%	35%	28%	25%	42%	18%	31%	29%
	Not at all satisfied	11%	4%	12%	15%	15%	7%	10%	11%	10%	10%	10%	12%	20%
Total	Base	314	88	97	129	151	159	86	225	88	68	43	113	158
Street trees	Very satisfied	36%	37%	39%	32%	34%	36%	35%	36%	34%	32%	51%	31%	28%
	Somewhat satisfied	50%	53%	49%	49%	51%	51%	56%	49%	52%	52%	38%	55%	52%
	Not satisfied	10%	9%	7%	14%	12%	10%	9%	11%	11%	13%	7%	10%	12%
	Not at all satisfied	3%		5%	5%	4%	3%		5%	3%	3%	4%	4%	8%
Total	Base	370	106	110	154	182	184	96	271	112	72	53	131	181

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Waterfront access	Very satisfied	51%	43%	53%	54%	45%	56%	49%	51%	51%	38%	60%	53%	39%
	Somewhat satisfied	37%	43%	36%	34%	41%	34%	43%	35%	36%	50%	26%	35%	42%
	Not satisfied	8%	7%	8%	8%	9%	6%	3%	10%	6%	9%	10%	8%	12%
	Not at all satisfied	4%	7%	2%	4%	6%	3%	5%	4%	6%	3%	4%	4%	7%
Total	Base	378	106	114	158	185	189	102	272	115	74	54	132	189
Recreation programs	Very satisfied	39%	42%	37%	40%	30%	47%	47%	35%	44%	30%	36%	41%	28%
	Somewhat satisfied	47%	35%	52%	53%	57%	38%	31%	55%	39%	55%	59%	46%	52%
	Not satisfied	11%	19%	11%	5%	11%	11%	18%	8%	14%	10%	5%	12%	11%
	Not at all satisfied	2%	4%	1%	2%	2%	3%	4%	1%	3%	5%		1%	9%
Total	Base	314	99	94	121	147	163	100	211	94	67	43	107	166
Community, cultural and recreational events	Very satisfied	29%	28%	33%	28%	21%	35%	28%	30%	33%	21%	40%	26%	27%
	Somewhat satisfied	60%	53%	61%	65%	65%	57%	61%	61%	50%	65%	60%	68%	49%
	Not satisfied	9%	16%	6%	6%	12%	6%	9%	9%	14%	12%		6%	18%
	Not at all satisfied	1%	3%		1%	1%	2%	2%	1%	3%	2%			5%
Total	Base	330	98	98	134	159	168	96	233	98	73	44	114	173
Cultural facilities (Tidemark Theatre, Haig-Brown House, Sybil Andrews Cottage, Art Gallery, Library, Museum)	Very satisfied	43%	37%	46%	44%	35%	49%	39%	44%	38%	40%	36%	51%	38%
	Somewhat satisfied	49%	49%	46%	51%	53%	46%	48%	50%	53%	50%	55%	43%	47%
	Not satisfied	7%	11%	7%	5%	9%	5%	11%	6%	9%	10%	9%	3%	11%
	Not at all satisfied	1%	3%	1%		2%		3%	0%				3%	5%
Total	Base	342	96	100	146	162	179	93	247	98	74	50	119	177
Recreation facilities (Community Centre, Sportsplex, Centennial Pool, Discovery Pier)	Very satisfied	46%	35%	51%	50%	39%	54%	44%	47%	48%	40%	41%	50%	33%
	Somewhat satisfied	47%	57%	41%	45%	56%	39%	48%	47%	47%	52%	57%	41%	44%
	Not satisfied	6%	7%	6%	5%	5%	7%	8%	5%	5%	5%	2%	9%	14%
	Not at all satisfied	1%	1%	2%		1%	1%		1%	1%	2%			10%
Total	Base	364	104	106	154	184	176	101	259	106	75	54	126	183
Energy efficiency & climate change adaptation	Very satisfied	23%	22%	21%	25%	24%	23%	23%	23%	20%	21%	31%	24%	16%
	Somewhat satisfied	52%	47%	57%	53%	53%	53%	51%	54%	48%	57%	40%	59%	46%
	Not satisfied	18%	22%	18%	15%	18%	18%	20%	17%	24%	17%	15%	14%	28%
	Not at all satisfied	7%	9%	4%	7%	5%	6%	6%	6%	8%	5%	14%	4%	9%
Total	Base	265	84	78	102	126	137	83	179	82	58	34	90	137

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Policing services	Very satisfied	40%	42%	38%	41%	33%	46%	46%	37%	32%	47%	43%	40%	37%
	Somewhat satisfied	42%	36%	41%	47%	46%	39%	31%	47%	48%	28%	44%	44%	45%
	Not satisfied	15%	17%	17%	11%	16%	13%	17%	14%	14%	23%	6%	14%	10%
	Not at all satisfied	3%	5%	4%	1%	4%	2%	6%	2%	5%	1%	7%	1%	7%
Total	Base	350	93	108	150	177	169	92	253	98	70	51	127	179
Fire services	Very satisfied	62%	59%	58%	67%	52%	72%	62%	62%	61%	57%	69%	62%	64%
	Somewhat satisfied	32%	36%	32%	30%	40%	24%	30%	33%	35%	35%	26%	32%	27%
	Not satisfied	4%	5%	6%	1%	4%	3%	7%	3%	4%	6%	4%	2%	5%
	Not at all satisfied	2%		5%	1%	4%	0%	1%	2%		1%	2%	4%	4%
Total	Base	347	93	105	149	178	165	89	253	99	70	50	125	171
Downtown safety office	Very satisfied	18%	6%	16%	27%	20%	15%	10%	20%	15%	21%	14%	18%	11%
	Somewhat satisfied	36%	39%	27%	40%	35%	36%	40%	35%	44%	32%	25%	38%	28%
	Not satisfied	23%	16%	30%	21%	22%	23%	18%	25%	26%	23%	20%	21%	30%
	Not at all satisfied	24%	39%	27%	11%	22%	26%	31%	21%	16%	24%	42%	23%	30%
Total	Base	229	63	73	93	114	115	61	165	55	50	33	88	151
Bylaws & enforcement (nuisance, noise, untidy/lunsightly premises)	Very satisfied	11%	8%	12%	13%	13%	10%	8%	12%	12%	11%	13%	9%	11%
	Somewhat satisfied	36%	35%	31%	39%	31%	40%	36%	36%	41%	34%	25%	36%	42%
	Not satisfied	33%	41%	35%	27%	33%	32%	41%	31%	32%	42%	42%	25%	28%
	Not at all satisfied	20%	16%	22%	20%	22%	17%	15%	22%	14%	13%	20%	29%	18%
Total	Base	343	94	103	146	174	169	91	248	102	71	47	120	153
Animal control	Very satisfied	31%	35%	32%	28%	25%	37%	28%	33%	21%	32%	50%	31%	24%
	Somewhat satisfied	55%	55%	54%	56%	56%	54%	65%	51%	61%	60%	34%	55%	62%
	Not satisfied	8%	6%	7%	10%	10%	5%	3%	10%	6%	7%	7%	11%	6%
	Not at all satisfied	6%	4%	7%	6%	8%	3%	4%	6%	11%		9%	3%	8%
Total	Base	285	70	92	123	145	140	69	213	85	58	46	94	134
Water supply system	Very satisfied	61%	45%	60%	72%	58%	64%	47%	66%	57%	54%	67%	67%	70%
	Somewhat satisfied	35%	53%	33%	25%	37%	34%	50%	30%	42%	39%	31%	29%	26%
	Not satisfied	3%	2%	5%	1%	3%	2%	3%	2%	1%	7%		2%	3%
	Not at all satisfied	1%		1%	1%	1%	0%		1%			2%	2%	2%
Total	Base	360	96	110	154	181	175	91	266	109	74	51	124	182

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Sewage system	Very satisfied	59%	46%	58%	69%	56%	62%	50%	63%	57%	55%	57%	65%	69%
	Somewhat satisfied	37%	52%	37%	28%	40%	35%	48%	33%	41%	40%	43%	30%	26%
	Not satisfied	3%	2%	4%	2%	3%	3%	2%	3%	2%	5%		3%	3%
	Not at all satisfied	1%		1%	1%	1%			1%				2%	2%
Total	Base	353	94	107	153	182	167	86	263	107	72	51	121	178
Garbage, recycling & yard waste collection	Very satisfied	54%	48%	50%	60%	46%	62%	49%	55%	54%	50%	41%	60%	47%
	Somewhat satisfied	37%	50%	32%	32%	41%	32%	45%	34%	36%	40%	52%	31%	33%
	Not satisfied	6%	2%	14%	3%	8%	4%	5%	6%	6%	6%	4%	7%	15%
	Not at all satisfied	3%		4%	5%	4%	1%	1%	4%	4%	4%	3%	3%	5%
Total	Base	369	99	114	155	184	181	98	266	111	74	52	129	184
Yard waste drop-off centre	Very satisfied	27%	20%	33%	26%	22%	33%	18%	30%	28%	27%	24%	27%	26%
	Somewhat satisfied	24%	21%	23%	27%	24%	24%	25%	24%	30%	16%	26%	25%	24%
	Not satisfied	24%	33%	20%	22%	25%	24%	26%	24%	17%	38%	20%	23%	21%
	Not at all satisfied	24%	27%	23%	24%	30%	19%	31%	22%	26%	19%	30%	25%	29%
Total	Base	297	76	98	123	147	146	75	220	83	64	41	108	164
Environmental management	Very satisfied	20%	15%	25%	21%	19%	23%	16%	22%	17%	23%	17%	23%	22%
	Somewhat satisfied	62%	65%	66%	58%	62%	64%	66%	62%	65%	58%	66%	62%	55%
	Not satisfied	14%	17%	7%	17%	16%	11%	16%	13%	16%	18%	9%	12%	15%
	Not at all satisfied	3%	2%	3%	4%	3%	2%	2%	3%	2%	2%	8%	3%	8%
Total	Base	315	86	94	135	155	156	86	226	90	69	45	107	167
Road quality	Very satisfied	21%	17%	19%	25%	24%	19%	17%	23%	23%	28%	14%	18%	19%
	Somewhat satisfied	55%	59%	57%	50%	47%	61%	64%	51%	54%	52%	64%	53%	46%
	Not satisfied	16%	16%	14%	18%	21%	13%	11%	18%	12%	15%	22%	19%	28%
	Not at all satisfied	8%	8%	9%	7%	9%	7%	8%	8%	11%	5%		10%	7%
Total	Base	376	108	112	156	180	192	102	270	114	77	55	127	188
Transportation and traffic flow	Very satisfied	18%	8%	22%	22%	17%	20%	12%	20%	21%	20%	11%	16%	17%
	Somewhat satisfied	53%	59%	47%	52%	49%	57%	58%	51%	51%	50%	53%	55%	40%
	Not satisfied	21%	27%	19%	17%	22%	18%	25%	19%	20%	22%	30%	17%	27%
	Not at all satisfied	9%	6%	12%	8%	12%	5%	5%	10%	7%	8%	6%	12%	16%
Total	Base	380	106	115	159	188	188	100	276	114	78	56	129	187

SATISFACTION WITH CITY SERVICES AND PROGRAMS

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Snow and ice removal from roads	Very satisfied	21%	22%	22%	20%	19%	24%	27%	19%	25%	22%	22%	17%	24%
	Somewhat satisfied	55%	47%	57%	58%	56%	52%	48%	57%	47%	50%	55%	64%	49%
	Not satisfied	14%	14%	10%	17%	17%	12%	10%	15%	13%	15%	15%	15%	16%
	Not at all satisfied	10%	16%	10%	6%	8%	12%	15%	8%	16%	13%	8%	4%	10%
Total	Base	383	108	115	160	190	190	102	277	116	78	56	131	188
Sidewalks	Very satisfied	20%	28%	19%	16%	19%	22%	27%	18%	28%	15%	14%	19%	20%
	Somewhat satisfied	46%	48%	41%	47%	48%	42%	48%	45%	46%	49%	37%	47%	49%
	Not satisfied	24%	12%	34%	26%	26%	23%	13%	29%	16%	26%	35%	26%	20%
	Not at all satisfied	10%	12%	6%	11%	7%	12%	12%	9%	9%	11%	14%	8%	10%
Total	Base	372	108	111	152	182	185	100	268	114	76	54	124	186
Street lighting	Very satisfied	40%	36%	42%	41%	35%	46%	43%	39%	42%	32%	36%	44%	31%
	Somewhat satisfied	52%	56%	49%	51%	56%	46%	52%	52%	49%	60%	52%	49%	57%
	Not satisfied	6%	8%	6%	5%	6%	7%	5%	7%	8%	6%	10%	4%	9%
	Not at all satisfied	2%		3%	3%	3%	1%		3%	2%	1%	2%	3%	3%
Total	Base	380	108	114	158	187	188	101	274	116	78	55	128	188
Safe routes to schools	Very satisfied	31%	22%	32%	37%	33%	27%	26%	33%	29%	37%	30%	27%	24%
	Somewhat satisfied	52%	56%	56%	44%	55%	50%	56%	49%	48%	52%	46%	56%	45%
	Not satisfied	13%	14%	11%	15%	10%	17%	9%	16%	11%	7%	25%	14%	24%
	Not at all satisfied	5%	8%	1%	4%	2%	7%	9%	2%	11%	4%		3%	7%
Total	Base	223	76	70	77	107	114	82	138	56	47	33	85	133
Bicycle paths	Very satisfied	30%	30%	26%	34%	26%	36%	30%	30%	29%	30%	28%	32%	25%
	Somewhat satisfied	48%	43%	55%	47%	50%	45%	50%	48%	52%	45%	49%	47%	39%
	Not satisfied	15%	19%	13%	13%	18%	11%	12%	16%	11%	13%	24%	16%	26%
	Not at all satisfied	7%	8%	6%	6%	6%	8%	8%	6%	8%	12%		6%	10%
Total	Base	299	95	97	107	151	144	93	203	94	65	42	96	155
Public transit	Very satisfied	36%	33%	31%	42%	39%	32%	29%	38%	42%	22%	37%	38%	24%
	Somewhat satisfied	46%	43%	52%	42%	45%	45%	45%	46%	40%	51%	36%	51%	49%
	Not satisfied	13%	16%	12%	11%	12%	14%	18%	11%	9%	25%	15%	7%	20%
	Not at all satisfied	6%	8%	6%	5%	4%	9%	7%	5%	8%	2%	12%	4%	7%
Total	Base	210	61	71	78	117	89	63	143	57	44	36	70	97

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown parking	Very satisfied	34%	35%	34%	33%	28%	39%	34%	34%	42%	30%	34%	30%	27%
	Somewhat satisfied	55%	59%	54%	53%	59%	51%	57%	54%	50%	57%	60%	56%	46%
	Not satisfied	9%	4%	11%	10%	10%	7%	7%	9%	7%	13%	4%	9%	15%
	Not at all satisfied	3%	2%	1%	4%	3%	3%	2%	2%	1%		2%	6%	12%
Total	Base	359	99	109	151	177	178	95	260	106	76	50	126	184
Airport	Very satisfied	53%	44%	51%	60%	45%	60%	45%	56%	55%	42%	48%	60%	43%
	Somewhat satisfied	43%	56%	46%	33%	49%	38%	54%	39%	40%	56%	48%	36%	44%
	Not satisfied	2%		2%	4%	3%	2%	1%	3%	2%	2%	5%	3%	9%
	Not at all satisfied	1%		1%	3%	2%	1%		2%	3%			2%	4%
Total	Base	291	79	88	124	151	136	82	207	72	66	42	109	142
Financial planning (stable renewal and investment in roads, water, sewer, storm drains, facilities)	Very satisfied	23%	14%	32%	23%	20%	24%	14%	26%	28%	22%	20%	20%	22%
	Somewhat satisfied	56%	61%	49%	57%	52%	61%	59%	55%	49%	56%	67%	57%	49%
	Not satisfied	15%	23%	13%	11%	17%	12%	22%	12%	13%	20%	11%	14%	17%
	Not at all satisfied	6%	3%	6%	9%	10%	3%	4%	7%	9%	2%	2%	9%	12%
Total	Base	278	73	80	126	140	136	73	203	80	59	38	99	156
Land use planning	Very satisfied	12%	16%	6%	14%	12%	11%	14%	11%	12%	10%	15%	11%	9%
	Somewhat satisfied	57%	56%	60%	56%	50%	65%	63%	55%	58%	71%	52%	51%	41%
	Not satisfied	21%	21%	26%	18%	24%	19%	15%	24%	19%	11%	25%	28%	32%
	Not at all satisfied	9%	7%	8%	12%	14%	5%	7%	10%	12%	7%	8%	10%	18%
Total	Base	266	77	81	109	131	132	77	185	75	57	37	95	152
Development services (building, subdivision & rezoning applications, & permitting processes)	Very satisfied	11%	15%	7%	12%	12%	9%	14%	10%	15%	10%	14%	7%	8%
	Somewhat satisfied	42%	34%	43%	48%	32%	55%	41%	43%	54%	41%	30%	41%	38%
	Not satisfied	27%	37%	29%	19%	31%	24%	35%	24%	22%	26%	33%	30%	30%
	Not at all satisfied	19%	13%	22%	21%	25%	12%	10%	23%	10%	23%	23%	22%	24%
Total	Base	231	69	71	91	117	110	68	161	61	52	36	82	132
Quality of new residential subdivisions & new buildings	Very satisfied	28%	26%	23%	33%	28%	27%	20%	31%	31%	20%	36%	26%	17%
	Somewhat satisfied	56%	50%	57%	59%	53%	58%	57%	55%	47%	63%	46%	63%	58%
	Not satisfied	11%	16%	15%	4%	12%	10%	17%	8%	14%	11%	11%	8%	13%
	Not at all satisfied	6%	8%	6%	4%	7%	5%	6%	5%	8%	6%	7%	3%	11%
Total	Base	315	91	96	128	156	156	90	222	95	59	48	112	163

How satisfied are you with each of the following services provided by the City of Campbell River?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Downtown revitalization	Very satisfied	10%	2%	12%	15%	10%	11%	4%	13%	11%	10%	16%	8%	6%
	Somewhat satisfied	48%	57%	44%	46%	44%	53%	55%	46%	48%	45%	51%	50%	37%
	Not satisfied	28%	31%	29%	25%	32%	24%	35%	26%	28%	36%	25%	25%	33%
	Not at all satisfied	13%	10%	15%	13%	14%	12%	6%	16%	13%	9%	7%	17%	24%
Total	Base	349	103	104	142	166	179	99	245	99	71	52	124	182
Economic development	Very satisfied	10%	7%	9%	12%	10%	9%	9%	9%	16%	6%	12%	5%	6%
	Somewhat satisfied	57%	60%	52%	58%	52%	60%	69%	51%	59%	56%	56%	56%	49%
	Not satisfied	25%	28%	28%	20%	26%	25%	20%	28%	16%	30%	22%	30%	28%
	Not at all satisfied	9%	6%	10%	10%	12%	6%	3%	12%	9%	8%	11%	9%	17%
Total	Base	274	80	85	109	134	137	82	189	74	63	34	101	145
Tourism promotion	Very satisfied	19%	18%	19%	19%	16%	20%	21%	18%	21%	18%	21%	16%	17%
	Somewhat satisfied	61%	65%	59%	60%	60%	63%	64%	60%	61%	55%	56%	67%	47%
	Not satisfied	16%	15%	20%	14%	20%	13%	13%	18%	15%	22%	21%	12%	26%
	Not at all satisfied	4%	2%	2%	6%	5%	3%	2%	4%	2%	5%	3%	5%	10%
Total	Base	301	86	92	123	140	159	87	211	88	64	40	107	159
Citizen engagement	Very satisfied	16%	10%	14%	24%	14%	17%	13%	18%	20%	15%	15%	15%	12%
	Somewhat satisfied	53%	54%	53%	51%	54%	52%	54%	51%	49%	57%	52%	53%	40%
	Not satisfied	26%	29%	31%	20%	29%	24%	24%	26%	25%	24%	32%	26%	28%
	Not at all satisfied	5%	8%	3%	5%	3%	8%	8%	4%	7%	5%	2%	6%	21%
Total	Base	299	94	88	117	144	152	90	206	90	62	45	100	170

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you rate your overall satisfaction with the services and programs provided by the City of Campbell River?	Very satisfied	21%	12%	22%	25%	17%	24%	16%	22%	29%	16%	16%	18%	19%
	Somewhat satisfied	67%	80%	65%	60%	68%	68%	79%	62%	61%	74%	66%	69%	65%
	Not satisfied	10%	8%	10%	13%	13%	8%	5%	13%	10%	10%	14%	10%	14%
	Not at all satisfied	2%		3%	2%	2%	0%		3%			5%	3%	2%
Total	Base	382	106	114	161	191	187	100	277	117	78	56	128	189

CITY EMPLOYEE CUSTOMER SERVICE

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In the last 12 months, have you personally contacted or dealt with a City of Campbell River employee	Yes	47%	51%	48%	43%	40%	53%	56%	44%	55%	39%	36%	49%	66%
	No, Not sure	53%	49%	52%	57%	60%	47%	44%	56%	45%	61%	64%	51%	34%
Total	Base	383	108	115	160	187	192	102	278	115	78	56	133	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How did you most recently make contact with the City?	In person	47%	41%	53%	46%	45%	46%	52%	43%	45%	39%	45%	50%	44%
	Telephone	39%	46%	32%	40%	31%	45%	43%	38%	44%	34%	61%	31%	49%
	Email	24%	31%	24%	19%	32%	17%	22%	25%	25%	37%	16%	20%	38%
	Social Media (eg: Facebook)	8%	4%	10%	10%	12%	6%	6%	10%	5%	19%	11%	6%	18%
	Council meeting, Advisory Committee	2%	2%	3%	2%	1%	3%	2%	2%	3%	3%		1%	7%
	Other	1%	2%				1%	2%		2%				15%
	Fax	1%		1%	2%	1%	1%		2%		3%		2%	5%
	Open house, public consultation	1%			3%		2%		1%		3%	4%		2%
	Mail	1%		2%		1%		2%		2%				5%
Total	Responses	222	68	70	85	94	124	73	148	80	40	29	73	227
	Base	181	54	57	70	76	102	57	123	63	29	21	66	124

Column percentages do not add up to 100% because multiple responses given

Base:

people who have contacted or dealt with City of Campbell River or one of its employees in the past 12 months

During your most recent contact with a City of Campbell River employee, how satisfied were you with the employee's...

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Level of knowledge	Very satisfied	67%	73%	63%	66%	53%	77%	80%	62%	75%	62%	60%	65%	55%
	Somewhat satisfied	20%	18%	24%	18%	27%	16%	15%	23%	20%	20%	27%	18%	27%
	Not satisfied	7%	8%	5%	8%	13%	3%	4%	8%		6%	4%	15%	9%
	Not at all satisfied	1%			3%	3%			2%	2%		5%		6%
	Not applicable, Don't know	4%		7%	5%	4%	4%	1%	5%	3%	12%	4%	2%	2%
Total	Base	181	56	58	67	75	104	59	120	62	31	21	65	125
Helpfulness	Very satisfied	70%	71%	71%	68%	53%	81%	73%	69%	74%	63%	70%	69%	58%
	Somewhat satisfied	16%	21%	15%	14%	24%	12%	20%	15%	8%	31%	17%	17%	27%
	Not satisfied	8%	8%	8%	7%	15%	3%	5%	8%	9%	3%		12%	6%
	Not at all satisfied	4%		3%	8%	5%	3%		6%	6%		10%	2%	7%
	Not applicable, Don't know	2%		3%	4%	3%	2%	1%	3%	3%	4%	4%		2%
Total	Base	177	56	58	63	72	103	59	117	61	31	21	63	125
Ability to resolve your issue	Very satisfied	62%	63%	66%	56%	47%	72%	67%	60%	65%	53%	70%	60%	47%
	Somewhat satisfied	22%	25%	20%	22%	28%	19%	19%	24%	17%	34%	5%	27%	26%
	Not satisfied	7%	6%	7%	6%	14%	2%	8%	5%	3%	3%	12%	10%	14%
	Not at all satisfied	6%	4%	3%	11%	6%	6%	4%	7%	11%	3%	10%	2%	10%
	Not applicable, Don't know	3%	2%	3%	5%	6%	2%	3%	4%	4%	7%	4%	2%	3%
Total	Base	179	56	57	65	74	103	59	119	61	31	21	64	125
Courteousness	Very satisfied	79%	79%	81%	77%	64%	89%	78%	80%	89%	59%	82%	78%	76%
	Somewhat satisfied	16%	21%	16%	11%	27%	9%	21%	14%	6%	38%	5%	19%	18%
	Not satisfied	1%			2%	2%			1%				2%	4%
	Not at all satisfied	2%			5%	3%	1%		3%	2%		10%		1%
	Not applicable, Don't know	3%		3%	5%	5%	2%	1%	3%	3%	4%	4%	2%	2%
Total	Base	178	56	58	64	72	104	59	118	61	31	21	64	125
Speed and timeliness of service	Very satisfied	64%	69%	68%	57%	48%	76%	72%	61%	78%	53%	67%	56%	54%
	Somewhat satisfied	19%	13%	22%	22%	23%	17%	11%	23%	14%	34%		23%	26%
	Not satisfied	4%	6%	4%	4%	9%	1%	6%	4%		3%	19%	5%	8%
	Not at all satisfied	9%	12%	4%	12%	14%	6%	10%	8%	7%	7%	10%	12%	10%
	Not applicable, Don't know	3%		3%	5%	6%	1%	1%	4%	2%	4%	4%	3%	2%
Total	Base	176	56	57	63	74	100	59	116	61	31	19	63	125
Accessibility	Very satisfied	63%	67%	57%	64%	49%	72%	67%	61%	68%	59%	70%	57%	54%
	Somewhat satisfied	22%	17%	27%	21%	32%	15%	17%	25%	20%	28%	17%	23%	26%
	Not satisfied	4%	8%	3%	2%	8%	2%	8%	3%	3%			9%	9%
	Not at all satisfied	4%		3%	8%	7%	2%		5%	3%		10%	5%	4%
	Not applicable, Don't know	7%	7%	9%	5%	4%	9%	8%	6%	6%	13%	4%	6%	7%
Total	Base	179	56	58	65	74	103	59	118	62	31	21	63	125
Overall Service	Very satisfied	65%	69%	67%	59%	47%	77%	70%	63%	74%	56%	70%	58%	52%
	Somewhat satisfied	22%	19%	23%	23%	32%	15%	19%	23%	14%	31%	17%	26%	29%
	Not satisfied	7%	12%	5%	3%	8%	6%	8%	6%	4%	10%		9%	12%
	Not at all satisfied	5%		4%	11%	10%	2%	2%	6%	5%		10%	7%	7%
	Not applicable, Don't know	2%		1%	3%	3%	1%	1%	2%	2%	4%	4%		
Total	Base	178	56	56	65	74	102	59	118	61	31	21	64	125

Base: people who have contacted or dealt with City of Campbell River or one of its employees

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Given that Council must balance rising costs to maintain current service levels and requests for new services, which one of the following four options would you most like the City of Campbell River to pursue?	Enhance or expand services through a tax increase	11%	11%	7%	14%	8%	14%	14%	10%	15%	11%	4%	10%	24%
	Maintain current services thru a moderate tax increase	55%	50%	52%	60%	55%	56%	54%	55%	48%	50%	59%	61%	46%
	Cut or reduce services to maintain current tax level	24%	31%	26%	18%	26%	22%	23%	25%	28%	22%	29%	20%	17%
	Cut or reduce services to reduce taxes	10%	7%	15%	8%	11%	8%	9%	10%	8%	17%	8%	9%	14%
Total	Base	371	104	113	154	182	185	98	270	108	75	55	130	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any existing City services you would like to see expanded or new services introduced?	Yes – please specify	40%	50%	42%	31%	34%	46%	55%	35%	47%	32%	33%	41%	54%
	None	22%	15%	18%	30%	30%	13%	13%	24%	13%	21%	21%	29%	11%
	Not sure	38%	35%	39%	40%	35%	41%	32%	41%	39%	46%	46%	30%	34%
Total	Base	356	99	108	149	175	177	92	260	105	70	53	125	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which services would you like to see expanded or introduced?	Increase police	18%	10%	25%	20%	14%	21%	15%	20%	22%	14%	22%	15%	7%
	Improve recycling and yard waste pickup	14%	27%	5%	9%	14%	14%	25%	8%	10%	20%	7%	17%	21%
	Compost and food waste pickup	13%	21%	16%	3%	7%	19%	21%	9%	15%	11%		17%	10%
	Improve or expand recreation facilities	8%	8%	9%	8%	8%	9%	8%	9%	8%	18%	10%	4%	19%
	Traffic control	9%	8%	6%	13%	6%	11%	8%	10%	6%	19%	9%	7%	14%
	Improve garbage and large item pickup	8%	19%	4%	2%	14%	3%	15%	5%	10%		13%	9%	8%
	Add more bike paths	6%	4%	7%	8%	5%	7%	4%	8%	12%	3%	13%		3%
	Address homeless, mental health, addictions, downtown	4%		7%	6%	3%	5%		6%	2%		5%	8%	16%
	Improve sidewalks, roads, and parking	5%	2%	10%	4%	6%	4%	2%	7%	4%	10%		5%	8%
	Improve bylaw enforcement	4%	5%	3%	3%	4%	4%	5%	3%			26%	2%	3%
	Improve snow removal	4%		5%	6%	6%	2%	2%	5%	4%	11%		1%	3%
	Improve and increase parks, playgrounds, walking trails	4%		6%	6%	6%	2%	2%	5%	2%		16%	3%	
	Increase fire services (increase in South, Willow Point)	1%		4%		1%	1%	2%	1%	2%			1%	15%
	Increase services for seniors	3%	2%	4%	2%	5%	1%	2%	3%	2%	5%		3%	2%
	Increase boat launches, wharfs, and boat launch parking	3%		4%	4%	3%	2%		4%	6%			2%	1%
	Maintain natural beauty, trees	2%		2%	4%	5%			3%		4%		4%	2%
	Improve or increase public transit	2%	2%	3%			3%	2%	2%	2%	6%			2%
	Improve city planning	1%			2%		1%		1%	2%				4%
	Water services	1%			2%		1%		1%			5%		2%
	Other	18%	21%	15%	17%	15%	20%	21%	16%	16%	11%	10%	25%	24%
Total	Responses	194	67	65	62	84	111	71	124	63	35	26	70	164
	Base	152	52	48	52	68	84	53	99	50	27	20	56	101

Column percentages do not add up to 100% because multiple responses given

Base: Respondents that indicated there were services they would like to see expanded or introduced

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Are there any services you would consider acceptable to reduce?	Yes – please specify	23%	28%	32%	13%	28%	18%	31%	20%	18%	34%	25%	21%	24%
	None	30%	16%	30%	41%	30%	31%	22%	33%	31%	22%	27%	36%	35%
	Not sure	47%	56%	38%	46%	42%	51%	48%	46%	51%	45%	49%	43%	40%
Total	Base	367	107	107	153	182	182	100	264	111	74	53	127	189

Respondents that indicated there were services they considered acceptable to reduce were asked to specify which services. Specific responses can be seen in Appendix 3.

Please rate your level of agreement with the following statements:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
I receive good value for the municipal taxes I pay	Strongly agree	8%	12%	8%	7%	6%	11%	10%	8%	16%	7%	9%	2%	17%
	Agree	59%	47%	60%	66%	55%	63%	57%	59%	53%	52%	59%	67%	48%
	Disagree	23%	27%	24%	19%	28%	19%	19%	24%	14%	33%	25%	23%	23%
	Strongly disagree	10%	14%	9%	9%	12%	7%	14%	9%	16%	7%	8%	8%	11%
Total	Base	356	98	106	151	172	179	97	255	104	72	50	126	175
The City of Campbell River listens to citizens and encourages involvement in making decisions	Strongly agree	5%	6%	7%	3%	4%	7%	6%	5%	7%	5%	3%	5%	9%
	Agree	55%	49%	57%	58%	53%	57%	53%	56%	58%	54%	49%	55%	38%
	Disagree	28%	32%	27%	25%	28%	28%	30%	27%	25%	28%	34%	27%	35%
	Strongly disagree	12%	13%	10%	13%	15%	8%	11%	13%	10%	12%	15%	12%	17%
Total	Base	302	91	92	119	148	150	90	209	82	58	49	110	173
In general, I believe the City of Campbell River is doing a good job	Strongly agree	7%	8%	5%	7%	3%	11%	8%	7%	11%	4%	4%	6%	13%
	Agree	73%	77%	71%	71%	70%	75%	75%	71%	74%	77%	71%	69%	54%
	Disagree	17%	13%	21%	18%	23%	12%	14%	19%	12%	16%	24%	20%	25%
	Strongly disagree	3%	2%	3%	3%	4%	3%	3%	3%	3%	3%		5%	8%
Total	Base	359	94	111	154	173	182	99	256	108	69	50	129	181

COMMUNICATIONS

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
How do you learn about local government issues?	Local newspaper - news articles	78%	57%	83%	90%	79%	78%	65%	83%	76%	82%	73%	81%	73%
	Word of mouth: neighbours, friends	47%	53%	37%	50%	46%	47%	52%	45%	54%	46%	38%	45%	41%
	Social Media	35%	50%	42%	20%	28%	43%	50%	30%	32%	34%	40%	36%	66%
	Internet, general	35%	39%	44%	26%	32%	35%	44%	32%	41%	45%	34%	23%	41%
	City website	27%	39%	26%	20%	18%	35%	40%	23%	36%	33%	23%	19%	53%
	Local newspaper - advertisements	24%	17%	25%	29%	27%	23%	17%	27%	25%	31%	22%	20%	23%
	Radio	24%	27%	34%	14%	24%	24%	33%	21%	22%	31%	28%	19%	25%
	TV	12%	11%	15%	10%	11%	12%	12%	12%	9%	10%	17%	13%	12%
	Online public engagement	6%	9%	6%	4%	2%	10%	10%	5%	6%	6%	3%	8%	14%
	Contact member of City staff	6%	2%	8%	8%	5%	7%	2%	8%	9%	2%	6%	6%	10%
	Through a community organization	6%	5%	4%	7%	4%	7%	9%	5%	7%	4%	3%	7%	14%
	Email	5%	3%	3%	7%	5%	4%	5%	5%	7%	1%	8%	4%	7%
	Contact member of City Council	3%		2%	5%	3%	2%	1%	3%	1%	1%	3%	5%	9%
	Don't know, not sure	1%	3%	2%		2%	1%		2%	2%		5%	1%	1%
	Other	1%	2%		1%		2%	2%	0%	1%	1%		1%	2%
Not interested	0%		1%		1%			0%	1%					
Total	Responses	1191	344	381	467	540	632	350	835	383	254	168	377	740
	Base	384	108	115	161	188	192	102	279	117	78	56	131	189

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you..	Listen to local radio stations	61%	66%	74%	48%	67%	58%	67%	59%	61%	65%	71%	56%	55%
	Read City Currents in the newspaper	56%	34%	57%	72%	59%	52%	38%	63%	57%	59%	55%	53%	59%
	Visit the City website	43%	54%	44%	35%	38%	47%	56%	39%	52%	53%	35%	34%	68%
	Watch local TV	22%	10%	23%	30%	25%	19%	11%	26%	24%	17%	22%	22%	21%
	Follow city Facebook pages	15%	29%	15%	6%	7%	23%	27%	11%	16%	8%	8%	23%	48%
	Read the City's Annual Reports	13%	13%	9%	16%	16%	10%	17%	11%	16%	14%	2%	12%	20%
	Watch Council Meeting webcasts	5%	8%	5%	2%	4%	4%	9%	3%	5%	6%	10%	1%	19%
Total	Responses	759	220	250	289	366	383	223	530	243	164	105	242	517
	Base	352	104	111	138	169	180	99	251	105	74	52	120	179

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which local radio stations do you listen to?	97.3 Eagle CKLR	38%	25%	49%	40%	35%	42%	27%	44%	33%	22%	60%	42%	32%
	100.7 Raven	25%	30%	18%	29%	25%	25%	21%	27%	31%	27%	17%	23%	36%
	99.7 2day FM CIQC	24%	46%	13%	13%	26%	21%	47%	13%	22%	22%	33%	22%	42%
	98.9 Jet FM CFCP	14%	17%	19%	2%	11%	16%	12%	14%	7%	11%	12%	24%	8%
	All, rotate	10%	12%	12%	6%	14%	7%	14%	9%	7%	21%	6%	9%	8%
	104.5 CBC CBYT	9%	8%	5%	14%	12%	5%	11%	8%	11%	9%	7%	7%	6%
	Other - Victoria Station	3%		6%	2%	1%	5%	1%	4%	3%	2%		5%	5%
	Not Sure	1%		2%	2%		3%	3%	1%			5%	2%	3%
	88.7 Spirit FM	1%		2%	2%		3%		2%	2%			3%	1%
Total	Responses	228	80	90	58	118	110	77	151	68	41	44	74	141
	Base	181	58	70	53	95	86	57	124	59	36	31	54	99

Column percentages do not add up to 100% because multiple responses given
 Respondents that listen to local radio stations

Base:

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which City Facebook pages do you follow?	City of Campbell River	46%	48%	63%		68%	37%	49%	44%	25%		42%	60%	76%
	Recreation and Culture Page	31%	26%	11%	100%	17%	38%	31%	32%	25%		58%	34%	26%
	Other	17%	17%	23%			24%	21%	14%				27%	29%
	City Hall	9%	17%				14%	21%					15%	17%
	Discover CR (Destination CR)	9%	17%				14%		18%	50%				7%
	Sportsplex	14%	17%	14%		15%	14%	31%		24%	100%			
	School District Page	9%	17%				14%	21%					15%	1%
Total	Responses	30	19	8	3	7	23	17	13	5	2	2	21	134
	Base	22	12	7	3	7	15	10	12	4	2	2	14	86

Column percentages do not add up to 100% because multiple responses given
Base: Respondents that indicate they follow City Facebook pages

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you read the City brochure inserted into your property tax notice?	Yes	76%	74%	74%	79%	79%	72%	78%	75%	73%	84%	79%	72%	71%
	No	17%	16%	21%	16%	13%	22%	14%	18%	18%	7%	17%	23%	22%
	Not applicable	7%	11%	5%	5%	8%	6%	8%	7%	9%	9%	4%	5%	7%
Total	Base	382	106	115	160	191	187	100	277	117	78	56	128	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you have access to the Internet?	At home	96%	98%	99%	93%	96%	97%	98%	96%	96%	96%	98%	96%	99%
	At work	35%	60%	48%	10%	33%	36%	57%	27%	33%	40%	35%	34%	56%
	On a smart phone	61%	80%	66%	45%	59%	63%	81%	54%	71%	60%	66%	52%	79%
	No access	3%			6%	4%	2%		4%	3%	3%		3%	
Total	Responses	752	258	246	248	365	376	241	504	238	155	111	244	442
	Base	385	108	116	161	191	191	102	279	117	78	56	132	189

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which of the following social media do you use?	Facebook	71%	81%	73%	63%	66%	78%	79%	69%	67%	74%	76%	72%	88%
	YouTube	44%	43%	53%	38%	47%	42%	47%	44%	43%	49%	47%	41%	48%
	Instagram	28%	53%	27%	11%	20%	35%	45%	22%	34%	27%	26%	25%	40%
	None	19%	9%	14%	29%	22%	15%	11%	21%	20%	14%	19%	20%	6%
	LinkedIn	12%	16%	16%	5%	13%	11%	21%	8%	14%	15%	9%	8%	22%
	Twitter	10%	11%	13%	6%	10%	10%	12%	9%	9%	10%	12%	10%	24%
Total	Responses	690	230	227	233	328	358	218	468	213	145	106	222	432
	Base	377	108	116	153	185	188	102	271	115	77	56	126	189

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you use any of the following services offered on the City of Campbell River web page?	Apply for a home owner grant	56%	67%	57%	47%	51%	61%	70%	51%	47%	60%	58%	62%	61%
	Recreation registration	29%	47%	23%	22%	20%	38%	58%	19%	31%	34%	20%	30%	48%
	None	27%	20%	27%	32%	29%	25%	16%	31%	31%	18%	32%	26%	13%
	iCity account -check property tax, utility info	16%	10%	18%	18%	15%	16%	14%	17%	20%	16%	22%	10%	32%
	Renew a dog licence	15%	21%	17%	9%	11%	19%	22%	12%	19%	12%	11%	14%	21%
	Webmaps	14%	15%	17%	11%	14%	13%	20%	11%	19%	22%	5%	8%	24%
	Renew a business licence	10%	19%	12%	2%	10%	11%	20%	6%	6%	16%	7%	11%	7%
	Report a problem	9%	7%	8%	10%	10%	6%	6%	10%	10%	10%	3%	8%	10%
	Pay a parking ticket	6%	12%	5%	2%	8%	4%	13%	3%	4%	6%	7%	7%	4%
	Other	1%	1%	2%		1%	1%	2%	0%		4%			2%
Total	Responses	674	232	211	232	303	358	243	424	209	151	86	223	417
	Base	370	106	113	151	181	185	101	264	112	76	52	126	189

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you use a mobile app to report issues with utilities streetlights or potholes?	Yes	60%	78%	67%	43%	61%	61%	77%	55%	55%	61%	59%	67%	67%
	No	40%	22%	33%	57%	39%	39%	23%	45%	45%	39%	41%	33%	33%
Total	Base	375	108	116	151	184	187	102	269	114	77	55	126	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Would you participate in online community consultation (public hearing, focus groups, virtual open house)?	Yes	42%	53%	49%	30%	38%	45%	57%	38%	53%	46%	34%	35%	70%
	No	58%	47%	51%	70%	62%	55%	43%	62%	47%	54%	66%	65%	30%
Total	Base	369	106	110	153	179	186	100	265	114	75	51	126	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the amount of information provided by the City?	Too much	1%		2%	1%	1%	0%		1%		1%	2%	1%	1%
	Adequate	68%	63%	63%	74%	64%	71%	68%	67%	59%	63%	57%	82%	63%
	Too little	13%	20%	14%	6%	15%	10%	22%	9%	15%	21%	16%	4%	22%
	Not sure	19%	17%	22%	19%	20%	18%	10%	22%	25%	15%	25%	14%	14%
Total	Base	382	108	114	159	188	189	101	277	116	78	56	130	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
In general, how do you feel about the quality of information provided by the City?	Good	16%	13%	17%	17%	14%	18%	13%	17%	16%	17%	6%	19%	17%
	Adequate	58%	57%	56%	60%	58%	58%	60%	57%	50%	56%	61%	65%	57%
	Poor	11%	17%	9%	9%	14%	9%	16%	9%	14%	14%	13%	6%	17%
	Not sure	15%	13%	18%	14%	14%	15%	10%	17%	20%	12%	20%	10%	8%
Total	Base	383	108	114	160	190	189	101	277	116	78	56	131	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
What are the best methods for the City of Campbell River to communicate information to you?	Local newspaper-news articles	75%	58%	77%	86%	75%	76%	69%	78%	74%	74%	78%	77%	66%
	City website	32%	32%	37%	29%	30%	33%	39%	30%	40%	31%	36%	26%	60%
	Social media	31%	47%	41%	13%	21%	42%	48%	26%	32%	33%	28%	31%	62%
	Email	31%	32%	34%	29%	30%	33%	32%	31%	36%	21%	32%	33%	45%
	Internet, general	32%	34%	38%	27%	33%	30%	42%	29%	38%	38%	39%	21%	32%
	Radio	31%	40%	41%	19%	33%	31%	42%	28%	26%	42%	44%	25%	36%
	Local newspaper-advertisements	31%	28%	26%	36%	31%	30%	30%	31%	32%	38%	27%	26%	25%
	Word of mouth: neighbours, friends	16%	16%	15%	17%	13%	17%	18%	15%	18%	13%	8%	20%	8%
	TV	14%	10%	15%	15%	12%	15%	10%	15%	13%	14%	19%	13%	13%
	Online public engagement	10%	15%	8%	8%	8%	10%	17%	7%	14%	7%	6%	9%	23%
	Through a community organization	6%	11%	5%	4%	5%	6%	14%	4%	6%	4%	6%	8%	9%
	Contact member of City staff	6%	1%	8%	7%	4%	6%	3%	6%	8%	4%	5%	5%	11%
	Other	2%	4%	1%	1%	2%	2%	2%	2%	3%	6%			3%
	Don't know, not sure	1%	2%		2%	3%	0%	1%	2%		5%		2%	2%
	Contact member of City Council	1%		1%	1%	1%	0%		1%		1%		2%	8%
Not interested	0%			1%	1%			0%	1%				2%	
Total	Responses	1230	359	399	472	568	635	369	855	400	254	183	386	762
	Base	383	108	115	160	188	191	101	279	117	77	56	130	189

Column percentages do not add up to 100% because multiple responses given

COVID19

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Which city amenities or services have you appreciated the most during the pandemic?	Trails	78%	92%	86%	62%	74%	82%	92%	73%	78%	86%	84%	72%	73%
	Waterfront walkways	73%	64%	77%	76%	66%	80%	60%	77%	78%	65%	61%	76%	72%
	Parks	60%	72%	57%	53%	52%	68%	79%	52%	65%	65%	54%	53%	62%
	Sidewalks	31%	31%	28%	35%	27%	37%	30%	32%	38%	30%	25%	28%	32%
	Hwy 19A pedestrian improvements	23%	17%	21%	29%	25%	21%	16%	26%	28%	25%	19%	20%	26%
	Recreational facilities	19%	28%	11%	18%	19%	19%	31%	14%	31%	8%	6%	18%	23%
	Bike lanes	15%	12%	21%	13%	14%	17%	15%	16%	19%	26%	9%	9%	24%
	Outdoor washrooms	16%	13%	10%	23%	14%	17%	14%	17%	17%	13%	14%	18%	13%
	Bike park	14%	29%	13%	4%	13%	14%	31%	7%	17%	16%	14%	11%	12%
	Online recreation programming	6%	8%	4%	5%	4%	8%	9%	4%	6%	3%	4%	7%	15%
	Other	3%	2%	2%	4%	3%	2%	2%	3%	2%	1%	2%	5%	7%
Total	Responses	1240	390	367	483	561	664	386	845	425	241	161	400	681
	Base	367	106	112	150	181	183	102	263	112	72	55	126	189

Column percentages do not add up to 100% because multiple responses given

How satisfied are you with steps the City has taken to provide services during the pandemic?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Online council meetings	Very satisfied	37%	35%	35%	40%	28%	48%	35%	37%	41%	9%	38%	47%	34%
	Somewhat satisfied	46%	42%	43%	53%	53%	36%	40%	50%	41%	63%	55%	40%	49%
	Not satisfied	10%	12%	17%	2%	12%	8%	13%	9%	12%	16%	7%	7%	11%
	Not at all satisfied	7%	11%	5%	5%	7%	7%	12%	4%	7%	13%		6%	6%
Total	Base	122	38	37	47	64	56	35	85	30	25	15	51	110
Online public hearings	Very satisfied	32%	27%	27%	42%	25%	41%	22%	38%	27%	9%	44%	45%	26%
	Somewhat satisfied	47%	49%	48%	44%	56%	39%	52%	45%	50%	64%	42%	36%	48%
	Not satisfied	14%	12%	18%	11%	14%	10%	14%	14%	15%	13%	14%	13%	15%
	Not at all satisfied	8%	11%	7%	4%	6%	9%	12%	3%	8%	14%		6%	10%
Total	Base	97	37	29	31	50	45	33	62	25	23	13	36	97
Online community consultation (presentations, surveys, neighborhood information sessions)	Very satisfied	23%	26%	23%	22%	23%	25%	26%	23%	29%	10%	23%	29%	19%
	Somewhat satisfied	49%	46%	43%	57%	44%	56%	44%	52%	48%	66%	29%	47%	45%
	Not satisfied	19%	20%	26%	15%	26%	9%	21%	19%	16%	13%	45%	15%	22%
	Not at all satisfied	8%	8%	9%	6%	6%	10%	9%	6%	7%	10%	4%	8%	14%
Total	Base	131	49	32	50	70	60	46	83	40	30	21	39	110
Online recreation programs	Very satisfied	32%	30%	31%	37%	26%	39%	34%	32%	31%	25%	37%	36%	35%
	Somewhat satisfied	47%	51%	37%	48%	48%	46%	46%	47%	44%	52%	36%	47%	45%
	Not satisfied	15%	15%	23%	9%	16%	15%	16%	15%	22%	19%	8%	11%	13%
	Not at all satisfied	6%	4%	9%	6%	11%	1%	4%	6%	2%	4%	20%	6%	6%
Total	Base	128	59	31	37	63	65	61	65	36	26	13	52	108
Program adjustments in alignment with provincial health orders	Very satisfied	37%	38%	30%	42%	32%	41%	39%	37%	50%	25%	24%	39%	42%
	Somewhat satisfied	51%	51%	50%	51%	52%	52%	49%	52%	38%	70%	56%	48%	46%
	Not satisfied	7%	7%	11%	4%	10%	6%	9%	7%	11%	2%	4%	8%	6%
	Not at all satisfied	5%	3%	9%	3%	7%	1%	3%	5%	1%	2%	16%	5%	5%
Total	Base	222	79	64	79	104	114	77	142	66	43	28	82	146
Economic development resources, support	Very satisfied	18%	21%	10%	21%	12%	26%	21%	17%	18%	4%	29%	20%	16%
	Somewhat satisfied	58%	54%	63%	57%	56%	59%	61%	56%	57%	75%	40%	57%	49%
	Not satisfied	20%	21%	22%	17%	27%	12%	14%	24%	25%	8%	31%	18%	22%
	Not at all satisfied	4%	4%	5%	5%	6%	3%	4%	4%		13%		6%	13%
Total	Base	140	57	38	46	77	63	51	87	35	24	23	57	86

How satisfied are you with steps the City has taken to provide services during the pandemic?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Building and development resources, support	Very satisfied	20%	23%	12%	23%	15%	27%	29%	16%	28%	8%	24%	20%	15%
	Somewhat satisfied	49%	53%	50%	45%	52%	46%	47%	49%	40%	54%	48%	51%	42%
	Not satisfied	19%	20%	18%	18%	21%	17%	19%	19%	23%	26%	15%	16%	26%
	Not at all satisfied	12%	5%	20%	14%	11%	10%	5%	15%	10%	13%	13%	14%	16%
Total	Base	128	44	38	46	74	53	41	84	30	24	20	52	85
Continued major construction (Highway 19a upgrades, Robron Fieldhouse, Bike Skills Park)	Very satisfied	39%	46%	34%	36%	30%	47%	50%	35%	46%	37%	30%	37%	34%
	Somewhat satisfied	51%	48%	50%	55%	57%	46%	41%	55%	49%	52%	55%	50%	51%
	Not satisfied	7%	6%	7%	7%	9%	5%	9%	6%	4%	8%	4%	10%	8%
	Not at all satisfied	4%		9%	3%	5%	2%	1%	4%	1%	3%	11%	3%	7%
Total	Base	318	98	97	123	161	153	93	222	92	63	49	110	168
Community updates (newspaper, radio, TV, social media, advertising)	Very satisfied	26%	25%	24%	29%	18%	34%	28%	26%	33%	26%	14%	27%	22%
	Somewhat satisfied	62%	63%	64%	61%	68%	57%	59%	64%	55%	63%	75%	61%	58%
	Not satisfied	8%	13%	6%	7%	11%	6%	13%	7%	8%	8%	9%	9%	11%
	Not at all satisfied	3%		6%	3%	4%	2%		4%	4%	3%	2%	2%	9%
Total	Base	329	98	100	131	161	163	89	236	93	67	50	116	166
Safety signs	Very satisfied	35%	32%	36%	35%	24%	44%	37%	35%	42%	26%	28%	37%	27%
	Somewhat satisfied	59%	63%	56%	59%	68%	52%	58%	59%	49%	69%	72%	57%	63%
	Not satisfied	4%	5%	2%	3%	5%	2%	6%	3%	6%	3%		3%	5%
	Not at all satisfied	3%		6%	2%	4%	2%		3%	4%	2%		3%	5%
Total	Base	299	85	93	121	145	153	84	212	93	57	42	104	164
Safety protocols in City facilities	Very satisfied	37%	33%	38%	41%	26%	47%	37%	39%	40%	29%	35%	41%	45%
	Somewhat satisfied	57%	59%	53%	58%	67%	48%	54%	58%	51%	64%	65%	55%	46%
	Not satisfied	3%	5%	5%		5%	2%	6%	2%	4%	5%		3%	5%
	Not at all satisfied	2%	2%	4%	1%	2%	3%	2%	2%	5%	2%		1%	3%
Total	Base	262	90	74	98	126	134	88	170	81	46	36	98	154
Increased use of telephone, email, and online meetings to connect with City representatives	Very satisfied	33%	31%	33%	35%	21%	43%	36%	32%	42%	24%	37%	29%	32%
	Somewhat satisfied	45%	46%	51%	38%	47%	44%	41%	48%	38%	33%	34%	58%	52%
	Not satisfied	16%	15%	12%	22%	24%	9%	16%	17%	13%	36%	12%	11%	12%
	Not at all satisfied	6%	8%	4%	5%	8%	4%	8%	3%	6%	7%	17%	2%	4%
Total	Base	151	61	47	44	75	74	58	91	50	27	15	58	117

How satisfied are you with steps the City has taken to provide services during the pandemic?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Reduced access to City facilities in alignment with provincial health orders	Very satisfied	36%	33%	36%	37%	23%	46%	34%	37%	46%	28%	32%	33%	34%
	Somewhat satisfied	50%	54%	45%	50%	56%	46%	49%	50%	42%	59%	45%	52%	54%
	Not satisfied	10%	8%	14%	9%	18%	2%	12%	10%	8%	7%	20%	10%	4%
	Not at all satisfied	4%	5%	5%	3%	4%	5%	5%	3%	4%	6%	3%	5%	8%
Total	Base	252	79	77	97	118	129	77	171	74	54	32	90	143
Protective barriers in City facilities in alignment with provincial health orders	Very satisfied	43%	47%	39%	43%	36%	49%	46%	43%	50%	36%	38%	43%	42%
	Somewhat satisfied	49%	45%	48%	53%	55%	46%	46%	51%	44%	51%	54%	50%	54%
	Not satisfied	6%	8%	9%	1%	7%	3%	8%	5%	3%	10%	9%	5%	3%
	Not at all satisfied	2%		4%	2%	2%	2%		2%	2%	2%		2%	1%
Total	Base	253	83	74	96	119	130	80	170	79	50	32	90	138
Education and enforcement by RCMP and Bylaw Officers	Very satisfied	26%	29%	24%	24%	18%	35%	29%	24%	17%	32%	30%	28%	23%
	Somewhat satisfied	48%	46%	45%	52%	48%	49%	45%	49%	47%	38%	55%	49%	43%
	Not satisfied	17%	13%	18%	19%	22%	10%	13%	19%	19%	10%	14%	19%	18%
	Not at all satisfied	10%	12%	13%	6%	13%	6%	13%	8%	16%	20%		4%	16%
Total	Base	196	57	59	79	104	90	60	133	62	29	26	77	117
Reduced service levels to offset revenue loss and minimize property tax increases	Very satisfied	37%	35%	35%	40%	28%	48%	35%	37%	41%	9%	38%	47%	34%
	Somewhat satisfied	46%	42%	43%	53%	53%	36%	40%	50%	41%	63%	55%	40%	49%
	Not satisfied	10%	12%	17%	2%	12%	8%	13%	9%	12%	16%	7%	7%	11%
	Not at all satisfied	7%	11%	5%	5%	7%	7%	12%	4%	7%	13%		6%	6%
Total	Base	122	38	37	47	64	56	35	85	30	25	15	51	110

Overall, how satisfied are you with the pandemic response by...?

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Federal Government	Very satisfied	23%	17%	19%	29%	22%	24%	19%	24%	24%	20%	20%	25%	25%
	Somewhat satisfied	48%	60%	45%	41%	47%	48%	60%	43%	49%	54%	49%	43%	50%
	Not satisfied	20%	16%	21%	21%	20%	19%	17%	20%	18%	16%	17%	23%	14%
	Not at all satisfied	9%	4%	14%	8%	10%	6%	4%	10%	7%	8%	15%	8%	10%
	Not applicable, Don't know	1%	2%	1%	1%	1%	2%		2%	3%	3%		1%	2%
Total	Base	382	108	116	158	189	189	102	276	115	77	56	132	189
Provincial Government	Very satisfied	39%	31%	32%	50%	36%	42%	34%	42%	39%	39%	28%	46%	39%
	Somewhat satisfied	45%	50%	50%	38%	47%	42%	53%	42%	43%	49%	53%	40%	44%
	Not satisfied	10%	12%	8%	9%	9%	10%	10%	9%	13%	4%	12%	8%	11%
	Not at all satisfied	6%	5%	10%	3%	8%	3%	4%	6%	3%	7%	8%	6%	4%
	Not applicable, Don't know	1%	2%	1%	1%		2%		1%	3%	1%			2%
Total	Base	383	108	116	159	189	190	102	277	116	77	56	132	189
City of Campbell River	Very satisfied	28%	22%	27%	34%	22%	34%	24%	31%	32%	31%	21%	28%	30%
	Somewhat satisfied	55%	62%	54%	50%	63%	48%	67%	50%	49%	59%	57%	55%	51%
	Not satisfied	6%	8%	10%	3%	5%	7%	8%	6%	9%	3%	6%	7%	7%
	Not at all satisfied	2%		4%	1%	2%	1%		2%	1%	1%	3%	2%	6%
	Not applicable, Don't know	9%	7%	5%	13%	8%	10%	2%	12%	10%	6%	13%	8%	5%
Total	Base	383	108	116	159	189	190	102	277	116	77	56	132	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
When COVID19 pandemic restrictions are relaxed, which City services are you most looking forward to resuming or accessing in person?	Festivals and events	73%	79%	77%	66%	67%	80%	82%	70%	77%	83%	60%	71%	69%
	Recreation programs	57%	70%	51%	52%	51%	62%	77%	49%	59%	61%	49%	55%	60%
	Sports activities on City fields and courts	37%	57%	37%	24%	35%	39%	61%	29%	44%	33%	32%	37%	44%
	Fitness classes	30%	36%	26%	30%	25%	35%	33%	29%	40%	23%	26%	27%	33%
	Public open house, information events	14%	8%	17%	16%	15%	13%	7%	16%	13%	12%	12%	16%	24%
	Economic development connection, support	6%	8%	7%	5%	7%	6%	7%	6%	7%	5%	10%	5%	12%
	None	5%	2%	5%	7%	5%	4%	1%	7%	4%	6%	9%	4%	6%
	Other	5%	1%	6%	6%	2%	7%	4%	5%	4%	1%	6%	7%	4%
	Front counter service	5%	3%	4%	7%	5%	5%	4%	5%	5%	4%	4%	6%	
Total	Responses	875	284	266	325	390	474	281	592	290	170	116	293	480
	Base	377	108	116	153	184	189	102	274	115	75	56	129	189

Column percentages do not add up to 100% because multiple responses given

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Years lived in Campbell River	10 yrs or less	31%	41%	24%	28%	26%	34%	40%	27%	100%				29%
	11-20 yrs	20%	24%	19%	19%	24%	17%	26%	18%		100%			25%
	21-30 yrs	15%	16%	16%	12%	16%	12%	10%	16%			100%		13%
	31+ yrs	35%	19%	41%	41%	34%	36%	23%	39%				100%	32%
Total	Base	383	108	116	159	188	191	102	279	117	78	56	133	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do you own or rent your place of residence	Own	94%	91%	95%	94%	92%	95%	97%	93%	89%	93%	98%	96%	93%
	Rent	6%	9%	5%	6%	8%	5%	3%	7%	11%	7%	2%	4%	7%
Total	Base	383	108	116	159	187	192	102	280	117	77	56	133	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Do children under the age of 18 live in your home?	Yes	27%	73%	17%	2%	21%	31%	100%		35%	35%	19%	18%	34%
	No	73%	27%	83%	98%	79%	69%		100%	65%	65%	81%	82%	66%
Total	Base	382	108	116	158	186	192	102	280	117	77	56	131	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Your age group:	17 years or less													1%
	18-24	1%	2%				1%		1%			4%		1%
	25-34	10%	34%			11%	9%	25%	4%	15%	7%	17%	4%	7%
	35-44	18%	64%			12%	23%	53%	5%	22%	26%	11%	12%	23%
	45-54	9%		29%		7%	10%	14%	7%	7%	12%	7%	10%	23%
	55-64	13%		43%		12%	13%	3%	17%	8%	8%	20%	17%	19%
	65-69	9%		28%		7%	10%	3%	11%	9%	9%	7%	9%	14%
	70-74	25%			60%	27%	23%	2%	34%	28%	28%	26%	21%	10%
	75 years or older	17%			40%	23%	11%	1%	22%	11%	11%	10%	28%	4%
Total	Base	386	108	116	162	191	192	102	280	117	78	56	133	189

		Total	Age			Gender		Children at home		Years lived in Campbell River				Online
			18-44	45-64	65+	Male	Female	Yes	No	10 yrs or less	11-20 yrs	21-30 yrs	31+ yrs	
Please indicate your gender:	Male	49%	40%	44%	59%	100%		39%	52%	42%	58%	55%	48%	34%
	Female	50%	58%	54%	41%		100%	59%	47%	56%	42%	42%	52%	65%
	Other	1%	2%	2%				2%	1%	2%		3%		1%
Total	Base	386	108	116	162	191	192	102	280	117	78	56	133	189

Appendix 3 – Verbatim Comments

Q3b – Why do you feel the quality of life has improved/worsened?

Quality of Life has IMPROVED:

- *AIR CLEAN, ROADS, BUILDING, HOUSING*
- *BETTER BIKE LANES, NO FACTORIES*
- *BETTER CITY AMENITIES*
- *BETTER JOBS*
- *BIKE PARK BEAVER LODGE TRAILS*
- *BIKE PATHS / LANES*
- *CIVIC IMPROVEMENTS*
- *CONTINUING FACILITY IMPROVEMENTS FOR PARKS & CHILDREN*
- *CONTINUED ROADS UPGRADING*
- *COVID 19 INCREASE THE VALUE OF OUTDOOR ACTIVITIES & OUR HEALTH CARE INFRASTRUCTURE*
- *DEVELOPMENT & OPPORTUNITIES*
- *ECONOMIC GROWTH*
- *GROWING & BUSINESSES*
- *GROWING WITH MORE OPPORTUNITIES*
- *HOSPITAL*
- *HOSPITAL*
- *HOSPITAL & NEW PEOPLE*
- *HOUSING/ BEAUTIFICATION OF CITY*
- *I LIVE ON THE HWY – OLD BUILDINGS HAVE BEEN REMOVED & REPLACED*
- *IMPROVED BUILDINGS, NEW BUILDINGS*
- *IMPROVED SAFE BIKING*
- *INCREASE IN BIKING & HIKING TRAILS*
- *INCREASED BUSINESSES AND SERVICES*
- *INCREASED CITY SCAPE IMPROVEMENTS*
- *INVESTMENT IN ROADS, BOAT RAMP*
- *JAKE GONE RESULT OF A VOTE*
- *LARGE NUMBER OF NEW APARTMENTS*
- *LESS DERELICT BUILDINGS – BETTER STATE*
- *MORE APARTMENTS, MORE HOUSING DEVELOPMENTS*
- *MORE BUSINESSES / SERVICES*
- *MORE COMMUNITY SPIRIT & CONNECTION*
- *MORE DEVELOPMENT*
- *MORE DIVERSE OPTIONS FOR WORK, MILL GONE*
- *MORE HOUSING CONSTRUCTION, ROAD IMPROVEMENTS*
- *MORE TRAILS, IMPROVED TRAILS*
- *NEW BUILDINGS, RV PARKS OUT*
- *NEW BUSINESS OPPORTUNITIES, HOSPITAL*
- *NEW BUSINESSES*
- *NEW BUSINESSES, ROADS & HOSPITAL*
- *NEW HOSPITAL*
- *NEW HOSPITAL, MORE SERVICES*
- *OUTDOOR EXERCISE TRAILS ARE EXCELLENT*
- *ROAD IMPROVEMENTS*
- *SEA WALK*
- *SEEING SLIGHTLY MORE DIVERSITY*

- *TIDIER – LOVE THE SEA WALK*
- *TRAIL & FORESHORE WALKWAY IMPROVEMENT*

Quality of Life has WORSENERED:

- *BECOMING A CENTER FOR HOMELESSNESS*
- *BUSIER*
- *BUSIER, TOO MANY TREES & WOOD AREAS CUT DOWN*
- *BUSINESS SHUTDOWNS*
- *CAN'T GO DOWNTOWN ANYMORE*
- *CITY SEEMS TO BE MAKING IT MORE ATTRACTIVE FOR STREET PEOPLE, DRUG ADDICTS, LOW SOCIAL PEOPLE TO COME & LIVE. DON'T KEEP ATTRACTING THESE PEOPLE TO OUR COMMUNITY*
- *CONCERNED ABOUT DOWNTOWN CORE, LACK OF STORES AND MORE HOMELESS*
- *CONCERNED ABOUT THE HOUSING DEVELOPMENTS WITHOUT PROPER INFRASTRUCTURE*
- *CONDO AFTER CONDO*
- *CONGESTION*
- *COST OF LIVING*
- *COST OF LIVING*
- *COVID*
- *COVID*
- *COVID – 19*
- *COVID – 19, NOT YOUR FAULT*
- *COVID – CLOSED BUSINESSES*
- *COVID & HOMELESS PEOPLE*
- *COVID / DRUG CRISIS*
- *COVID AND PETTY CRIME*
- *COVID INSANITY*
- *COVID ISSUES, DOWNTOWN SAFETY*
- *CRIME*
- *CRIME*
- *CRIME*
- *CRIME*
- *CRIME & DRUG ADDICTION*
- *CRIME & DRUGS*
- *CRIME AND HOMELESS IS OUT OF CONTROL*
- *CRIME DOWNTOWN*
- *CRIME DOWNTOWN, SO MANY HOMELESS PEOPLE*
- *CRIME IS BAD & TRANSIENT PEOPLE*
- *CRIME SEEMS INCREASED*
- *CRIME, DRUGS, HOMELESSNESS*
- *CRIME, DRUGS, NEEDLES*
- *CRIME, TAXES, LITTER*
- *CURRENT CORONA SITUATION*
- *DECREASE IN SOME SERVICES*
- *DESPERATE DRUG ADDICTIONS & IGNORED HOMELESS – RUN DOWN*
- *DON'T FEEL SAFE*
- *DOWNTOWN CORE NOT SAFE BECAUSE OF HOMELESSNESS & DISCARDED NEEDLES*
- *DOWNTOWN CRIME BLATANT DRUG USE NOT SAFE*
- *DOWNTOWN CRIME, DRUG USE, HOMELESS*
- *DOWNTOWN IS A NO GO ZONE*
- *DOWNTOWN IS UNUSABLE IN ITS CURRENT STATE*
- *DOWNTOWN SHOPPERS NOW NO LONGER FEELS SAFE, HOMELESS / DRUGS*

- *DOWNTOWN SLUM*
- *DOWNTOWN UNCOMFORTABLE*
- *DOWNTOWN UNSAFE*
- *DOWNTOWN, HOMELESS*
- *DRUG & DRUG CRIME*
- *DRUG / HOMELESS PROBLEM*
- *DRUG ADDICTS AND CRIME, HOMELESS*
- *DRUG USE & HOMELESS LIKE EVERYWHERE ELSE*
- *DRUG USE AND GROWING HOMELESS POPULATION*
- *DRUGS HOMELESS*
- *DRUGS, HOMELESS MESS DOWNTOWN, SCARED TO GO DOWN THERE*
- *EXPENSIVE RENTALS*
- *FEEL UNSAFE IN MANY AREAS*
- *GETTING TO FEEL TOO BIG*
- *GETTING TOO CROWDED TOO MUCH BUILDING*
- *GROWING HOMELESS POPULATION*
- *GROWING TOO FAST*
- *HIGH TAXES*
- *HILCHEY RD. IS BUSY AND FEELS UNSAFE TO LET OUR KIDS WALK TO SCHOOL*
- *HOME PRICES*
- *HOMELESS & COVID*
- *HOMELESS & DRUGS*
- *HOMELESS & JUNKIES*
- *HOMELESS & SAFETY & SHOPPING*
- *HOMELESS / INCREASING POPULATION*
- *HOMELESS AND DRUG USE*
- *HOMELESS AND INCREASED CRIME*
- *HOMELESS BEING BUSED HERE. OPEN DRUG USE*
- *HOMELESS CAPITAL DOWNTOWN VERY BAD*
- *HOMELESS CRIME*
- *HOMELESS DOWNTOWN*
- *HOMELESS DRUG ADDICTS*
- *HOMELESS HAS INCREASED, CR GONE ABOVE AND BEYOND TO PROVIDE FOR HOMELESS & IT APPEARS TO ATTRACT HOMELESS*
- *HOMELESS PEOPLE EVERYWHERE – INTIMIDATING.*
- *HOMELESS PEOPLE, OTHERWISE GOOD*
- *HOMELESS PROBLEM*
- *HOMELESS PROBLEM*
- *HOMELESS PROBLEM*
- *HOMELESS PROBLEM DOWNTOWN*
- *HOMELESS, CRIME*
- *HOMELESS, CRIME, HOUSING, ADDICTS*
- *HOMELESSNESS*
- *HOMELESSNESS*
- *HOMELESSNESS & LOW RENTAL VACANCY AT REASONABLE RENTS*
- *HOMELESSNESS & MANAGEMENT OF DOWNTOWN CORE ISSUES*
- *HOMELESSNESS AND OPEN DRUG USE*
- *HOMELESSNESS HAS INCREASED MAKING DOWNTOWN AN AREA TO AVOID*
- *HOMELESSNESS, CRIME*
- *HOMELESSNESS, OBVIOUS DRUG USE*
- *HOUSE PRICES, TOO MUCH POPULATION GROWTH*
- *HOUSING AFFORDABILITY, LACK OF CHILD CARE*
- *HOUSING IS EXPENSIVE*
- *HOUSING PRICES*

- INCREASE IN CRIME
- INCREASE IN HOMELESS POPULATION – STATE OF TOWN CENTER
- INCREASE IN HOUSING PRICES RENTAL AVAILABILITY LOW
- INCREASED HOMELESS IN DOWNTOWN AREA
- INCREASED HOMELESSNESS AND CRIME
- INCREASED POPULATION
- INCREASED TRAFFIC
- INCREASING COSTS
- INFLUX OF HOMELESS PEOPLE
- INSECURITY DOWNTOWN
- ISSUES WITH HOMELESS POPULATION AND DRUGS
- IT HAS GOTTEN A LOT BUSIER, ESPECIALLY DOWNTOWN
- LACK OF AFFORDABLE HOUSING
- LACK OF GOOD PAYING INDUSTRIAL JOBS – INCREASED POPULATION DENSITY
- LACK OF GOOD PAYING INDUSTRIAL JOBS – INCREASED POPULATION DENSITY
- LACK OF TRULY AFFORDABLE PET FRIENDLY HOUSING, WHY I AM MOVING AWAY
- LOST COMMUNITY PROGRAMS
- LOTS OF CRIME
- MANY HOMELESS
- MORE CRIME
- MORE GRAFFITI, MORE LITTER, MORE DOG POOP, LESS SAFE WALKING DOWNTOWN
- MORE HOMELESS
- MORE HOMELESS PEOPLE
- MORE HOMELESS, DOWNTOWN IS TERRIBLE NOW
- MORE HOMELESS, MORE VISIBLE DRUG USE AND DEALS, NOT SAFE TO WALK ALONE
- MORE HOMELESSNESS, ADDICTIONS, CRIME
- MORE HOMELESSNESS, MENTAL HEALTH AND ADDICTION
- MORE MENTAL HEALTH, ADDICTIONS, AND HOMELESS
- MORE TRAFFIC
- MORE VANDALISM
- MOVED HERE JUNE 2020
- NO AFFORDABLE HOUSING
- NO AFFORDABLE HOUSING, HOMELESSNESS
- NO LONGER AFFORDABLE
- NO RETAIL SUPPORT OR TOURIST SUPPORT
- NOT ENOUGH FACILITIES TO ACCOMMODATE THE NUMBER OF PEOPLE MOVING HERE
- NOT FUN TO BE WITH FAMILY AND HAVING TO WEAR A MASK
- OPEN DRUG USE, CRIME, HOMELESS
- PANDEMIC
- PERSONAL SAFETY
- POOR CHOICES BY COUNCIL
- POOR ROADS, TAXES TOO HIGH
- PRICE OF SHELTER
- RENT IS UNAFFORDABLE
- RESOURCE INDUSTRY JOB LOSSES AND REAL ESTATE PRICES
- SEEMS TO BE A LOT MORE SHADY TRANSIENT PEOPLE, CROWDED. (NIGHT TIME CAN BE QUITE SCARY)
- TAXES ARE TOO HIGH
- THE HOMELESS ADDICTS ON OUR STREETS
- THE INCREASE OF HOMELESS FOLKS
- THEFT & CRIME HAVE INCREASED
- TOO MANY APARTMENTS AND EMPTY BUILDINGS
- TOO MANY APARTMENTS BLOCKING RESIDENTIAL VIEWS
- TOO MANY DRUGS AND HOMELESSNESS

- *TOO MANY HOMELESS DOWNTOWN*
- *TOO MANY HOUSING DEVELOPMENTS*
- *TOO MANY PEOPLE, HOUSING PRICES*
- *TOO MANY TREES CHOPPED DOWN*
- *TOO MUCH DEVELOPMENT AND NOT ENOUGH ENVIRONMENTAL PROTECTION*
- *TOO MUCH EXPANSION TOO MUCH NATURAL LOSS*
- *TOO MUCH GROWTH*
- *TOO MUCH GROWTH AND TRAFFIC*
- *TOO MUCH TRAFFIC, DON'T FEEL SAFE WALKING DOWNTOWN*
- *TRAFFIC, BUSY GROCERY STORES*
- *TRAFFIC, CITY LAYOUT*
- *TRAIL BRIDGES ON WILLOW CREEK NOT BEING MAINTAINED*
- *UNAFFORDABILITY*
- *WAY MORE EXPENSIVE*
- *WE RELY ON TOURISM AND RETIREMENT NO ECONOMIC BASE*

Q9 – Why are you not satisfied? [with overall satisfaction with the services and programs provided by the City of Campbell River?]

- *A LOT OF ADMIN POSITIONS*
- *APPROVAL PROCESS SLOW ROADS BAD*
- *CENTERED ON PEOPLE WHO USE THE INTERNET ONLY*
- *CITY HALL WORKERS ARE LAZY & DO NOT DO A GOOD JOB*
- *CRIME DOWNTOWN, SNOW REMOVAL, REC VERY DATED FACILITY*
- *DON'T GET VALUE FOR TAXES*
- *DOWNTOWN IS A DISGRACE*
- *DUE TO COVID EXCUSE TO ALL EVILS YOU HAVE TO CALL THIS # BS*
- *EXPECTED POORER EXPERIENCE*
- *FIRE DEPT. TOO EXPENSIVE FOR A CITY OF THIS SIZE*
- *GET RID OF FIRE DEPT, NOT LARGE ENOUGH POPULATION TO SUPPORT*
- *GROWTH PLAN NOT TIED INTO REVENUE*
- *HIGH TAXES LOTS OF HOMELESSNESS, PUBLIC WASHROOMS NOT OPEN AT SPORTSPLEX*
- *HOMELESS SITUATION NOT GETTING BETTER, TAXES ARE HIGH*
- *LACK OF OFF LEASH DOG FACILITIES*
- *LOTS MORE COULD BE DONE*
- *MAINLY EXTREMELY DISSAPOINTED IN APPROVING HIGH RISES ON DOGWOOD NEAR ROBRON FIELDS*
- *MAINTENANCE CREWS: INSTEAD OF TAKING THESE LONG LUNCH BREAKS AT THE PIER, MAKE THEM CLEAN UP THAT MESS BEHIND WHITE HAT CLEANERS – MATTRESSES DEEP OIL SPILL NEAR DUMPSTERS, TOTAL DISGRACE*
- *MORE FOR SENIORS*
- *MORE NEEDS TO BE DONE TO SUPPORT NOT FOR PROFIT CHILD CARE*
- *MORE ROAD REPAIRS OF POT HOLES*
- *NEED TO RECYCLE GLASS*
- *NEEDS MORE PROMOTING*
- *NO RETAIL SERVICES IN SOUTH END OF TOWN*
- *NORTH PART OF TOWN SHABBY*
- *NOT CANDID ENOUGH*
- *NOT ENOUGH ACCESS*
- *NOT ENOUGH ATTENTION GIVEN TO SAFE BICYCLE LANES TO AND FROM DOWNTOWN*
- *NOT USER FRIENDLY, DO NOT ENCOURAGE SMALL OR LARGE BUSINESSES*
- *PICKLEBALL COURTS – 10 YEARS BEHIND*
- *POLICING NEEDS IMPROVEMENT*
- *POOR COMMUNICATION*
- *POOR OUTREACH AND COUNCIL RESPOSIVENESS BUREAUCY – LADEN PLANNING. NO FEEDBACK TO CITIZENS AFTER CONSULTATIONS*
- *POOR SNOW REMOVAL, POOR DOWNTOWN PLANNING, POOR WATERFRONT DEVELOPMENT*
- *REBUILD SEAWALK AT LEAST TO STANDARD FROM BEFORE 19A ROUND ABOUT CONSTRUCTION*
- *REDUCED WATER PRESSURE LAST YEAR UNABLE TO USE SPRINKLING SYSTEM*
- *REVITALIZATION OLD TIRED SIGNS SOUTH END WELCOME*
- *ROAD SURFACING IS TERRIBLE*
- *SINGLE SENIOR HOUSING*
- *SNOW REMOVAL, STREET LIGHT MAINTENANCE, GRASS DUMP IS CLOSED*
- *TERRIBLE POLICE*
- *THEY ARE GOOD ONLY AS MUCH AS FACILITY CAN OFFER*
- *THEY DON'T DO ANYTHING*
- *THOSE THAT I KNOW ABOUT OR HAVE USED*
- *TOO BROAD OF A QUESTION*
- *TOO HIGH A COST*

- *TOO MUCH BUREAUCRACY, TOO SLOW IN THE APPROVAL PROCESS*
- *TOO MUCH MONEY WASTED*
- *VERY CONCERNED WITH OVER SPENDING*
- *WASTING MONEY ON UNNECESSARY THINGS*
- *YOU KEEP DELAYING NEEDED INFRASTRUCTURE UPGRADES & MAINTENANCE*

Q15 – Are there any service you would consider acceptable to reduce?

- ADMINISTRATIVE LABOUR
- AIRPORT
- AMOUNT OF POLICE DOWNTOWN
- ANNUAL GARDEN BEDS, XMAS LIGHTS
- ART IN TRAFFIC CIRCLE
- BIKES ON SEA WALK
- BUILDING OF ROUNDABOUT IS ONE OF THEM
- BUS SERVICE – I NEVER SEE ANYONE ON THEM
- BYLAW & PERMITS
- CAMPBELLTON PREFERECES
- CAPITAL IMPROVEMENTS PROJECTS
- CITY AND FIRE OVERPAID
- CITY EXPANSION – FOCUS ON DENSITY
- CITY GARDENS
- CITY HALL EXPENSES (COUNCIL)
- CLIMATE CHANGE
- CLIMATE CHANGE STAFF & FACILITY
- CODDLING THE HOMELESS
- COMPARE ALL SERVICES TO COMOX OR LANGFORD BUDGETS
- CONTRACT OUT ROAD IMPROVEMENTS
- COUNCIL TIME ON FISH FARMS, GET OVER IT
- DOWNTOWN POLICING & PARKING NEED LESS PARKING
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL MANAGEMENT, OVERLAPS PROVINCIAL AND FEDERAL JURISDICTIONS
- EXCESS LANDSCAPING / GARDENING UNNECESSARY TRAFFIC CHANGES, EXCESS STAFF
- FIRE DEPT, TOO MUCH STAFF
- FIRE DEPT.
- FIRE DEPT.
- FIRE DEPT.
- FIRE DEPT.
- FIRE OVERSTAFFED
- FIRE, YES WE NEED QUALITY CARE BUT SO OVERSTAFFED. IN THE LAST MONTH I HAVE BEEN VERBALLY ABUSED BY HOMELESS, SEEN DRUG PARAPHANALIA AND ALMOST HIT BY E-BIKES
- FIREMAN WAGES SOME CITY HALL STAFF & WAGES
- FLOWER PLANTING
- FULL TIME FIRE DEPT.
- FUNDING FOR THE ARTS SHOULD BE SELF SUSTAINING
- FUNDING TO ART / CULTURE
- GARDENS
- HOME RECYCLING PROGRAMS FOR PICKUP MORE LOCAL RECYCLING HUBS WITH BETTER POLICING
- HOW ABOUT NOT SPENDING THOUSANDS OF DOLLARS ON AN outhouse, HOW DUMB
- ICE HOCKEY
- LANDSCAPE
- LANDSCAPING
- LANDSCAPING
- LANDSCAPING CREW
- LANDSCAPING CREW MEMBERS
- LIBRARY (OBSOLETE)
- LIBRARY FEELS UNSAFE
- MOVE TO VOLUNTEER FIRE DEPT

- *NEW SUB DIVISION BEFORE DOING A COMPREHENSIVE SMART GROWTH COMMUNITY DEVELOPMENT PLAN*
- *NO TO EXPENSIVE LIBRARY*
- *NON ESSENTIAL*
- *NONE*
- *NON-ESSENTIALS*
- *NUMBER OF FIREMEN*
- *PAID FIREFIGHTERS*
- *PAY FOR CITY EMPLOYEES & FIRE DEPT*
- *PAY FOR CITY HALL*
- *PAY FOR FIRE DEPT AND CITY STAFF*
- *REDIRECTION OF CITY STAFF, BE MORE EFFICIENT*
- *REDUCE FIRE DEPT*
- *REDUCE FREQUENCY OF SOME SERVICES, BUT NOT CUT OUT COMPLETELY, MANAGE IT*
- *REDUCE PAY FOR CITY AND FIRE DEPT.*
- *RESIDENTIAL SUB DIVISIONS*
- *ROAD EXPANSION*
- *ROUNDBOUT NOT NEEDED*
- *ROUNDBOUTS THAT AREN'T NEEDED*
- *SAFETY OFFICE NON EFFECTIVE*
- *SCHOOL TAX*
- *STOP STREET SLOW DOWN OBSTRUCTIONS*
- *STOP WATERING GREEN SPACE IN BETWEEN ROADS, ESPECIALLY DURING THE DAY TIME*
- *THE FIRE DEPARTMENT GOES OUT ON EVERY AMBULANCE CALL, IT'S TOO MUCH*
- *THE NUMBER OF FIREMEN*
- *TOO MANY STAFF NOT ENOUGH FRONTLINE WORKERS*
- *TRAFFIC CALMING INITIATIVES TREE PLANTING INITIATIVES ANYTHING TO DO WITH IMPROVING ROBRON PARK. STOP SPENDING PLEASE.*
- *TRAFFIC CIRCLES AND ANYTHING EXCEPT OUTREACH TO THE HOMELESS*
- *UNNECESSARY PROJECTS*
- *UNNECESSARY ROAD WORK (ROUND ABOUT)*
- *VOLUNTEER FIRE DEPT.*
- *VOLUNTEER FIRE DEPT.*
- *WASTE OF MONEY ON DOWNTOWN TOILET*
- *WATERING THE ROADWAYS, FIX THE SPRINKLERS AND WATER AT NIGHT*
- *WHEN COVID IS UNDER CONTROL WITH VACCINATIONS, WE SHOULD USE THE CITY SQUARE MORE OFTEN*

Q18b – Which City Facebook pages do you follow?

- *BLACK PRESS, CITY OF CAMPBELL RIVER*
- *CITY*
- *CITY OF CAMPBELL RIVER*
- *CITY OF CAMPBELL RIVER*
- *CITY OF CAMPBELL RIVER*
- *CITY OF CAMPBELL RIVER*
- *CITY OF CAMPBELL RIVER*
- *CITY OF CR*
- *CITY OF CR CITY HALL, SCHOOL DISTRICT, ECONOMIC DEVELOPMENT, CULTURE DEPT,*
- *CITY, REC & CULTURE*
- *COCR, CITY HALL, PARKS AND REC*
- *CR*
- *DISCOVER CAMPBELL RIVER*
- *DISCOVER CAMPBELL RIVER*
- *FB / IG*
- *PARKS & REC*
- *PARKS & REC*
- *RANTS & RAVES*
- *RANTS & RAVES, YOU KNOW YOU'RE FROM CR WHEN*
- *RECREATION*
- *RECREATION*
- *SPORTSPLEX*
- *SPORTSPLEX*
- *SPORTSPLEX PAGE*

Q25 – What further information would you like? [PROVIDED BY THE CITY]

- *ALL OF IT*
- *BI – ELECTION MAIL*
- *COUNCIL INFO, SUMMARY OF MEETINGS*
- *CRIME / OVERDOSE*
- *CRIME REPORTS, WHO, WHAT, WHERE*
- *ELECTION NOTICES, QUARTERLY UPDATES*
- *ELECTIONS*
- *FEEDBACK AFTER HUGE PRICEY CONSULTATIONS*
- *FINANCE TRANSPARENCY*
- *FUTURE PLANNING / NOTIFICATION ON RADIO*
- *FUTURE PLANS*
- *HOMES & UPDATES*
- *HOW THEY SPEND OUR MONEY*
- *INFO ON SOCIAL PROGRAMS & WAYS TO GET INVOLVED WITH CITY*
- *MORE ABOUT CITY PLANNING*
- *MORE UPDATES*
- *NOTICE OF ELECTIONS, REGULAR UPDATES*
- *PROGRAM DETAILS AND HOW TO GET INVOLVED*
- *PROPERTY DEVELOPMENT*
- *REASONS FOR PROPERTY INCREASES OTHER THAN GREED*
- *REZONING APPLICATIONS*
- *REZONING APPLICATIONS*
- *SELF SERVING NOTICES, DEPT OF FINANCE WINS ANOTHER AWARD YAY*
- *SHOULD BE AN APP FOR RECYCLING, TOO MUCH ENDS UP IN THE LANDFILL DUE TO LACK OF INFORMATION.*
- *TOO MANY SECRETS*
- *WAYS TO BE INVOLVED WITH EXPENSES, VOTING ON BIG TICKET ITEMS*
- *WHEN PLANS FOR CHANGING TRAFFIC FLOW ARE PROPOSED. DOGWOOD & OLD HWY NOT GOOD FLOW*

Q31b – Which City department?

- *ALL*
- *ALL*
- *ALL*
- *ALL*
- *ALL*
- *CASHIER*
- *CHURCH'S*
- *LICENSES*
- *LICENSES*
- *PARKS & REC*
- *PROPERTY TAX, PERMITS*
- *RELATIONSHIP BUILDING WITH FIRST NATIONS COMMUNITIES*
- *TAXES*
- *VOLUNTEERING AT GREENWAYS LANDTRUST*
- *WORKS DEPT.*